

IFN 700

Project Management

Case Study Task



Project name: GSC one-stop-shop Website
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Content

Revision history	3
1.0 Business driver	3
2.0 Project objectives	4
The basic information of the project is listed below:	4
3.0 Business benefits	4
4.0 Defining the scope	5
5.0 Key Stakeholders	7
6.0 Outline solution	9
7.0 Key Risks	11
8.0 Delivery and Release planning	12
9.0 Project control	13
10.0 Project costs	14
References	15
Appendix	16
Appendix A: CRITERIA SHEET: Case Study Task.	16
Appendix B: PAQ	17

Revision history

Version	Format	Date	Revision comments
1.0	Doc	6th May 2018	The initial draft was done
1.1	Doc	7th May 2018	Construct the website structure
1.2	Doc	9th May 2018	Complete the project requirements and collect feedbacks
1.3	Doc	10th May 2018	Improve the feedback solution
1.4	Pdf	11st May 2018	Finish

1.0 Business driver

Background:

The Great Search Company (GSC) is a large and complex company in Australia for selling companies, individuals and properties's information to lawyers, solicitors and conveyancers. They use the information for commercial issues, lawsuits and property transactions. For expanding and standardising the company, GSC is prepared to build a new information system which can provide one-stop-shop information selling. This one-stop-shop provides the functions for making customers more convenience. It has placing order function, status of orders monitoring function, search results retrieving function, monthly invoice and payments function. The GSC need to obtain the information from information providers like local authorities, state, national and so on. In sum, GSC is the role as a communication bridge between information providers and GSC customers.

Project Charter:

Project Duration:	20th May 2018 - 20th August 2018 (12 weeks)
Project Name	GSC one-stop-shop Website
Project Manager	Nicole Yang
Project Participants	Internal stakeholders External development team
Total Budget	\$234018.00

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2.0 Project objectives

The basic information of the project is listed below:

FOR The Great Search Company (GSC)

WHO WANTS to standardise company purchasing flow and improve their company product upgrade for making clients more convenience and clear.

THE Great Search Company (GSC) one-stop-shop website

IS AN online information selling website

THAT can provide companies, individuals and properties to lawyers, solicitors and conveyancers in Australia

AND UNLIKE other information selling company

OUR website provides an effective and efficient one-stop-shop functions for clients placing orders, monitoring the status of orders, retrieving search results and monthly invoicing and payments.

Compare to other companies, Clients can place more than one information searches in each order. The order status show the information search having the estimated completing time. Once the information cannot be found, the website will authorise to connect relative information provider and the new information will be stored for further searching. Additionally, the search results are shown as PDF form and can be shared by clients staff.

3.0 Business benefits

The business benefits are shown in the following table:

SMART acronym	Description
Specific	GSC want to establish a new information system “one-stop-shop” as a convenient bridge between the information provider and GSC clients to become the head of information selling industry, so that GSC can become a successful company.
Measurable	GSC one step shop can be established and tested within 3 months and earn the profit within 6 months.
Assignable	Project Manager: Managing the whole project to make sure the project can be delivered timely and achieve the expected requirements. Marketing Director: Making sure the project marketing strategies are effective and efficient to expand target customers and increase the business profits. Team leader: providing technical support avoiding unnecessary profits loss from technical bug issues.
Realistic	The power of information has become an essential resource for company to develop expertise, solve matters, increase company knowledge and solve new situations for increasing business benefits for both individual and company in the future(Bell, 1976; Grant, 1996).
Time-related	GSC need to have realistic time frame for accomplishing each small goals strictly on time for achieving the final objectives based on time-box and MoSCoW prioritisation. Also, the project must be delivered and tested within three months for reducing profit loss.

