

FIT2002 IT Project Management
October, 2021
Assignment One

Running Case 2: Project Scope Management

As mentioned in Case 1, you have been appointment project manager for the "Hybrid campus" project. You have previous project management and system analysis experience within the company with some experience in education technologies. You waste no time to put the project team together. Through various methods, including interviews with lecturing, academic and managerial staff, existing and prospective students and other role players, you have identified the goals and characteristics of the final system. You are acutely aware of the enthusiasm with which OEU's top management is supporting this project. You have managed to re-negotiate the budget and OEU top management is happy to increase the budget to \$900,000. Maintaining the whole hybrid campus system is estimated to cost \$50,000 a year (after the first year). However, this can subsequently be self-funded with the increase in revenue. This is much less than what face-to-face campuses would have cost, because most of the human resources at current campuses can be applied to the new campuses. Your initial calculations already suggest an increase of revenue of around \$200 000 but this can only be realised in the second year of implementing the hybrid campus. As more students enrol, this figure will increase. It is expected that the hybrid campuses alone will generate \$500,000 revenue each year from year 3 to year 5. You also believe that this system will make education more accessible to more people, enabling you to "do good" while benefiting the business.

You also expect that the system will be ready for operation after one year. This will be perfect, since it will allow the marketing department to start with a marketing campaign at the same time school leavers are expected to make decisions about their future universities.

With this system, OEU will build one or more studios at its headquarters. Through videoconferencing technology, they will establish several study centres in venues belonging community initiatives, such as church halls and community centres. Students will attend two-way videoconferencing classes in groups of a maximum of 50 students. This will allow for small group learning, but also encourage peer collaboration and learning.

OEU's management wants to expand the current customer base and lower cost through the use of technology. In this way they hope to compete with a growing number of qualifications offered worldwide. More specifically, top management expects the following from the hybrid campuses:

- Study centres should be distributed. It should be located in areas where the demands for OEU's qualifications are significant, but where little to no competition exists. These areas may therefore have very little educational infrastructure or support systems.
- Each study centre will have one videoconferencing venue that can seat 50 students. The videoconferencing equipment for each study centre should include two large television screens, a camera, speakers and a microphone. The study centre will need broadband access to the internet. A computer with a document scanner will also be needed.
- Each studio should be equipped with a camera, computer (for presentation aids), the necessary presentation and videoconferencing software and two television screens. Lecturers should be able to see live footage of every study centre forming part of a particular lecture.
- Students should be able to ask questions and interact with the lecturer.
- A student management/support system (such as Moodle) should be implemented for support and assessments.

After consultation with experts and users, you have drafted the following attributes and points to consider. You are planning to discuss these with your team at your next meeting:

- The campuses and courses offered may need to be accredited at local education authorities. In some cases, this may be difficult - hybrid universities are not necessarily common in those countries and may provide several exceptions to the accreditation rules. For example, local accreditation criteria may require a physical library at the study centre. This should be investigated.
- IT and internet infrastructure differ across countries. Compatibility issues should be addressed.
- Centre managers at the respective study centres may not have experience in technology. The client side of the videoconferencing system should be easy to use and training should be provided. This may have an effect on the budget, especially if it involves travelling.
- Lecturers should be able to see every class room dialled into the lecture.
- The student learning management system should be designed. An existing product (such as Moodle) may be used, but it should be adapted for the particular university. Since the application of this system may be different for distant students, lecturers may also need training.
- The student learning management system should be used for all in-semester assessments. This should be done in a way that will minimize work for lecturers, without sacrificing quality of assessments.
- An assessment policy and procedures document should be developed.
- Exams will be paper-based. However, once students finished writing the examination, their papers will be scanned and uploaded to a secure folder. This will be processed at head office and marked electronically by lecturers.
- Student application, registration and enrolment should be done online via the university's web site. All administrative communication will be done via e-mail.

Tasks:

1. Develop a project scope statement for the Hybrid Campus project. Be as specific as possible in describing product characteristics and requirements, as well as all of the project's deliverables. Be sure to include testing and training as part of the project scope. You may use the project scope statement template that is available in Moodle (under the Template folder).
2. Develop a requirements traceability matrix for the Hybrid Campus project. You should include at least ten (or six for team of 3) distinct requirements, using the RTM template provided in Moodle (under the Template folder).

Instructions:

1. Show a draft copy of your work to your tutor in your week 5 tutorial for an informal feedback.
 - For a 4-member group, attempt all the tasks above and
 - For a 3-member group, you only need to provide six requirements for Task 2.
2. Do not submit this until **Friday 10th December 2021 11pm**, together with Case 1, 3 and 4.

Marking Criteria:

Running Case:	Task	Criteria	Weight
Case 2: Project Scope Management (20%)	Task 1	Develop a project scope statement for the Hybrid Campus project: <ul style="list-style-type: none">• Scope boundary is clearly defined, identifying what is in and out of scope.• Specific in describing product characteristics and requirements;• Comprehensive and clear project's deliverables.	10
	Task 2	<ul style="list-style-type: none">• Develop a requirements traceability matrix (RTM) for the Hybrid Campus project using the template provided.• Include at least ten distinct requirements (six for team of 3), relevant to the project.	10

A marking rubric will be provided as a separate document.