Case study-company ACDC®

The headquarters of ACDC® is in Warsaw. This is a limited liability company founded by three colleagues, who met on during studies at the Warsaw University of Technology. One of the owners is IT graduated but also has a master's degree in philosophy. Chairman of the Board Stefan focuses mainly on administrative matters and has more than 50% of the shares in the company. For the actual day-to-day management are responsible the two Vice-Chairs: Zenon responsible for signing agreements, negotiation of contracts and current affairs, and Charles is responsible for the management of production department (IT), application testing and consultancy service. President Stefan from time to time just tinkering is included in the activities and programming e.g. helps developers in writing applications.

Initially the company was writing small applications on the customer order for a variety of large corporations, mainly led by colleagues of our characters also from the Warsaw University of Technology, but in recent times after the publication of a new version of the Web site and collecting a few positive testimonials for solid works-the company began to run down requests for quotations and offers of cooperation from other companies in the field of writing custom applications for customers that were not covered in the standard functionality systems available on the market. The company ACDC® from small business founded by several colleagues began to be a significant player in the tailor-made app market. Due to the nature of the product, which was designed from the beginning to the end, it started to operate in project-oriented way. Organizational structure of the company was as follows (see structure picture) according to the attached drawing and individual departments have also their officers responsible for the management but, at the same time, managers performed their tasks within the framework of functional departments.

Because new contracts relate to the need to recruit new employees - the company within a year and a half with a small 10-person "family" firm has become a larger organization with nearly 50 employees and still employed new ones. This involved the necessity of change management policies in response to emerging communication and organizational difficulties.

One of the projects implemented under the programme "improvement of the quality of work and communication at ACDC ®" was two-days training in communication with the event in hotel outside Warsaw. Assumptions for the project defined by the Board of Directors are as follows:

         The event is to take place at a maximum 30 km from Warsaw. Hotel booking must take place not later than 4 weeks before the training. Payment for hotel – two weeks after the event. The cost of accommodation in the hotel for everybody is about 5,000zł.

         Communication training is supposed to be a response to the need for communication in the company and clearly has to be related with ACDC and designed to the company needs. The cost of training is 10,000zł.

         Consultants from training company have maximum two weeks to study the needs and two weeks to prepare. Due to the large number of orders in ACDC they can not carry out an interview with more than one person from each Department. One interview lasts no longer than a half working day.

         At least 2 weeks before the training of all employees of the ACDC company will be subject to the test of soft-competences so that on the first day of training they receive each’s report of strong and weak sides. There can be tested maximum one Department daily. In addition, there is a need to add one day to study/examine the Board.

         Three months after training is held audit of training efficiency, consisting of an interview with one employee in each Department. One interview lasts half working day.

         Ideal days of the week to carry out training this Thursday and Friday

         On the evening of the first day of the training should take place the employees party. Menus and additional activities should be fixed in advance at least 3 weeks before the start of the training. Payment for a party and other activities will be one week later from the end of the event. The cost of the event is 10,000zł.

         The whole event in order to reduce costs should be organized by employees of the company, we can only pay for: training, stay in a hotel and meals, after-training raport/audit and gadgets.

         At the end of the training all employees get jackets and backpacks with company ACDC ® logo. To order them cheaply directly from China that it will take about 2 months. Payment for jackets and backpacks, followed by invoice in cash will be at the courier delivery. The purchase price is 200 PLN per person.

         Prepare a report of the after-training audit will take a week. Payment will be a week after receiving invoice for the report. Cost - 100 PLN per person.

         The project is closed after receiving the audit report drawn up by the training company and after settlement of all payments.

         Project Manager was Rozalia - the head of the administrative dept, who for the duration of the project management duties gets additional remuneration in the amount of PLN 100 per week (the total amount depends on how longer project lasts).

         For the simplicity I give no dates - we can recognize that the project can start on Monday in the first week, later followed by a second week, third week etc.

It is could be easier when create schedule weekly than daily but it is you choice.

Please define:

1. Work Breakdown Structure or Product Breakdown Structure

2. Roles diagram

3. The job schedule weekly (MS Project)

5. Cost estimate and cash flows for the project weekly (MS Project)