4.0 Defining the scope

The scope will be measured by DSDM (Dynamic System Design Method), the MoSCoW prioritisation technique will be used to manage prioritised scope in the table below:

“M” = Must have

“S” = Should have

“C” = Could have

“W” = Won’t have this time

NO.	Requirement/ User stories	Priority	Points
1	As a Manager Director, I want to have data protection for our website to prevent data violation act in Australia.	M	6
2	As a Manager Director, I want to have “Terms and Conditions” and “Privacy Policy” to protect company profit by government authorities.	M	4
3	As a Manager Director, I want to have company information page and clients can know our business history and contact details for better sense of trust.	M	3
4	As a Manager Director, I want to make sure all the customer privacy are protected and it is regulated by law.	M	3
5	As a Marketing Director, I want to have administration authority and I can modify marketing strategy based on actual situation.	M	5
6	As a Finance Director, I want to have safe payment environment for increasing customer purchasing trust.	M	5
7	As a Operation Director, I want to know the whole shipping process, and our customers would know the process clearly.	M	2
8	As a Operation Director, I want to have return policy, and customer can know the process and requirement for returning or exchanging orders.	M	3
9	As a Operation Director, I want to have clear product layout, and customers can choose the most relative information they want.	M	5
10	As a Warehouse Manager, I want the back-end system can auto generating the invoices, and it can reduce the labor cost and increase efficiency.	M	4
11	As a Chief Accountant, I want to display the price and legislation GST clearly, and clearer taxes based on Australian law.	M	4
12	As a Customer, I want to put the search information in my shopping cart, and modify or delete the order I do not like before check out.	M	4
13	As a customer, I want to have different payment methods, and I can have different payment options.	M	5
14	As a Manager Director, I want the website home page to have its own domain name, and the customer can search us easily.	S	5
15	As a Manager Director, I want the back-end system can summary the selling report once a month, and it can see the advantages and disadvantages clearly.	S	4
16	As a Customer, I want to separate my delivery and billing address that I can order more flexible based on real situation.	S	3

NO.	Requirement/ User stories	Priority	Points
17	As a Customer, I want to edit my account details for modify my current information.	S	3
18	As a Customer, I want to receive electronic receipt via email, and I can have a proof statement for future product service.	S	3
19	As a Managing Director, I want to get customer feedbacks for better improve website purchasing experience.	C	4
20	As a Customer, I want to cancel promotion information from this website, and I do not need to be annoyed by junk mails.	C	5
21	As a Customer, I want to have online customer service, and I can receive assistant instantly.	C	6
22	As a Customer, I want to search the most relative information with intelligent search engine for saving time.	C	3
23	As a Customer, I want to collect the official Document from physical stores, and I can save my delivery fee.	W	4

In Scope		Out of Scope		Unresolved
Must Have:	53 point (60%)	Won't Have:	4 point	Customers will be allowed to use other social network account to sign in the websites
Should Have:	18 point (20%)			GSC will provide membership services for customers
Could Have:	18 point (20%)			GSC detect incorrect user input

5.0 Key Stakeholders

This project will involve both internal stakeholders and external stakeholders:

KEY STAKEHOLDERS - INTERNAL STAKEHOLDERS		
Name	Roles	Responsibility
Lillian	Managing Director	Business Sponsor: Providing the GSC fund and budget and make project decision.
Winnie	Finance Director	Business Advisor: Providing professional advices to build GSC website based on her finance professional and working experience.
Gary	Operation Director	Business Advisor: Providing professional advices to build GSC website based on her online website operating experience and participating in the testing process.
Jack	Chief Accountant	Business Visionary: Introducing the project vision to all the stakeholders and participating in the testing process to meet the business vision.
Bill	Marketing Director	Business Advisor: Providing professional advices based on his marketing professional and working experience and participating in the testing process.
Nicole	Business Development Manager	Project Manager: Controlling the whole project and monitoring the website establishing process to ensure the the project completing with high quality on time within limited budget. Technical Coordinator: Deciding and providing the technical overview of the website establishment. DSDM Leader: Organising the DSDM project training help all the stakeholders better understand and complete the project.

