Ariba Project Implementation

Student’s Name

Institutional Affiliation

1. **Which of the components is underperforming according to the plan? How do you know?**

Based on the information presented, there are two components that the critical path went through, which could be the ones leading to delays in this project. These components include technical infrastructure setup and software customization (Jeffery et al., 2017). The technical infrastructure budget for 6 months i.e from May to October as provided in Exhibit 5 include:

|  |  |  |  |
| --- | --- | --- | --- |
| **Exhibit 5-7** | **Budget Cost** | **Actual Cost** | **Cost Difference** |
|  | **Technical Infrastructure** | **Software Customization** | **Technical Infrastructure** | **Software Customization** | **Technical Infrastructure** | **Software Customization** |
|  | **$ 948,000.** | **$ 948,000**. | **$ 913,500** | **$ 846,000** | **$35,000** | **$97,000** |
|  | **$ 948,000**. | **$ 846,000** | **$ 838,000** | **$1,005,250** | **$110,000** | **$159.000** |

The above calculation can be broken down further as shown below.

May=$ 120,000, June= $ 192,000, July=$ 192,000, August=192,000, September= $ 192,000, and October=$ 60,000 giving a total of $ 948,000. Additionally, the monthly budget for Software customization for Exhibit 5 gives the same amount as for technical infrastructure, which is $ 948,000. For the budget provided in Exhibit 6 the actual budget for the work performed for technical infrastructure is as follows: May=$ 120,000, June= $ 215,000, July=$ 192,000, August=216,000, September= $ 170,000 giving a total of $ 913,500. Based on the comparison of the actual cost vs budgeted cost against the time of delivery, it is clear that the project is completed 1 month before, and the cost saved is the difference between $948,000 - $913,000=$35,000. For the software customization the actual cost of work is as follows: May=$ 119,000, June= $ 187,000, July=$ 165,000, August=189,000, September =$ 186,000 giving a total of $ 846,000. The comparison shows that there is no delay. Additionally, there is cost saving which can be calculated by getting the difference between budgeted cost and actual cost=$948,000-838,000 to give=$ 110,000. For Exhibit 7 the total budgeted amount for technical infrastructure is broken down as follows: May=$ 120,000, June= $ 170,000, July=$ 173,000, August=190,000, September=$185,000 giving a total of $ 838,000. While the total budgeted cost for software customization as presented in Exhibit 7= $1,005,250. Comparing this with the actual cost show cost variation i.e $1,005,250-$846,000= **-$159,000**

**Conclusion:** Software customization in Exhibit 7 is underperforming based on the cost comparison between the budgeted cost vs actual cost. This has been identified through cost extrapolation and analyzing earned value formula.

5. **How much longer will the project take?**

Based on the assessment of this project, and considering the project status and information provided in Exhibit 3 vs the actual project timeline of this project, it appears that the actual timeline comprises of various project activities, i.e plan, build, deploy and evolve which goes from June to October =6 months.

In computing additional time required for this project to be complete, the following formula can be adopted E= (O+4 M + P)/6, where E is expected completion time, M is the most likely time, O is the optimistic time, while P is the pessimistic time. In this case O=5, P=6, and M=6

*Therefore E= (5+ (4 x 6) +6)/6*

*= (5+24+6)/ 6 =35/6 =5.8 =6 Months*

***6 months-5 months=1 month. Therefore, additional time needed to complete this project=*** 1 month

6**. What should Martin have done earlier in the project timeline to prevent delays?**

Involving project delays timeline, martin should select goals to achieve in the project to ensure effective completion of the project and gathering the right resources to be utilized. He should have established a mounting point to keep the team on track by working together and monitoring work success in each operation. Additionally, martin should have held several meetings with the teams to create awareness of what was going on during the project execution and to ensure that everyone on the team understood their roles and responsibilities and project importance. It was important for him to identify and allocate appropriate resources carefully for evaluation of project costs, and prioritize tasks that could be done in the project. Notably, he might, for example, have carefully created a schedule by separating individual activities and tasks into separate phases of the project based on the appropriate length of each task.

7**.What should Martin do when managing future projects to prevent similar problems from developing?**

For project management to be successful, Martin as a project manager of the company he should avoid unrealistic deadlines to the project since it is normal to have delays to complete a project. On the other hand, he should avoid getting off track by keeping track of the project and keeping customers up to date in the event of change requests. Second, as a manager, he must ensure that project team members communicate effectively to make quick and successful project decisions. Third, he should place a greater emphasis on project problems and risks by suggesting steps that should be taken as well as developing documentation requirements for accuracy and quality. He should be able to handle workflow in terms of project deliverables, job products, and make efficient use of project resources once again. Additionally, he should provide effective knowledge transfer between consulting and client's project teams, basis for end-user help desk, and ensure that the clients are completely satisfied.

References

Jeffery, M., Norton, J. F., Gershbeyn, A., & Yung, D. (2017). Ariba Implementation at MED-X: Managing Earned Value. *Kellogg School of Management Cases*.