

Project Management Case Study
The Custom Woodworking Company — Woody 2000 Project
R. Max Wideman
AEW Services, Vancouver, BC, Canada, 2002

Introduction

I first developed this case study in 1993 for a local construction project management course. The incidents described are typical of the types of things that happen in real-life projects and I have seen most of them. Hopefully, they do not all happen on the same project, but the reality is that if project sponsors do not start out with an understanding of project management and its processes, the probability of such things happening are surprisingly high.

I have set out the story of the project according to its natural evolution. The commercial environment described was very typical of that existing here at that time. The problems are not difficult to spot, but can you see why they happened?

The case study is followed by a set of questions organized by project management knowledge area. You may use the case study and questions as you wish, subject to the copyright limitations.

Background

The Custom Woodworking Company is a small-to-medium sized custom furniture and cabinet making company, with head-office and a spacious plant site at Industrial Estates, Someplace, BC. Its Chairman and Chief Executive Officer is Ron Carpenter now in his late-sixties. His wife Mrs. Emelia Carpenter, being an aggressive business woman and somewhat younger than her husband, now effectively runs the company.

Ron Carpenter is affectionately known to all as "Woody" and so the company is generally known as "Woody's". Woody, after an apprenticeship as a cabinet maker, started his small furniture manufacturing business back in 1954 and he and his wife moved to their present location in 1959. The company quickly gained a reputation for attractively designed and well constructed furniture, using imported hardwoods and indigenous softwoods for its products. Woody's now produces custom furniture to order, several lines of furniture for wholesaler/retailers, and a number of variations of standard kitchen and bathroom cabinets, including units made to order.

Over the years the Carpenters continued to prosper and built up a loyal staff and work force. More recently their son, John Carpenter, has joined the company's management after having obtained a commerce degree at the local university. At John Carpenter's insistence, lured by longer production runs

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principles that underlie real estate development A brief historical overview and an introduction to basic principles are followed by examples from practice Case studies focus on how cities change and respond to the economic technological social and political forces that shape urban development in North America It is important to have a framework for understanding the risks and rewards in real estate investing In measuring return consideration must be given to both investment appreciation and the cash flow generated over the life of a project In addition metrics are presented that can be useful in assessing the financial feasibility of a real estate development proposal This book also provides an overview of the forces of supply and demand that gauge the potential market for a new project In determining the size of residual demand estimates for population growth family formation and new development are important All development projects fall under the auspices of one or several jurisdictions Though every jurisdiction has different rules and procedures basic knowledge of the planning process is critical to the success of all development projects regardless of location Furthermore all projects have a legal component Basic issues of land ownership property rights property transfer and land registration are reviewed all of which need to be considered when a property is sold or purchased This book also provides a primary on the design and construction process In constructing a building a team of experts is first required to design the architectural structural and heating ventilation and air conditioning HVAC systems for a building An overview is provided of each building system wood concrete and steel Critical to a successful real estate development project management principles for the processes of design bidding and construction are explored with close attention given to budgeting scheduling and resource management Essential reading for anyone involved in the development of our built environment this is a must read introduction for students and professionals in architecture urban planning engineering or real estate seeking an approachable and broad view of real estate development and finance

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