KEY STAKEHOLDERS - EXTERNAL STAKEHOLDERS		
Name	Roles	Responsibility
Jim	Development Manager	Team Leader: Managing the whole GSC online website establishing process for making sure the website completing online. Business Ambassador: Making sure the website establishing process in the right direction as a commercial shopping website.
Wong	Development Supervisor	Technical trainer: Organising and helping developer obtain expected project outcomes. Technical advisor: Providing professional technical advices to keep GSC website process based on his professional skills and working experience.
Ethans	Senior Developer	Business Visionary: Introducing the project business vision to all the stakeholders and participating in the testing process to meet the business vision.
Leon	Senior Developer	Technical Developer: Establishing the the GSC online website on time with high quality and efficiency.
Ben	Senior Developer	Technical Developer: Establishing the the GSC online website on time with high quality and efficiency.
Frank	Junior Developer	Technical Developer: Establishing the the GSC online website on time with high quality and efficiency.
Jim	Junior Developer	Technical Developer: Establishing the the GSC online website on time with high quality and efficiency.
Amy	Testing Specialist	Tester: Testing the GSC online website in each time-box process and report and summary every test results.
Willian	Testing Specialist	Tester: Testing the GSC online website in each time-box process and report and summary every test results.
	Customers	Customer demands and requirements are essential in website design and development. The feedback and comments should be involved in the website design process.
	Government	Government authorities are crucial in website establishment. The whole establishing process must follow the law's standards.

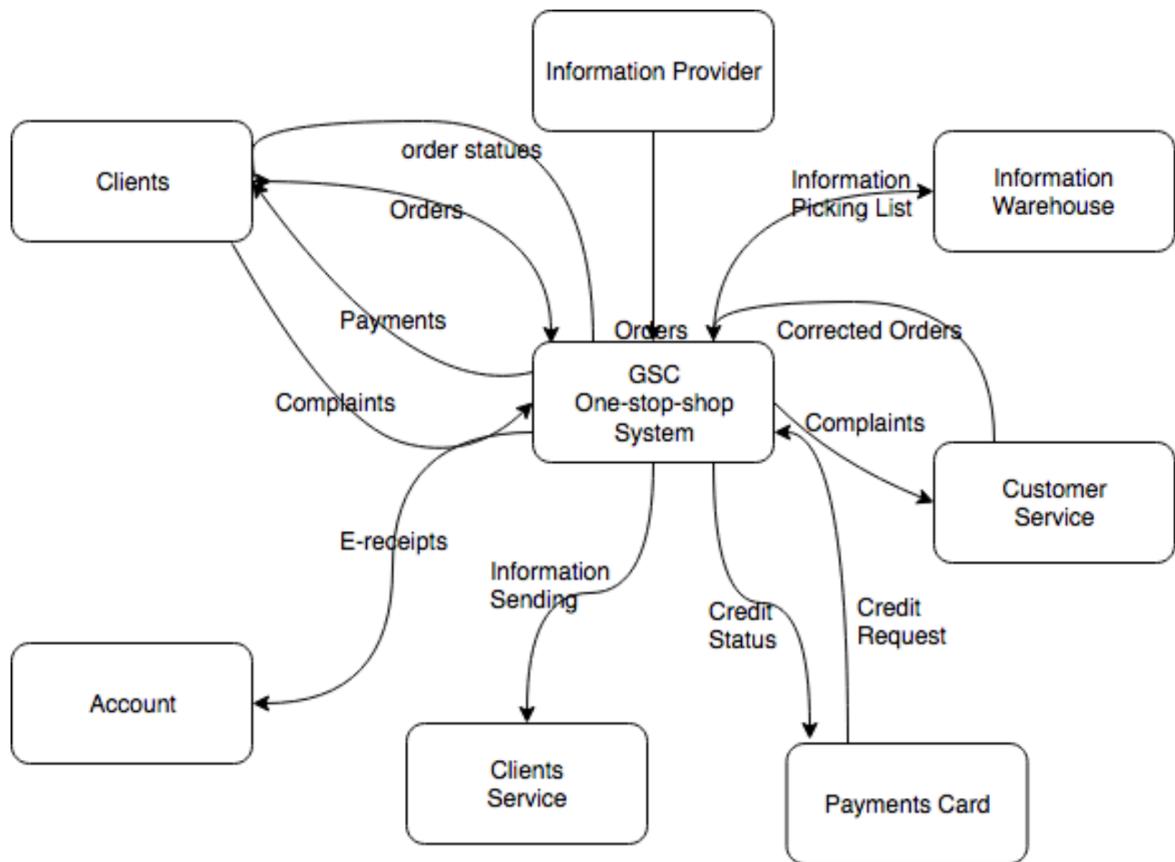
Project Communication Matrix				
Information	Responsibility	Target Audience	Communication Medium	Frequency
Business Requirements: Making sure the messages can be conveyed properly	Project Manager	Solution Developer Team, Marketing Director	Face to Face communication (like meeting)	As required, At every start of sprint
Project status report	Managing Director	Marketing Director	Face to Face communication (like meeting), Email	Weekly, Monthly
Progress or issues in project (Progress report)	Project Manager	Marketing Director, Team Leader, Solution Development Team	Face to Face communication (like Stand-up Meeting), Email	Daily
Deployable build test request	Project Manager	Closed Testers from user group, Solution Development Team	Email, Face to Face communication (like meeting, Focus Group Discussion)	As required
Availability of System (Project's product)	All the stakeholders	All the stakeholders	Email, Social Media	As required, typically 2-4 sprints before planned release date

