FIT5057 Project Management
Semester 2, 2024
Assignment One (Individual Project)

Due Date: Week 5, Monday 19 August 2024, 11:55 PM
Value: 25% of overall unit assessment
Mode of Submission: Online via Moodle

OVERVIEW
- This is an individual task, including a written submission and in-class demonstrations.
- You will prepare a business case/proposal for a **new** project.
- Your proposed project should meet the client's business objectives and requirements.

LEARNING OBJECTIVES

Through this assignment you will:

- Learn and demonstrate your analytical and project management skills;
- Develop your skills in communicating project characteristics and business justification;
- Develop your skills and knowledge from the PMBOK guides.

SPECIFICATION AND DELIVERABLES

Deliverables and Criteria		Weight	Word count
A complete business case (Project proposal)	Business Justification - Introduction/Background and Business/ Portfolio Objectives - Current Situation and Problem/Opportunity Statement that indicates the contribution of the project to the value delivery system - Analysis of options - Project and deliverable description - Ethical considerations and implications	30%	Up to 1,200 words (Excluding the exhibits and the list of references at the end of the document)
	Budget and time Estimates: - Preliminary estimate of the costs involved - Explore the financial prospects of the project through NPV/ROI analysis - A schedule estimate for the project	20%	
	Development Approach including reasoning and justification	10%	
	- Uncertainty and Risk analysis - Quality Metrics and measurement	20%	
	- Completeness and correctness of statements; - Clarity of expressions;	10%	
	Appropriate use of references following the APA style (7th edition)	10%	

GETTING HELP

If you have any questions or concerns, you can:

- Consult with your TAs during applied classes and workshops;
- Attend consultation sessions (see Moodle for details);
- **Ask a question in Ed.**

SUBMISSION INSTRUCTIONS

- Your assignment must take the form of a single PDF document.
- You should name your document file as <<A1>>_<<Student ID>>.pdf, where <<A1>> is Assignment 1 and <<Student ID>> is your unique Monash University student number. For example, a file name could be A1_12345678.pdf, where the student ID is '12345678'.

PLAGIARISM DECLARATION

When uploading your assignment on Moodle, you are required to accept the Student Statement (which includes a declaration that you have not plagiarised during the preparation of your assignment solution). You are required to ACCEPT the Student Statement; otherwise, you will not be able to submit your assignment electronically and your assignment will NOT be assessed.

GENERATIVE AI

AI & Generative AI tools may be used SELECTIVELY within this assessment. Where used, AI must be used responsibly, clearly documented and appropriately acknowledged (see Learn HQ).
Any work submitted for a mark must:

- represent a sincere demonstration of your human efforts, skills and subject knowledge that you will be accountable for.
- adhere to the guidelines for AI use set for the assessment task.
- reflect the University's commitment to academic integrity and ethical behaviour.

Inappropriate AI use and/or AI use without acknowledgement will be considered a breach of academic integrity.

LATE SUBMISSION

1. Submission must be made by the due date. Unless an extension or special consideration has been granted, or otherwise specified in the learning management system, students who submit an assessment task after the due date will receive a late-submission penalty of 5 percent of the available marks in that task. A further penalty of 5 percent of the available marks will be applied for each additional day (24-hour period), or part thereof, the assessment task is overdue.

2. If you cannot complete an assessment (due to exceptional circumstances beyond your control), you may be eligible for a short extension or special consideration. A short extension is two calendar days and is available once for each eligible assessment. The first short extension for a unit will be granted without a reason given. All subsequent extensions require a reason when the application is submitted. Special consideration is a longer extension (for more than two days). Eligible students must supply a reason and supporting documentation.

3. For more details of the Special Consideration procedure and rules, and how to apply, visit: https://www.monash.edu/students/admin/exams/changes/special-consideration

Context and background:

YOUR ROLE
You work in a project management consultancy partnership that undertakes contracts from clients and works with them to plan and manage internal service development projects that include IT design and development. The projects that you plan and manage are implemented by a combination of the client's staff and external contractors that you source through the IT Contractor Rates Guide by HAYS (See the file uploaded to Moodle).

