

BÀI THỰC HÀNH SỐ 3 (4 tiết)

WSM, phân tích tài chính, hợp đồng nhóm

I. Mục tiêu:

- Cách xây dựng: WSM; NPV, ROI, Payback; kick-off metting; hợp đồng nhóm;

II. Hướng dẫn thực hành

Yêu cầu: Sinh viên tạo thư mục cá nhân với tên **MSSV_QuanTriDACNTT**, làm bài tập trên file word: **MSSV_QuanTriDACNT/MSSV_Lab3.docx**.

Đọc hiểu và làm lại bài mẫu xây dựng:

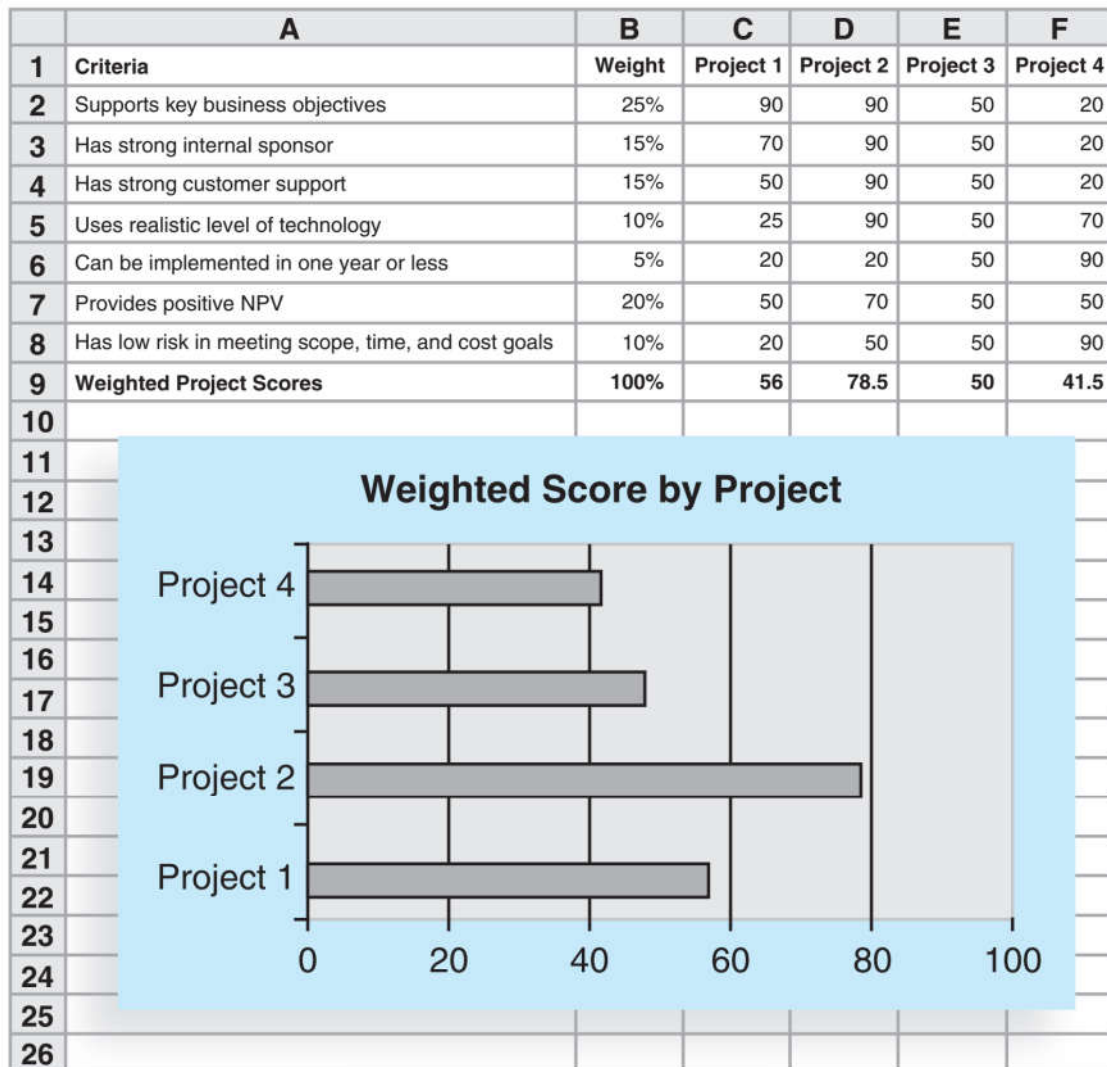
- WSM; NPV, ROI, Payback (file excel);
- Kick-off metting (word)
- Hợp đồng nhóm (Word);