The DSDM Agile Project Framework, Roles and Responsibilities (Onwards, 2014)

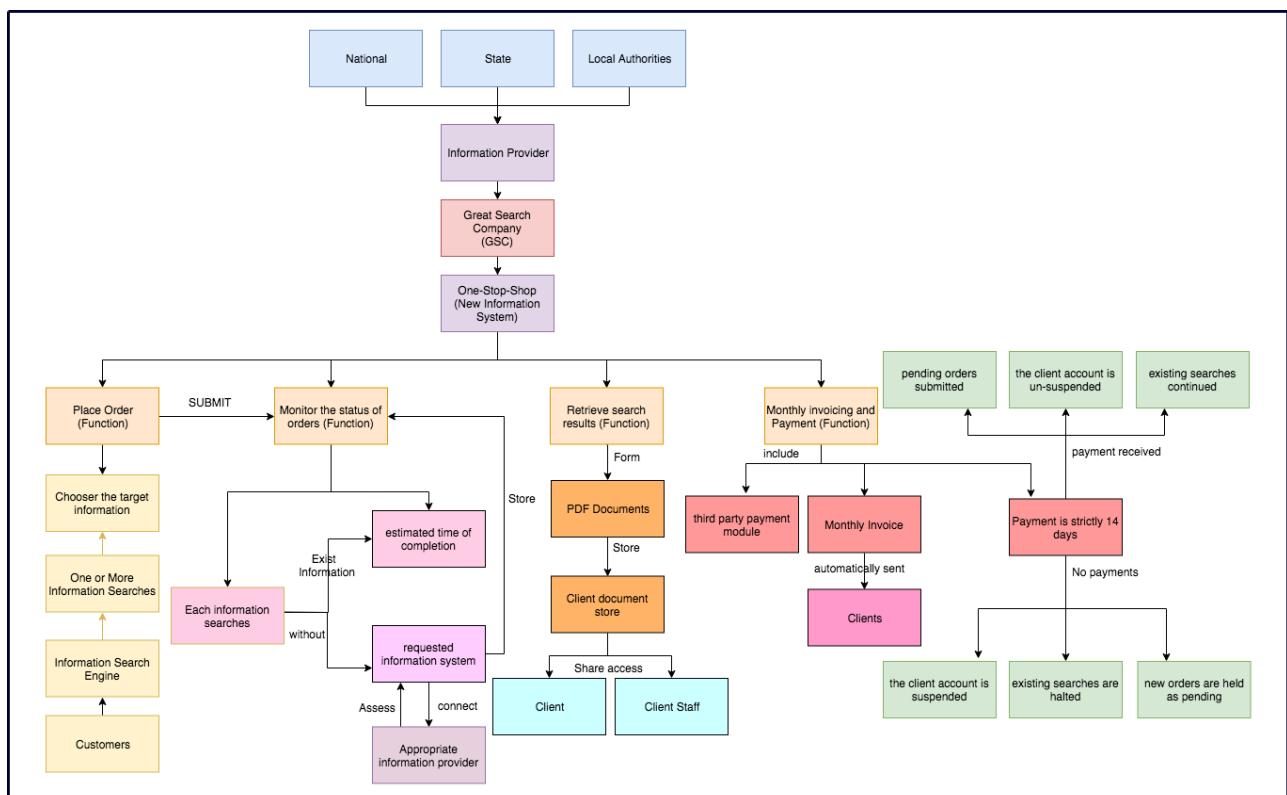
6.0 Outline solution

Explanation: The who process of one-stop-shop flow chart has been shown above. The core of the architecture diagram are GSC, which is the bridge between information provider and customers who purchase the information from one-stop-shop. The website have four main functions, including place order function, monitor the status of orders function, retrieve search results function and monthly invoicing and payment function. Each function has been ungraded for customer purchasing process more convenience and clear.

Context Diagram:



High-level Architecture Diagram:



7.0 Key Risks

The Key Risks identification will be shown on table below:

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Risk Matrix				
Key project risks	Likelihood	Impact	potential strategies	Managements
Unclear the changing business requirements	Low	High	Avoid Risk	All the solution development team and GSC company staffs and owner need to communicate and discuss the requirements together before the implements.
Unexpected quality	High	High	Avoid Risk	The products need to be tested and checked before official use. The solution development team need to modify and improve the quality based on GSC staffs and owner's feedbacks.
Unfamiliar website operations	Low	Low	Mitigate Risk	The users need to be involved in test process for better user experience and the solution development team should modify and improve the quality based on the users' feedbacks. There should have introduction video for faster familiar the product.
Late delivery	Medium	High	Avoid Risk	Strictly comply with the agreed time-box and MoSCoW plan and communicate with both parties timely for emergency
Low teamwork efficiency	Medium	High	Mitigate Risk	Hiring a professional and excellent team leader and project manager with sufficient incentives.
Technical issues	Medium	High	Mitigate Risk	Updating the software latest patches and backup the project progress for modifying the technical issues. And high professional technical advisor for future bug fixing.
