



Case

Nightingale Project—A

You are the assistant project manager to Rassy Brown, who is in charge of the Nightingale project. Nightingale was the code name given to the development of a handheld electronic medical reference guide. Nightingale would be designed for emergency medical technicians and paramedics who need a quick reference guide to use in emergency situations.

Rassy and her project team were developing a project plan aimed at producing 30 working models in time for MedCON, the biggest medical equipment trade show each year. Meeting the MedCON October 25 deadline was critical to success. All the major medical equipment manufacturers demonstrated and took orders for new products at MedCON. Rassy had also heard rumors that competitors were considering developing a similar product, and she knew that being first to market would have a significant sales advantage. Besides, top management made funding contingent upon developing a workable plan for meeting the MedCON deadline.

The project team spent the morning working on the schedule for Nightingale. They started with the WBS and developed the information for a network, adding activities when needed. Then the team added the time estimates they had collected for each activity. Following is the preliminary information for activities with duration time and predecessors:

Activity	Description	Duration	Predecessor
1	Architectural decisions	10	None
2	Internal specifications	20	1
3	External specifications	18	1
4	Feature specifications	15	1
5	Voice recognition	15	2,3
6	Case	4	2,3
7	Screen	2	2,3
8	Speaker output jacks	2	2,3
9	Tape mechanism	2	2,3
10	Database	40	4
11	Microphone/soundcard	5	4
12	Pager	4	4
13	Barcode reader	3	4
14	Alarm clock	4	4
15	Computer I/O	5	4
16	Review design	10	5,6,7,8,9,10,11,12,13,14,15
17	Price components	5	5,6,7,8,9,10,11,12,13,14,15
18	Integration	15	15,17
19	Document design	35	16
20	Procure prototype components	20	18
21	Assemble prototypes	10	20
22	Lab test prototypes	20	21
23	Field test prototypes	20	19,22
24	Adjust design	20	23
25	Order stock parts	15	24
26	Order custom parts	2	24
27	Assemble first production unit	10	25, FS—8 time units 26, FS—13 time units
28	Test unit	10	27
29	Produce 30 units	15	28
30	Train sales representatives	10	29