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**The Trophy Case Study**

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### **The Trophy Case Study**

From the onset, the failure of the Trophy project was by design. The project scope, resources need, the project schedule, and the budgeting was ill-planned. Hence, the project failed to outline the composition of the project team and a clear definition of the authority lines for the structural units and task priorities. The project lacked a clear objective, and the available resources were ill-managed. Specifically, the lack of project objectives manifested when the project team members learned about their roles months after the project had commenced. Had the project objective been outlined clearly, and the project team members selected and handed their responsibilities, the project could have started positively. According to Radujković & Sjekavica (2017), projects should be broken down into what is termed a work breakdown structure that assigns project team members individual roles and responsibilities, but that was not the case in this project.

Also, the top management was not committed to the project, based on their failure to take full responsibility for the project's failure. At the same time, the line managers were not accountable for the resources they were given to implement the project. Even after the client requested the division general manager and his subordinates to visit the client's plant to update progress, the division manager was unwilling to be held responsible. Instead, the division manager sent the project manager alone, with the delegation comprising line managers. Strategic leadership is a must-have for today's organizations. Presently, organizational success depends on effective leadership with a clear vision, mission, and strategy (Parida, 2019). In the Trophy case, the leadership lacked strategic vision and regard for human resources. Instead, they resorted to instilling fear via threats and intimidation, as witnessed when Reichart was threatened to be in trouble if he failed.

Fostering cooperation was not within the scope of the Trophy project, judging by the company's ineptitude. The organization's culture was poor, though there were indications that it had a mixed structure. Nonetheless, the organization did not follow a program management methodology and numerous failures within this structure exist. Also, their traditional management approach is not customer-centric and lacks a strategic purpose that can make the employees work as a unit. The lack of cooperation among employees in project implementation is also compounded by the lack of a program manager, despite the existence of a program office. When undertaking strategic planning for project management, it is desirable to enhance working relationships. Normally, a project team that works as a unit in an environment that enhances their cooperation ensures that the project is delivered on time, devoid of setbacks like conflict between teams that derail the successful implementation of the project. In this case, the lack of cohesion among the project team members is apparent because every individual in the company was operating as a solitary entity.

There are specific actions the organization could adopt to ensure that the Trophy project is back on track. One of the actions was to improve on the processes. Once the project teams learned that they were part of the project implementation, it was important for the management to solicit feedback from the team players and streamlining some of the project activities. A second option was to sit down with the client and work on scaling back the work scope. Some of the work deemed non-core to the project could have been eliminated. If core to the project and crucial in its successful completion, the work remaining must be hastened using the remaining resources. The project team could still complete the Trophy project without 100% functionality. Then the company should have executed a follow-up project to finish the remaining requirements. Nonetheless, the important action that the company should have taken was to

assign responsibility and accountability to the remaining members of the project team to ensure that any additional resources used in the implementation of the project are utilized appropriately.

## **References**

Parida, P. R. (2019). The Ever Increasing Importance of Strategic Leadership in Today's Business World: A Conceptual Study.

Radujković, M., & Sjekavica, M. (2017). Project Management Success Factors. *Procedia Engineering*, 196, 607-615.

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