Exceed budgets	Low	High	Transfer Risk	Optimizing the whole time-box plan and MoSCoW prioritisation before implementing.

8.0 Delivery and Release planning

			Timebox 1				Timebox 2				Timebox 3				
	ID	Tasks	Points	June (Week 1)	June (Week 2)	June (Week 3)	June (Week 4)	July (Week 1)	July (Week 2)	July (Week 3)	July (Week 4)	August (Week 1)	August (Week 2)	August (Week 3)	August (Week 4)
Phase 1 - Must Have	1	data protection	6	7											
	2	“Terms and Conditions” & “Privacy policy”	4	1	3										
	3	Company information page	3		3										
	4	Customer privacy protection	3		2	2									
	5	administration authority and modify marketing strategy	5			6									
	6	Secure online transaction	5				6								
	7	Shipping process monitor	2				2								
	8	Return policy	3					3							
	9	Clear product layout page	5					5	1						
	10	automatically Generating invoices	4						4						
	11	Display price and GST clearly	4						3	1					
	12	Modifying Products in carts	4							4					
	13	Accepting all payments methods	5							3	3				
Phase 2 - Should Have	14	Own domain name	5								5	1			
	15	Summary selling report once a month	4									4			
	16	Monthly sales report	3								3				
	17	Modify current privacy information	3									3			
	18	Receive electronic receipt via email	3									3			
Phase 1 - Could Have	19	Customer feedbacks	4									2	2		
	20	Cancel promotion information	5										5		
	21	Online customer service	6										1	5	
	22	Intelligent search engine	3											3	

Explanation:

Time-box 1: The solution development team will concentrate on the most significant elements which should be communicated with all the stakeholders for designing the website. Also, the first part is focusing on the front-end system.

Time-box 2: The solution development team will modify and improve the system based on the feedbacks from all the stakeholders. Also, the second part will concentrate on the back-end design for the staff modify and improve the shopping processing site.

