

FIT2002 IT Project Management
October 2021
Assignment Two

Running Case 6: Project Quality and Procurement Management

Project Quality Management

The Hybrid Campus project team is working hard to ensure that the new system they develop meets expectations. The team has a detailed scope statement, but you, as the project manager, want to make sure you're not forgetting requirements that might affect how different stakeholders view the quality of the project. You know that the project's sponsor and other senior management of Open Education University (OEU) are most concerned with having a high quality, but affordable product offering, as well as meeting the requirements stated in running case 2.

Tasks:

1. Develop a list of 6 quality standards or requirements related to meeting the stakeholder expectations described in Running Case 2. Also provide a brief description of each requirement. For example, a requirement might be that the system downtime may not exceed 2.5% of total lecture time.
2. Based on the list created for Task 1, determine how you will measure progress on meeting those requirements. For example, an electronic system can automatically measure downtime, or downtime could be manually captured by the centre managers.

Project Procurement Management

Senior management at OEU would like your view as whether it is better to outsource training or to provide it in-house. Training will include the following:

- Technical training for centre managers. Each study centre will employ a centre manager. In most cases, this person will not have an IT background. He or she will be responsible for handling all equipment, several types of software and general discipline in class. Training will therefore include technical training, as well as education-related training. Initial training will be done in-person, but a training manual should also be developed. A tutorial video for topic-specific references should also be developed.
- Technical support staff. Should a student or centre manager need assistance, they will contact technical support staff via e-mail, phone or live web chat. These technical support staff members should be trained in terms of the system, possible issues arising, and customer care. It should also include a training video and manual.

- Training for students. During a two-day orientation session, students will be introduced to the system. Although the orientation takes place over two days, the technical training will only last for approximately three hours. Students should also be provided with videos and a manual for quick reference.

Consider that training for centre managers will be on-site. That means that the training will take place at 30 study centres worldwide, involving some travelling. The training for students and support staff will be done at head office via the videoconferencing technology in three separate sessions (for groups of 10 study centres at a time).

Note that:

- Training will be done every semester. During this month new centre managers, supports staff and students will be trained. This will continue for as long as the hybrid campus model exists.
- However, we will only appoint this service provider for the first of those semesters - the first month of operation. This is what we will budget for. If we are satisfied with this service provider, we may extend their contract for the future semesters, but this need not be included in the contract at this stage.

You therefore need only treat this contract as a single, one-month contract.

Tasks:

3. Suppose that your team has discussed management's request. You agree it makes sense to have another organisation take responsibility of the training, provided that the service provider has a branch on each of the continents where you study centres will be based. Write a one-page memo to senior management stating your views (including advantages and disadvantages) of outsourcing.

Please note: Teams of 3 is exempted from this task.

4. Assume that OEU top management has decided to take your advice and outsource the training as described above. Draft a Statement of Work (SOW) to define project-specific activities, deliverable and timelines to give bidders/prospective vendors a better understanding of OEU's expectations and requirements.

Note: The SOW may include the following (Refer to Lecture 8 Slide 56):

- Scope of Work: This describes the work to be done and specifies if hardware and/or software are involved.
- Location of Work: This describes where the training is to be performed, including the location of hardware and software and where people will meet to do the training.

- **Period of Performance:** This specifies the allowable time for the training to be done, such as start and finish time, number of hours that can be billed per week or month, where work is to be performed and anything else that relates to scheduling.
- **Deliverables Schedule:** This part lists and describes what is due and when.
- **Applicable Standards:** This describes any industry specific standards that need to be adhered to in fulfilling the contract.
- **Acceptance Criteria:** This specifies how OEU will determine if the product or service is acceptable.
- **Special Requirements/Miscellaneous:** This specifies any special hardware and/or software, specialised requirements, such as certifications for personnel, travel requirements, and anything else not covered in the contract specifics.
- **Type of Contract/Payment Schedule:** Terms and conditions of payment

Instructions:

1. Show a draft copy of your work to your tutor in your week 10 tutorial for an informal feedback.
2. Do not submit this until Friday 14th January 2022, together with Case 5 and 7.

Marking criteria:

Running Case:	Task	Criteria	Weight
Case 6: Project Quality & Procurement Management (38%)	Task 1	Develop a list (including a brief description) of six (6) quality standards or requirements related to meeting the stakeholder expectations.	12
	Task 2	Document how you will measure progress on meeting the requirements (in Task 1)	6
	Task 3	Write a one-page memo to senior management stating your views (pros and cons) of outsourcing. (Team of 3 is exempted from this task)	10
	Task 4	Draft a Statement of Work (SOW) to define project-specific activities, deliverables and timelines to give bidders/prospective vendor a better understanding of the OEU's expectations and requirements.	10