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Assignment 2



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**Caselet 6**

# short discussion of the Caselet 6 problems

## Summary

The Board of Directors for a regional telecommunications provides an annual guidance to the organization’s management team with the primary goal is to gain market share, focusing specifically on the initiatives. Based on the result of the previous year, IT is considered to be strategic in nature and leverages mature service management processes.

A Steering Committee is established in order to promote communication and prioritization between the business and IT, review and approve new projects. However, the consequence is not as good as the expectation: decrease in meeting stakeholder requirements, wasted resources, poor quality, lack of information and frustrated consumers.

The business cases for these projects that have been accepted were “bullied” through the process by the project sponsors, taking advantage of the new committee. Most of the projects are aiming to cost-cutting instead of market growth.

## Not mention

* The metrics the company uses to measure the satisfaction, wasted resources, poor quality, lack of information, …
* The process how a project is approved or not, what is the standard, what type of project, …
* The members of the Steering Committee: Which departments they belong to, who in charge, the number of member, …
* The goals, strategy, guidance, market share the company propose and aims to.
* What is IT the company refers to do? Application, Website, Manage Tool, Frameworks, …
* The kind of customer: Business, Consumers, Internal, External …

## Assumption

The company wants to form the Steering Committee to make sure all IT initiatives are relative or support the Primary Goal. Nevertheless, the new committee doesn’t have enough power, was influenced by the sponsors, and knowledge to make a decision, which affects to the company reputation and consumers’ satisfactions in negative way. It is also the consequence of the lack of strategic alignment, the process, guidance and the committee members are not diversity to review the project objectively.

## Analyze Framework

<https://www.project-laneways.com.au/blog/articles/steering-committees-a-key-reason-for-project-failure>

<http://enterprisesystemsmedia.com/article/project-management-the-pros-and-cons-of-steering-committees#&ts=undefined>

# framework solution

## Problem

The new Steering Committee is the root problem in this Caselet. Instead of focusing on market growth, the committee invest on cost cutting. As a result, resources are being applied inappropriately to initiatives that do not support stakeholder needs and go off-track of the primary goal.

## Analyze problem

In this case, the Steering Committee is established to help the company achieve the provided goal and IT is concerned to be a good solution to apply. However, there are troubles during forming process of that committee. The Caselet don’t give enough information for us to analyze, but we can assume that the Steering Committee doesn’t be chartered correctly with the appropriate decision authority as well as span of control and delegation authority, team members are not come from all departments and it mostly depends on the sponsors. The result reflects the weakness in the construction of the committee and perhaps lead to some bad effects such as the loyalty and satisfaction of the customers are low.

## Suggestion

The company need to reconstruct the Steering Committee, apply some management frameworks and use an application to control and observe the workflow of an initiative effectively. There are two suitable frameworks for the company to follow:

1. COBIT PO4.3: IT Steering Committee.
2. CMMI-SVC: GPs 2.3, 2.4, 2.10.

## Analyze Framework

### **COBIT PO4.3: IT Steering Committee**

COBIT is an IT governance framework and supporting toolset that allows managers to bridge the gap between control requirements, technical issues and business risks. COBIT enables clear policy development and good practice for IT control throughout organizations. COBIT emphasizes regulatory compliance, helps organizations to increase the value attained from IT, enables alignment and simplifies implementation of the enterprises' IT governance and control framework.

### **CMMI-SVC: GPs 2.3, 2.4, 2.10**

CMMI® (Capability Maturity Model® Integration) models are collections of best practices that help organizations to improve their processes. These models are developed by product teams with members from industry, government, and the Software Engineering Institute (SEI). CMMI for Services (CMMI-SVC), provides a comprehensive integrated set of guidelines for providing superior services.

### **Conclusion**

COBIT đề cập một cách tổng thể, bao quát các hoạt động quản trị CNTT (IT Governance). COBIT chỉ ra cho các nhà lãnh đạo doanh nghiệp và lãnh đạo CNTT những gì (what) cần làm để quản trị CNTT hiệu quả, là framework quản trị và kiểm soát CNTT liên quan về mặt thông tin và công nghệ. CoBiT cung cấp cho các nhà quản lý, những người kiểm tra và những người sử dụng IT một loạt các cách đo lường, dụng cụ đo, các quy trình và các hướng dẫn thực hành tốt nhất để giúp tăng tối đa lợi nhuận thông qua việc sử dụng công nghệ thông tin; giúp quản lý và kiểm soát IT trong tổ chức, doanh nghiệp.

Mô hình CMMI (Capability Maturity Model Integration) được thiết lập dựa trên các phương pháp thực thi tốt nhất -“best practices” cho việc phát triển phần mềm và hệ thống.

## Related articles

<https://www.sei.cmu.edu/reports/10tr034.pdf>

<https://www.isaca.org/Knowledge-Center/cobit/Pages/Overview.aspx>

# IT Strategy / Solution

## Framework Selected

## Strategy/Solution

## Diagram/Workflow

## Conclusion

## Related articles

<https://status.net/articles/steering-committee/>

# Controls and Audit

## Metrics

## Observation

## Risk Management

## Back-up plan when the solution did not work well

## Related articles

# A product or service valuation

## Start-up idea:

Now, backpacking tourism is a one of the many hot trend in Vietnam. Young generation and office works choose backpacking tourism like an interest to relax after working/studying time. However, there are many problems can be happened when someone joins in backpacking trip:

* Do not have enough essential skill for backpacking trip.
* Cannot find a suitable place for backpacking trip.
* Do not have information about service the place they will come (transportation, accommodation…)
* Someone cannot find a partner in his or her trip.

We have an idea to create a company named Wanna Go, which will support the backpacking tourism participants and handle all problems, can be happed in a backpacking trip.

## Valuation:

The company will supply a website works as a social network for group of people who have the passion in backpacking tourism. WannaGo also offers services in Vietnam with just Internet.

On the other hand, the members in Wanna Go are provided a dynamic and effective working environment with stable and long-term job opportunities including giving away staff travel. In addition, incentive bonuses will be increased for key employees. The main goals of company is:

* Help the user find potential location for their trip (beautiful landscape, low costing,). Our website will suggest a list of travel location depend on feedback of other users who have come to these places and also having a filter help the user find the most suitable travel location.
* Provide the essential knowledge for users to make their trips more convenience and safe. Training videos will be supplied for user before a backpacking trip.
* Provide enough necessary information for a trip (map location, accommodation information,). Our company connect with the service supplier in many travel location to suggest for user the service with high quality and suitable costing.
* If the user need partners in their trip, the website will help to connect group of people who want to come to a same places or a service to rent a tour guide. Website works as a social network for group of people who have the passion in backpacking tourism.

## Market-Share:

WannaGo will focus on three key markets:

1. Students (18 to 25 years old)

* Limited income.
* There is a lot of time off for traveling.
* Studying in developed cities such as Hanoi and Ho Chi Minh City.
* Tend to learn about the place of discovery.
* See and like the blogger or Instagram of celebrity who often post images or post about travel location.

1. Office workers (25 to 35 years old)

* Office workers and have a stable or medium income.
* No children, single men, single women, or couples.
* Traveling on vacation days.
* Finding the places for relaxation over a long time working.

1. Tour Operators (25 to 35 years old)

* Have experience in travel and often see news about places or places of tourism.
* Who wants to find a new job based on travel interest.

# Reference list