THE CLIENT[1]
NexaForge Studios is a market leader in the Double-A gaming industry. NexaForge specialises in crafting mid-market video games that blend professional development expertise with the creative spirit of indie studios. Their titles resonate with a broad audience, striking a balance between innovation and accessibility. NexaForge's clients comprise a diverse audience of gamers. They cater to console enthusiasts, PC players, and mobile gamers. Their mid-market games resonate with those seeking engaging experiences beyond AAA blockbusters. NexaForge holds a significant market share in the Double-A gaming segment. Their focus on quality, innovation, and accessible gameplay sets them apart from their competitors including other Double-A studios, indie developers, and some larger non-indie studios. NexaForge competes by delivering polished experiences without the extensive budgets of AAA titles.

Their current annual revenue currently stands at an impressive $120 million. With their strategic push into new markets, they anticipate further growth. Senior management is expecting a 17% increase over the next 3 years. Through innovation and expansion to their game offerings. A diversified portfolio attracts different player demographics and opens new revenue streams Recognising the importance of player retention, they set another KPI to increase their active users over the same period. They expect their user retention to increase: (i) Day 1 Retention (D1) – players who continue playing after the first day increase from the current 30% to 45%; (ii) Day 7 Retention (D7) – players who continue playing after the first week to increase from the current 12% to 30%; and (iii) Three-Month Retention (M3) – players whose interests are sustained over three months to change the current 8% to 16%.

THE CONTRACT
After the recent commercial success of their latest games, NexaForge executives have asked for a portfolio package of up to 4 projects to extend sales and bring in new customers. They have dedicated a budget of $4.5M to spend on **a portfolio of up to four projects** to enter new markets and achieve their strategic goals of increasing revenue and increasing player retention.

Assignment 1 relates to Phase 1 of their contract with your firm which involves developing comprehensive business cases (project proposals) that align with the portfolio objectives and business strategies. Your client would review the project proposals and shortlist the 4 most relevant proposals. The successful proposals would join forces and form teams to work towards achieving portfolio objectives in Assignments 2 and 3 (Phases 2 & 3 of the contract).

The technology aspects of the project are to be implemented by their in-house team of experts. However, all the remaining costs for the projects must come out of the $4.5M budget.

Note that the $4.5M budget is for the entire portfolio of up to 4 projects and not just the one project you are proposing and therefore, it is important to budget carefully where all expected costs and expenses are justified and there are considerations for other potential projects in the portfolio. The portfolio of projects must be completed within 3 years of the contract start date. Your client did not specify the expected schedule for each individual project proposal; however, they expect the schedule, budget and scope of work (requirements, deliverables, delivery approach and cadence) to be balanced and feasible.

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[1] Assistive and generative AI was employed to create this narrative.

ASSIGNMENT TASK

Your task is to develop a comprehensive business case (project proposal) to present to your client for decision making. Your business case should address the following criteria:

Business Justification

- Start with some background information of the business and portfolio to set the scene.

- Demonstrate the alignment of the project with business strategies and portfolio objectives: Why is your proposed project a good fit for the business and the portfolio?

- Current Situation and Problem/Opportunity Statement: Discuss how and why the current situation, as mentioned in the case, presents an opportunity/problem for the portfolio. Demonstrate the contribution of the project to the value delivery system of the client's organisation;

- Provide an overview of three options (tentative solutions) to address the Problem/Opportunity identified and compare the options followed by a clear conclusion and recommendation for the client. This would assist the decision makers in their assessment of your project and let them make an 'informed' decision. When identifying and analysing the three options, consider the role of human-computer interactions and whether your proposed options are more human-focused or technology-focused.

    o The comparison should include a high level and brief comparison of the financial implications of the options. Use of suitable comparison tools such as weighted scoring models, SWOT analysis, or use of SMART criteria is encouraged.

- Project and deliverable description including characteristics of the product and project outcomes.

- A reflection on any ethical implications of the project or products. You will find resources in Moodle to enhance your understanding of ethics in project management.

Schedule Estimate

Estimate time required for the project and a project go-live date. Include at least three high level milestones with justifications in this section. Demonstrate that the schedule, budget and scope of the work (including deliverables and requirements, project delivery approach and cadence) are balanced and feasible.

Budget Estimate and Financial Analysis

- A preliminary estimate of the costs involved, including a breakdown of the estimated labour cost, hardware/software licensing, etc, with clear references and explanation on the costing and estimation approach.

- An NPV/ROI calculation - to be included in the Exhibits section - that includes the initial project investment, on-going maintenance cost and projected benefit/profit. The calculation should be supported by sufficient justification and references for the on-going maintenance and project benefit estimates.

Development Approach: Explain and justify the development approach

The development approach should be aligned with stakeholder and client values, types and the number of deliverables and the feasibility within the constraints of the project (expected schedule, budget and outcome/deliverable requirements).