Time-box 3: The solution development team will mainly focus on high quality functions on both front-end system and back-end system design. GSC will focus on improving the user experiences and staff working efficiency based on the test from time-box 1 and 2 implement results.

9.0 Project control

From what has been discussed above, DSDM is the best methodology based on the GSC project specific background and requirements, which can be delivery on time. Waterfall methodology will cost a lot more time because the project requirements has a large number of workload, so the pre-discussion time will cost a lot of time before implementing. Cynefin Framework indicates that this project is complex and complicated that sufficient overall controlling plan is necessary to ensure for the successful completion of progress and outcome. To be more specific, the quality, budget, time and risk control will be implemented for the expected and high efficient outcome, which waterfall methodology cannot provide. The four quality control will be discussed below for better understand:

Control Factor	Statements
Quality Control	All the stakeholders should handle from business and technical perspective for delivering high quality project outcome. from business perspective, all the stakeholders should communicate and discuss ideas in every meeting and increment the product carefully based on the project progress. Besides, the test process and reviews should be part of development progress to make sure the expected quality and progress timely.
Budget Control	The cost of the whole project should not exceed budget requirements. The project plan need to be rigorous for avoiding over budget. The time scope restriction is the most essential method for budget control to save expenditure from unexpected emergency, which can reduce the error between expectation and reality.
Time Control	All the stakeholders need strictly follow the delivery plan for avoiding late project delivery. additionally, the solution development team need to develop the must have requirements based on the MoSCoW priorities within the limitation time in time-box.
Risk Control	Making a specific and comprehensive project plan is the effective way to control the risks. The plan includes the estimation of potential risks and corresponding mitigations for reducing the risk influences. Project manager need to find out the solutions for emergency if there has unexpected risks realised as threaten. Active communication plays a vary significant role in DSDM approach.

10.0 Project costs

	Project Tasks	Labor Hours	Labor Salary (Hourly-AUD\$)	Total Labor Cost (AUD\$)
Project Development	Data protection	17	442	7514
	“Terms and Conditions” & “Privacy policy”	15	390	5850
	Company information page	5	130	650
	Customer privacy protection	10	260	2600
	Administration authority and modify marketing strategy	10	260	2600
	Secure online transaction	17	442	7514
	Shipping process monitor	9	234	2106
	Return policy	19	494	9386
	Clear product layout page	24	624	14976
	Automatically Generating invoices	9	234	2106
	Display price and GST clearly	4	104	416
	Modifying Products in carts	15	390	5850
	Accepting all payments methods	14	364	5096
	Own domain name	12	312	3744
	Monthly sales report	16	416	6656
	Separate delivery and billing address	9	234	2106
	Modify current privacy information	15	390	5850
	Receive electronic receipt via email	9	234	2106
	Customer feedbacks	14	364	5096
Project Management	Cancel promotion information	8	208	1664
	Online customer service	11	286	3146
Others	Intelligent search engine	20	520	10400
	Testing	24	624	14976
Project Management	Project Development Team Management	306	185	56610
Others	Website Official License		\$594	
Subtotals			\$179018	
Plan (Contingency)			\$20000	
Incremental Fund			\$35000	
Total (Scheduled)			\$234018	

References

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<https://www.agilebusiness.org/content/roles-and-responsibilities>

Appendix

Appendix A: CRITERIA SHEET: Case Study Task.

Name.....Nicole Yang.....

