Company Case Study Form (WP3, Deliverable 3.1)

Explanation:

According to the Letters of Intent by the Associated Industry Partners, each university will be provided with **one practical company case study** for the courses which will start in the academic year 2019/2020.

Next steps:

1) Each university should **choose one course** for which it develops a case study together with a company representative (e.g. a practical problem/issue which companies in this area are facing and on which the students will work – supervised by their lecturer).

2) Please fill in the form below

Please note: In case a company case study is developed for a course, only one additional assignment is required (see course package form, section 8).

8.2.1 General information:

Title of the course (as specified in the reformed curriculum)	Corporate Innovation Systems
Name of the teacher	Alla Levitskaia
Title of the case study	Innovation project management design
Company with which the case study was developed	Universal (for companies that are working place for students)

8.2.2 Practical case study:

Explanation: Please outline the practical case study that the students are going to work on.

Introduction of the case / problem:

The constant creation, implementation and commercialization of high-tech innovations are the main factors for success in the competitive struggle of any enterprises. Innovative projects act as a catalyst for the development of companies. To achieve these goals, it is necessary for students to develop a project for managing the innovative development of an enterprise. For the project planning, it is necessary to determine what specific work must be performed to achieve these results.

For this purpose, the Work Breakdown Structure (WBS) structure is used [1, 2]. Discussion and group presentations of Case study methods results which allows developing multiple perspectives (in groups for 3-4 students) to discuss situation in real example of existing business.

First of all, it is necessary to consistently divide the project into its component parts until you reach the desired level of detail. It is called the level of work packages. This is the lowest level of management that should be monitored directly by the project manager. However, other project team members can continue dividing their part of the project on the lower-level components.

Playing the role of managers, students need to discuss about manager's functions which need to pay constant attention to next stages of innovation projects:

1. Initiation of the project

1.1 Analysis of the relevance of the project

1.2 Preliminary analysis of the project success

1.3 Defining the objectives of the project

1.4 Definition of final results

2. Project Planning

2.1. Project team formation and identification of responsible persons

2.2. Defining the goals and company's capabilities

2.3. Design a project plan

3. Project implementation

3.1. Risk assessment

3.2. Reaching stakeholder agreement

3.3. Ensuring the mobilization of the necessary resources

3.4. Completing project work relevance for the main goals

3.5. Monitoring process

4. Completion of the project

4.1. Project assessment

4.2 Results analysis

4.3 Disbanding the project team

Tasks for the students:

**Task 1. Discuss the duration of the stages of the project**

Table 1. List of project operations

Code	Type of Jobs	Duration (days)
0-1	Analysis of the relevance of the project	
1-2	Preliminary analysis of the success of the project	
2-3	Defining the overall objectives of the project	
2-4	Determination of the final results	
4-5	Formation of the project team and identification of responsible persons	
5-6	Defining the goals and capabilities of the company	
6-7	Drawing up a project plan	
6-8	Risk assessment	
8-9	Reaching stakeholder agreement	
9-10	Ensuring the mobilization of the necessary resources	
10-11	Performance of work necessary to achieve the main goals	
10-12	Monitoring the performance of work	
12-13	Project assessment	
13-14	Results analysis	
14-15	Disbanding the project team	

Task 2. Network of project schedule

Target Network project schedule based on Table 1, shown in Figure 2. Due to the construction of the network schedule, the critical path and time reserves are determined when constructing the project execution schedule [3].

Figure 2 - Example of a network of project schedule
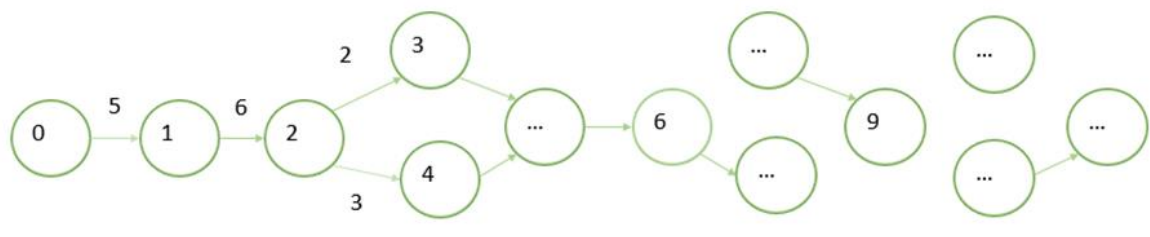
Task 3. Gantt graph

To illustrate the plan, the schedule of work on the project built the Gantt chart (Fig. 3). It is used to manage work in progress. Indicates which work is performed on a schedule, and which is ahead of or behind. The Gantt chart does not take into account the diversity of production situations. The schedule should be recalculated regularly when new jobs appear and when reviewing the duration of works [4].