Uncertainty and Risk analysis

Summarise the top two potential risks that this project might face and your proposed response strategy to navigate through the uncertainty.

Quality Metrics and Measurement

Provide a description of the quality attributes for your main product and how to measure them. Include at least two attributes. Where possible, include two Key performance indicators (KPIs) that are specific to the project can be used to evaluate the success of a project in delivering the product.

Use of references

Students are expected to search for relevant extra readings and draw on suitable literature from academic publications as well as practitioner outlets. All sources of information must be fully and appropriately acknowledged using in-text citation and reference list. Use at least 5 references, 3 of which must be from peer reviewed academic journals or conference publications. The minimum 5 references exclude the IT Contractor Rates Guide by HAYS provided. The IT Contractor Rates Guide by HAYS should also be cited where appropriate. The reference section **should use the American Psychological Association (APA)** style of referencing. IF you are unsure about referencing styles, you could reach out to Monash's library services and use their workshops and resources.

(APA 7th style: https://guides.lib.monash.edu/apa-7)

IF you are unable to come up with a project idea, you could choose one of the suggested projects. The assessment of your assignment will not be affected if you choose one of the suggested projects.

THE SUGGESTED PROJECTS

Project 1: Eidolon's Veil

Eidolon's Veil has a Surreal exploration and puzzle adventure genre that transports players to a dreamlike dimension where reality blurs with imagination. They awaken in a mysterious, shifting world: a place of forgotten memories, cryptic symbols, and hidden truths. The protagonist can transform into different forms— a shadow, a wisp of light, or even an ancient tree. Each form grants unique abilities. It includes symbolic puzzle solving by deciphering ancient glyphs, manipulating light and shadow, and altering the environment. The emotional explorations uncover fragments of memories tied to love, loss, and identity. Its visual style is hand-painted landscapes that transition seamlessly between reality and abstraction.

Useful references:

- Gris: For its emotional impact, artistic visuals, and symbolic storytelling.
- Journey: A poetic adventure emphasizing exploration and minimalistic narrative.

Project 2: Cipher Protocol

Cipher Protocol is in a Cyberpunk stealth-action genre and drops players into a dystopian metropolis ruled by mega-corporations. As a rogue hacker, they infiltrate secure facilities, manipulate surveillance systems, and expose dark secrets. The Dynamic Level Design enables Vertical exploration: climb skyscrapers, crawl through maintenance tunnels, and hack security drones. In has a morally complex story that include choices that impact the city's balance of power—corporate overlords, rebel factions, or anarchy.

Useful references:

- Deus Ex: Human Revolution: A cyberpunk-themed game known for its intricate level design, stealth mechanics, and player choices.
- Watch Dogs: Legion: Another cyberpunk-inspired title with hacking, open-world exploration, and a morally complex narrative.

Project 3: Retro Rivals

Retro Rivals has an arcade racing revival genre and has Nostalgic Vibes. Retro Rivals taps into the '80s arcade racing nostalgia. Players choose classic cars—sleek muscle cars, neon-lit speedsters, and quirky go-karts. Its aesthetics are vibrant, retro visuals reminiscent of arcade cabinets and has electrifying synthase soundtrack. Tracks pulse with synthwave energy and has time attack challenges e.g. beat ghost cars, set records, and unlock hidden shortcuts.

Useful references:

- Horizon Chase Turbo: A modern take on classic arcade racing, complete with pixel art aesthetics and an '80s vibe.

- OutRun: The iconic arcade racer that set the standard for high-speed, checkpoint-based gameplay.

Project 4: Stellar Nexus

Stellar Nexus is a Galactic Odyssey following a Sci-fi exploration adventure genre. It invites players to captain their starship and explore a procedurally generated galaxy. Each star system holds secrets—ancient ruins, alien artefacts, and cosmic anomalies. Players can land on planets, engage in diplomacy with alien civilisations, and uncover lost technologies. key features of this game are non-linear exploration where players follow their instincts, artistic visuals (hand-painted environments), and emotional storytelling that unravel personal narratives hidden within dreams. The game doesn't rely on a linear narrative. Instead, players encounter dynamic events, forge alliances, and influence the galactic balance. Players decisions on diplomacy, trade, or conflict shape the galaxy's fate.

Useful references:

- No Man's Sky: For its vast, procedurally generated universe and exploration mechanics.

- Elite Dangerous: A space sim with realistic physics, trading, and exploration.