1. Mô hình trọng số (WSM)

1.1. Theo dự án

- Tổng trọng số cho các tiêu chuẩn 100%.
- Công thức tính Weighted Project Scores như sau:

$$\text{Weighted Project Scores} = \sum_{i=1}^c \text{Weight}_i * \text{Project}_i$$



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FIGURE 4-7 Sample weighted scoring model for project selection

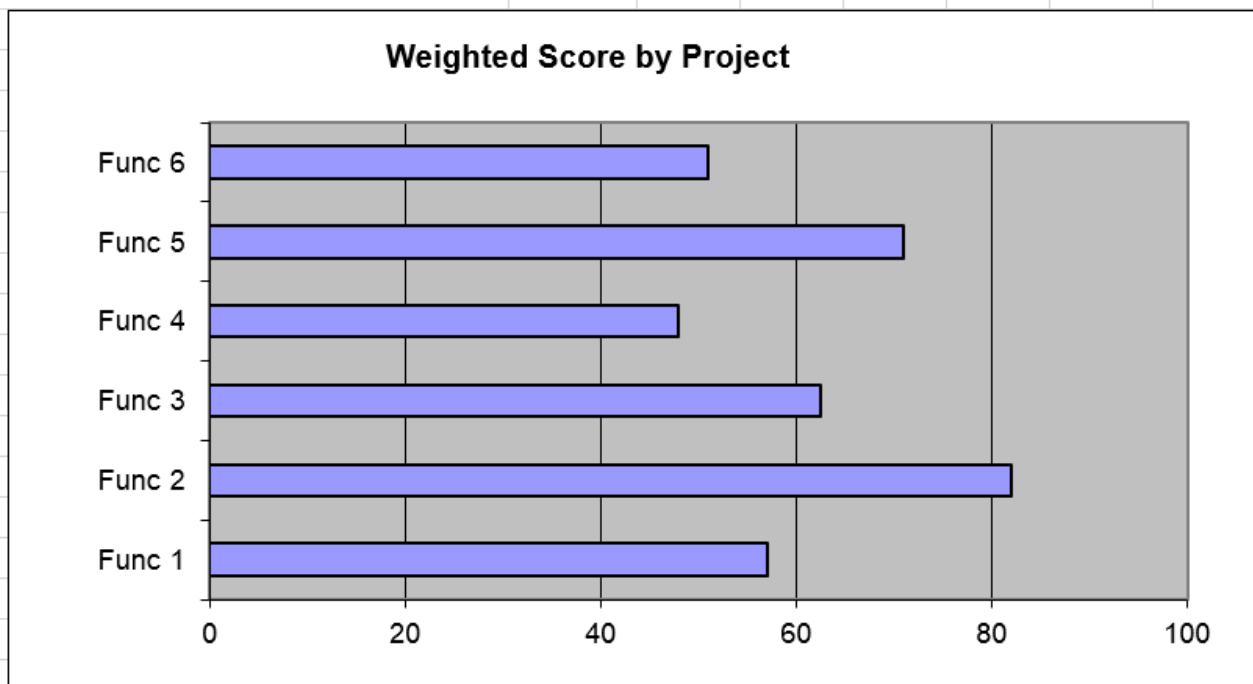
1.2. Theo chức năng

$$\text{Weighted Function Scores} = \sum_{i=1}^c \text{Weight}_i * \text{Func}_i$$

Weighted Decision Matrix for project Name

Created by:	Date:						
Criteria	Weight	Func 1	Func 2	Func 3	Func 4	Func 5	Func 6
UI: friendly, easy to use, easy to remember	25%	90	90	50	70	80	80
Fast access speed, fast processing speed	15%	70	90	70	60	50	70
Support: many users, multi languages	10%	80	90	80	30	90	70
Content: rich, diverse, attractive	15%	40	90	60	20	90	20
Log function	5%	60	50	70	90	40	50
Color, image, sound: diversity	20%	25	80	60	40	70	20
Flexible and creative function	10%	20	50	70	30	50	40
Weighted Project Scores	100%	57	82	62.5	48	71	51

Weighted Score by Project



2. Phân tích tài chính: NPV, ROI, thời gian hoàn vốn.

2.1. Công thức tính NPV:

$$NPV = \sum_{t=0, \dots, n} A_t / (1 + r)^t$$

Trong đó: n số năm, A_t dòng tiền mặt (cash flow) ở năm thứ t.

