

MEETINGS

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## Kerzner Office Equipment Case Study

### Overview

Amber Briggs was tasked by the CEO of the company she works for to project manage a celebration party. She was given an initial budget of \$150,000 and a 14 person team comprising of one member representing all the major departments. She scheduled a kick-off meeting in which 2 members of her team did not attend and gave no notice. She used the initial meeting to do introductions and solidify contact information. She also passed on the company leader's vision of the party, their deadline for a cost analysis and a few expectations of her own. She told them she would meet individually with them to further discuss their roles and responsibilities.

1. Critique Briggs's management of the first meeting. What, if anything, should she have done differently?

She could have gathered lessons learned and any relevant information for her team members who have already done party planning. She could have listed the team member's expectations of the project before hand and given that out at the meeting. She could have created a shared vision of the project instead of just repeating what the CEO had told her. This would have strengthened some buy-in from her team members.

2. What barriers is she likely to encounter in completing this project?

There will be plenty of barriers she will encounter. Some that come to mind just from reading about the individual responses are, schedule conflicts, negative attitude towards the project, already over worked in current job, etc.

3. What can she do to overcome these barriers?

She needs to know her team and assign them tasks based on their strengths and weaknesses. For example, I wouldn't give Ingrid any tasks she can't complete while she is overseas. I would utilize Rick, Cara and Megan based on their enthusiasm for the project. I would greatly limit what I task Mike, Nick and Abby with based on attitude and availability issues.

4. What should she do between now and the next meeting?

She needs to complete a scope of work that defines the project, a shared vision, a team identity and figure out a better place to conduct her meetings.