Gantt chart – is a tool that allows managing a project based on the detail of each task and determining the time of their implementation. It is recommended to use developed templates to simplify the procedures for constructing [5].

Figure 3 - Gantt Graphics Format

	code	code	code	code	code	code	code	code	code	code	code
1. Initiation of the project											
1.1 Analysis of the relevance of the project											
1.2 Preliminary analysis of the project success											
1.3 Defining the objectives of the project											
1.4 Definition of final results											
2. Project Planning											
2.1. Project team formation and identification of responsible persons											
2.2. Defining the goals and company's capabilities											
2.3. Design a project plan											
3. Project implementation											
3.1. Risk assessment											
3.2. Reaching stakeholder agreement											
3.3. Ensuring the mobilization of the necessary resources											
3.4. Completing project work relevance for the main goals											
3.5. Monitoring process											
4. Completion of the project											
4.1. Project assessment											
4.2 Results analysis											
4.3 Disbanding the project team											

The organizational structure is a set of elements of the organization (positions and structural divisions) and relations between them. The organizational structure of project implementers is developed on the basis of the WBS to ensure effective project management. The most common structure is a functional structure, which is a hierarchy, with employees grouped by specialties.

Task 4. Develop the organizational structure of the project.

Students are encouraged to independently develop a project implementation management team. Example of the organizational structure of the project presented in Figure 4.

Figure 4 - The organizational structure of the project management
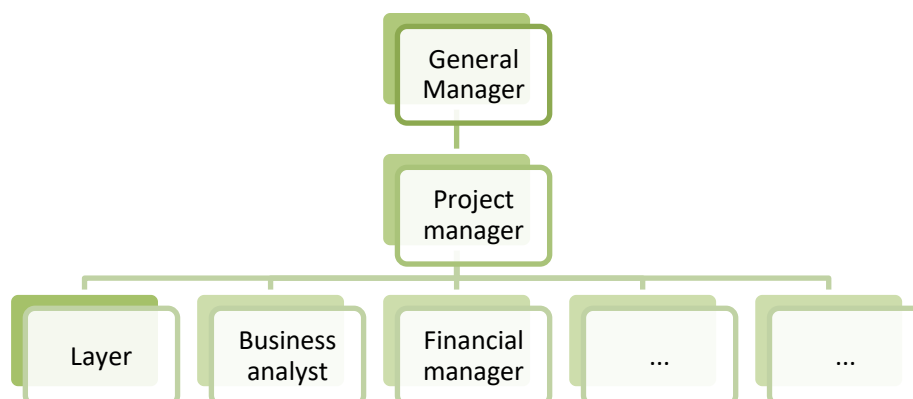
Task 5. Develop a project responsibility matrix

An important task in project management is to clearly define "who" is responsible and for "what". This is what the responsibility matrix is used for which based on the List of project operations and Gantt chart. The responsibility matrix of the project is presented in Table 2.

There are many different types of Responsibility Matrix clearly defining roles and responsibilities of the members of project development groups (DRASCI, RASIC, RACI, etc.) [6,7]. Students working group are encouraged to develop several options of project responsibility matrices.

Table 2 - Project Responsibility Matrix

| Code | Type of job | General Manager | Project Manager | Project team | | |
				Lawyer	Business Analyst	Other members
0-1	Analysis of the relevance of the project	A	C	E	R	E
1-2	Preliminary analysis of the success of the project					
2-3	Defining the overall objectives of the project					
2-4	Determination of the final results					
4-5	Formation of the project team and identification of responsible persons					
5-6	Defining the goals and capabilities of the company					
6-7	Drawing up a project plan					
6-8	Risk assessment					
8-9	Reaching agreement of the parties					
9-10	Ensuring the mobilization of the necessary resources					
10-11	Performance of work necessary to achieve the main goals					
10-12	Monitoring the performance of work					
12-13	Project assessment					
13-14	Disbanding the project team					
14-15	Results analysis					

R – Responsible for implementation;

E – Executor person;

A – Approval person;

C – Coordinator.

References and resources:

1. A Guide to the project management body of knowledge. Project Management Institute. 2013.

2. Work breakdown structure. https://www.workbreakdownstructure.com/

3. Project management by time parameters. https://studfiles.net/preview/5273163/page:4/

4. Simulation Planning. Gantt Chart. Network planning model. Project. https://intellect.icu/modelirovanie-planirovaniya-diagramma-ganna-setevaya-model-planirovaniya-proekt-147

5. Gantt Chart Template for Excel. https://www.vertex42.com/ExcelTemplates/excel-gantt-chart.html

6. RACI Matrix Template. https://www.vertex42.com/ExcelTemplates/raci-matrix.html

7. Responsibility Assignment Matrix. https://en.wikipedia.org/wiki/Responsibility_assignment_matrix