	A	B	C	D	E	F	G
1	Discount rate	10%					
2							
3	PROJECT 1	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
4	Benefits	\$0	\$2,000	\$3,000	\$4,000	\$5,000	\$14,000
5	Costs	\$5,000	\$1,000	\$1,000	\$1,000	\$1,000	\$9,000
6	Cash flow	(\$5,000)	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000
7	NPV →	\$2,316					
8		Formula =npv(b1,b6:f6)					
9							
10	PROJECT 2	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
11	Benefits	\$1,000	\$2,000	\$4,000	\$4,000	\$4,000	\$15,000
12	Costs	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$10,000
13	Cash flow	(\$1,000)	\$0	\$2,000	\$2,000	\$2,000	\$5,000
14	NPV →	\$3,201					
15		Formula =npv(b1,b13:f13)					
16							
17							

Note that totals are equal, but NPVs are not because of the time value of money

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FIGURE 4-4 Net present value example

2.2. Tính ROI (Return on Investment)

Tỉ lệ chiết khấu (discount factor) theo năm t được tính theo công thức:

$$\text{Discount factor}_t = \frac{1}{(1 + \text{Discount rate})^t}$$

Công thức tính ROI:

$$ROI = \frac{\text{total discounted benefits} - \text{total discounted costs}}{\text{discounted costs}}$$

Discount rate	8%					
Assume the project is completed in Year 0			Year			
	0	1	2	3	Total	
Costs	140,000	40,000	40,000	40,000		
Discount factor	1	0.93	0.86	0.79		
Discounted costs	140,000	37,200	34,400	31,600	243,200	
Benefits	0	200,000	200,000	200,000		
Discount factor	1	0.93	0.86	0.79		
Discounted benefits	0	186,000	172,000	158,000	516,000	
Discounted benefits - costs	(140,000)	148,800	137,600	126,400	272,800	←NPV
Cumulative benefits - costs	(140,000)	8,800	146,400	272,800		
ROI	112%					
	Payback In Year 1					

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FIGURE 4-5 JWD Consulting net present value example

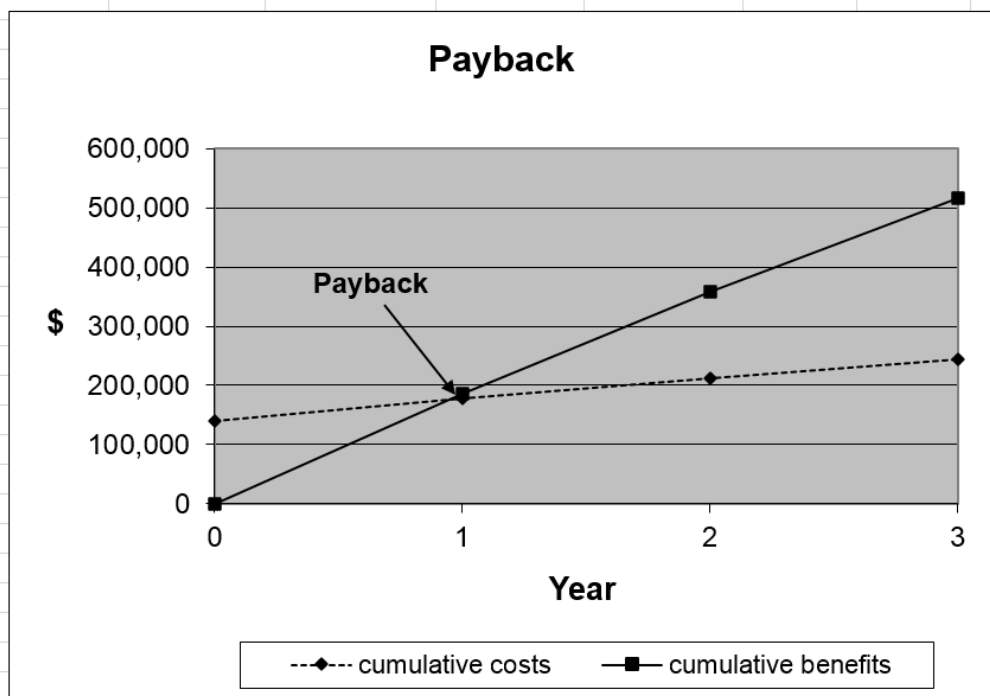
2.3. Thời gian hoàn vốn (Return on Investment)

