

Assignments and some discussions relate to a project management case study. Briefly, a firm known as International Logistic Services, or ILS, acquired an existing warehouse and transportation provider in your selected country for Walmart. ILS has an excellent reputation as a firm concerned about profit, people, and the planet. That is, ILS strives for the triple bottom line. ILS is located within the vicinity of one or more Walmart stores.

The acquisition, however, has inherited many problems, including safety, disregard for the environment, and financial issues. The newly acquired logistics service has 100 employees. ILS recently appointed a new director of logistic services-- DLS-- who will sponsor the project to improve operations, recognizing that a strategic objective is to win Walmart's business. You have been selected as the project manager.

The DLS has asked you to develop a project charter. The Project Management Institute, PMI, defines a charter as a document issued by, or approved by the sponsor, to officially undertake the project. The charter enables the project manager with authority to obtain resources, and to plan the project, and eventually execute the project.

The sponsor has specified constraints for the project as follows-- the business was acquired for \$400,000. Benefits that accrue from this project will help justify the investment. Project costs should not exceed \$100,000. The project is expected to start in February and be completed by December in year zero. Net benefits of the project should be \$150,000 per year for the first five years, starting in year one. In year six, assume that the salvage value is \$400,000.

Include in the charter a summary of the project's scope and limitations, a business case for the project. The business case should include application of the corporate social responsibility values to resolve the inherited problems, how the project will enable the corporate strategy to win Walmart's business, net present value for the project using the data provided and calculated in MS Excel. Attach the Excel document as an appendix to the charter. The weekly lecture provides an example that will help you derive the net present value.

Summarize the results of your calculations in the body of the project charter. Describe a milestone project schedule that includes five to seven elements. A milestone is a high level task that includes a top-down estimate of the project duration and the start and end times. Predict risks, unexpected threats, and opportunities that may occur during the project. Outline the resources you will need for the project-- team members, materials, and money.

State your plan to form a high performing project team. Identify five important groups of stakeholders that you should consider. Stakeholders include any party that has an interest in a project. Why is this assignment important

to you? Writing an effective project charter will help you develop skills to effectively initiate a project.

As you write this assignment, consider that you may write as many as 50 to 100 charters during your career, as many project leaders and sponsors have done. Many times, charters are called by other names, such as request for proposal, budget justification, authorization for funding, and so on. If you have any questions, be sure to ask your instructor.