

**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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## **Table of Contents Project Management Sample Case Study Solved Example**

1. Understanding the eBook Project Management Sample Case Study Solved Example
  - The Rise of Digital Reading Project Management Sample Case Study Solved Example
  - Advantages of eBooks Over Traditional Books
2. Identifying Project Management Sample Case Study Solved Example
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Project Management Sample Case Study Solved Example
  - User-Friendly Interface
4. Exploring eBook Recommendations from Project Management Sample Case Study Solved Example
  - Personalized Recommendations
  - Project Management Sample Case Study Solved Example User Reviews and Ratings
  - Project Management Sample Case Study Solved Example and Bestseller Lists
5. Accessing Project Management Sample Case Study Solved Example Free and Paid eBooks
  - Project Management Sample Case Study Solved Example Public Domain eBooks
  - Project Management Sample Case Study Solved Example eBook Subscription Services
  - Project Management Sample Case Study Solved Example Budget-Friendly Options
6. Navigating Project Management Sample Case Study Solved Example eBook Formats

- ePub, PDF, MOBI, and More
  - Project Management Sample Case Study Solved Example Compatibility with Devices
  - Project Management Sample Case Study Solved Example Enhanced eBook Features
7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Project Management Sample Case Study Solved Example
    - Highlighting and Note-Taking Project Management Sample Case Study Solved Example
    - Interactive Elements Project Management Sample Case Study Solved Example
  8. Staying Engaged with Project Management Sample Case Study Solved Example
    - Joining Online Reading Communities
    - Participating in Virtual Book Clubs
    - Following Authors and Publishers Project Management Sample Case Study Solved Example
  9. Balancing eBooks and Physical Books Project Management Sample Case Study Solved Example
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Project Management Sample Case Study Solved Example
  10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
  11. Cultivating a Reading Routine Project Management Sample Case Study Solved Example
    - Setting Reading Goals Project Management Sample Case Study Solved Example
    - Carving Out Dedicated Reading Time
  12. Sourcing Reliable Information of Project Management Sample Case Study Solved Example
    - Fact-Checking eBook Content of Project Management Sample Case Study Solved Example
    - Distinguishing Credible Sources
  13. Promoting Lifelong Learning
    - Utilizing eBooks for Skill Development
    - Exploring Educational eBooks
  14. Embracing eBook Trends
    - Integration of Multimedia Elements
    - Interactive and Gamified eBooks

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