- Tính Cum costs, Cum Benefits ở năm thứ i :

$$\text{Cum costs}_i = \begin{cases} \text{Costs}_i + \text{Cum costs}_{i-1} & i > 0 \\ \text{Costs}_i & i = 0 \end{cases}$$

$$\text{Cum Benefits}_i = \begin{cases} \text{Benefits}_i + \text{Cum Benefits}_{i-1} & i > 0 \\ \text{Benefits}_i & i = 0 \end{cases}$$

Year	Costs	Benefits	Cum Costs	Cum Benefits
0	140,000	0	140,000	0
1	37,200	186,000	177,200	186,000
2	34,400	172,000	211,600	358,000
3	31,600	158,000	243,200	516,000



3. Kick-Off Meeting

3.1. Kick-off meeting là gì?

3.2. Mục tiêu của Kick-Off Meeting?

3.3. Xem mẫu Kick-Off meeting nhóm, mỗi nhóm xây dựng Kick-Off meeting của đề tài đã thực hiện.

Kick-Off Meeting
[Date of Meeting]

Project Name: Project Management Intranet Site Project

Meeting Objective: Get the project off to an effective start by introducing key stakeholders, reviewing project goals, and discussing future plans

Agenda:

- Introductions of attendees
- Review of the project background
- Review of project-related documents (i.e., business case, project charter)
- Discussion of project organizational structure
- Discussion of project scope, time, and cost goals
- Discussion of other important topics
- List of action items from meeting

Action Item	Assigned To	Due Date

Date and time of next meeting:

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FIGURE 3-2 Kick-off meeting agenda

4. Xây dựng hợp đồng nhóm (team contract)

4.1. Team contract là gì?

4.2. Nội dung chính của team contract?

4.3. Xem mẫu hợp đồng nhóm, mỗi nhóm xây dựng hợp đồng nhóm của đề tài đã thực hiện.

Team Contract	
Project Name: Project Management Intranet Site project	
Project Team Members Names and Sign-off:	
Name	Sign-off on Team Contract
Code of Conduct: As a project team, we will: <ul style="list-style-type: none"> • Work proactively, anticipating potential problems and working to prevent them. • Keep other team members informed of information related to the project. • Focus on what is best for the entire project team. 	
Participation: We will: <ul style="list-style-type: none"> • Be honest and open during all project activities. • Encourage diversity in team work. • Provide the opportunity for equal participation. • Be open to new approaches and consider new ideas. • Have one discussion at a time. • Let the project manager know well in advance if a team member has to miss a meeting or may have trouble meeting a deadline for a given task. 	
Communication: We will: <ul style="list-style-type: none"> • Decide as a team on the best way to communicate. Because a few team members cannot often meet face to face, we will use e-mail, a project Web site, and other technology to assist in communicating. • Have the project manager facilitate all meetings and arrange for phone and video conferences, as needed. • Work together to create the project schedule and enter actuals into the enterprise-wide project management system by 4 p.m. every Friday. • Present ideas clearly and concisely. • Keep discussions on track. 	
Problem Solving: We will: <ul style="list-style-type: none"> • Encourage everyone to participate in solving problems. • Only use constructive criticism and focus on solving problems, not blaming people. • Strive to build on each other's ideas. 	
Meeting Guidelines: We will: <ul style="list-style-type: none"> • Plan to have a face-to-face meeting the first and third Tuesday morning of every month. • Meet more frequently the first month. • Arrange for telephone or videoconferencing for participants as needed. • Hold other meetings as needed. • Record meeting minutes and send them via e-mail within 24 hours of all project meetings, focusing on decisions made and action items from each meeting. 	

III. Bài tập nhóm

Xây dựng: mô hình trọng số cho dự án, chức năng; NPV, ROI, Payback; kick-off meeting; team contract cho đề tài nhóm. (*NhomSTT_TenTomTatDuAn/Lab3.docx*)

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