COURSE LEARNING	HIGH MARK (7 – 6)	AVERAGE MARK (5 – 4)	LOW MARK (3 – 1)
1. Demonstrate advanced knowledge within an IT discipline area.	Demonstrated <u>mastery</u> of relevant knowledge.	Demonstrated <u>good</u> comprehension of relevant knowledge	Demonstrated <u>superficial</u> comprehension of relevant knowledge
2. Critically apply specialist discipline skills to meet an identified IT problem	Effectively and <u>creatively</u> applied appropriate theory and specialist skills to complete the task	<u>Effectively</u> applied appropriate theory and specialist skills to complete the task	Did <u>not effectively</u> apply appropriate theory and specialist
1. Generate and critically evaluate complex ideas to solve significant IT problems.	Produced a <u>well-formed</u> solution that demonstrated evaluation of a <u>good range</u> of options resulting in a best practice solution.	Produced a <u>well-formed</u> solution that demonstrated evaluation of <u>some</u> options resulting in a <u>practical</u> solution.	Produced a solution that demonstrated evaluation of a <u>limited</u> range of options resulting in a solution with a <u>few issues</u> .
2. Synthesise multiple information sources to	Synthesised a broad and coherent range of appropriate	Synthesised a <u>coherent</u> range of appropriate sources of information and applied the	Synthesised a <u>small</u> range of appropriate sources of information and applied the
4 - 1 C o m m u n i c a t e effectively , persuasively and professionally with peers, stakeholders and the broader community.	<u>Clear and concise</u> presentation of task solution. Visual material <u>clearly</u> supports the content. Questions answered <u>quickly and accurately</u> with very little stumbling. <u>Easily finished</u> within	<u>Clear</u> presentation of material, with one or two questions required to clarify points. <u>Most</u> visual material supports the content well. <u>Some</u> questions answered quickly and accurately with little stumbling. <u>Finished within</u> presentation	The presentation is <u>unclear</u> at times. The visual material <u>does not</u> support the content that well. Some questions are <u>not able to be answered or answered poorly</u> . <u>Did not finish</u> presentation within
COMMENTS:			

Appendix B: PAQ

Project Approach Questionnaire (PAQ)							
Project: GSC one-stop-shop Website			Name : Nicole Yang				
Date : 20/05/2018			Position : Project Manager				
Ref	Statement	Indicate the closest collective opinion					Where appropriate, comment on issues or risks related to a more negative response to this aspect of the DSDM approach
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
1	All members of the project understand and accept the DSDM approach (Philosophy, Principles and Practices)		√				
2	The Business Sponsor and the Business Visionary demonstrate clear and proactive ownership of the project.		√				
3	The business vision driving the project is clearly stated and understood by all members of the project team	√					
4	All project participants understand and accept that on-time delivery of an acceptable solution is the primary measure of success for the project	√					
5	The requirements can be prioritised, and there is confidence that cost and time commitments can be met by flexing the scope of what's delivered.		√				
6	All members of the project team accept that requirements should only be defined at a high level in the early phases of the project and that detail will emerge as development progresses.			√			

7	All members of the project team accept that change in requirements is inevitable and that it is only by embracing change that the right solution will be delivered.	√						
8	The Business Sponsor and Business Visionary understand that active business involvement is essential and have the willingness and authority to commit appropriate business resources to the project.	√						
9	It is possible for the business and solution development members of the Solution Development Team to work collaboratively throughout the project.	√						
10	Empowerment of all members of the Solution Development Team is appropriate and sufficient to support the day-to-day decision-making needed to rapidly evolve the solution, in short, focussed Timeboxes	√						
11	The DSDM roles and responsibilities are appropriately allocated, and all role holders understand and accept the responsibilities associated with their role.		√					
12	The Solution Development team has the appropriate collective knowledge and skills (soft skills and technical skills) to collaboratively evolve an optimal business solution.	√						
13	Solution Development Team members are allocated to the project at an appropriate and consistent level sufficient to fully support the DSDM timeboxing practice		√					
14	Tools and collaborative working practices within the Solution Development Team are sufficient to allow effective Iterative Development of the solution.	√						
15	All necessary review and testing activity is fully integrated within the Iterative Development practice.		√					
16	Project progress is measured primarily through the incremental, demonstrable delivery of business value.	√						

17	<p>There are no mandatory standards or other constraints in place that will prevent the application of the DSDM Philosophy and Practices on this project.</p>		√					
<p>General comments on suitability or risk associated with the DSDM approach :</p> <p>The general perspective of DSDM approach are very useful and successful in organisation project. The incremental and iterative approach are very positive in changing environment. Some of DSDM functions are highly effective and efficient in software development. MoSCoW prioritisation also helps clients eliminating unnecessary functions and lower the overall budget for the project.</p>								

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