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1. What other factors should Marvin and his team consider?

Marvin should consider several factors before bidding for the job like :

1. Profitability – The cash flow of the project is negative as per the WBS then the Bid should be rejected.
2. Capability – To construct the project cash flow Marvin and his team need to understand their capability and the cost structure along with resource allocation properly.
3. Chances of winning the bid – The cost of bidding is close to 5% of their sales hence if the chances of winning is not good enough then the bid should not be processed.
4. Long term strategy of the company – The new contract should be in line with the long term goal of the company.
5. Potential risk assessment – The bid should also be assessed as per the risk likes time overrun, overshooting the project cash flow etc..

2. Should they bid on the job?

Yes, they should bid for the job. The size of the work was large compared to the current sales of Marvin's Company. Marvin and team could disclose the cost structure of the company in a fashion that cannot be comparable to the competitors. In other words, they should provide the costing details at Level 1 of the WBS and camouflaging at the deeper level so that his operations secret is not divulged to the competitors. Winning this Bid would improve the order in hand for the company providing sufficient resources as well to invest in other areas of business making the completion irrelevant.



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