**IT Project Management using PMP INFO20172**

**Term Assignment Description – Summer 2021**

Term Assignment – INFO20172

CASE STUDY: **Bank of Europa (BOE) – Digitalization Project**

**Part 1: Project Integration Management**

BOE was the leading bank of Europe, consistently ranked #1 in 1980s and early 90s. However, as technology began taking shape, and new banks started adopting technology, BOE was far behind in technological innovation. Their online banking was non-existent until later in 2000s and as a result, their customer base declined over time. In 2021, their clientele is just 10% of what it used to be at its peak and among the 20-35 age group, they have just 1% of the market.

The BOE has now decided to renovate their IT systems and attract millennials by adopting state-of-the-art banking processes and digital banking. They have brought policies in place to complete account opening completely digital, sign documents via their mobile app as well as conduct banking appointments remotely, eliminating the need to visit in-person in branch, wherever possible. This includes the ability to hold video meetings via the proposed digital app. To keep the data confidential and secure, the app will have to implement its own video calling and scheduling system (and not rely on 3rd party solutions such as MS Teams or Zoom for meetings). It should be possible to open bank account online, upload documents where necessary and for the bank employees to review the documents and approve/decline them.

After making the decision to revamp their online banking systems, the BOE invited tenders from a few different contractors and did their due diligence regarding the professionalism and quality of the contractors.

They decided to hire, MinMax Software Inc., as their contracting company. BOE wants the digitalization project to commence on September 1, 2021 and be guaranteed completion by Sept 1, 2022. If the project is not completed by then, MinMax Software Inc., will have to refund 25% of the total cost of the contract, which was for $1,000,000 (million dollars).

**Tasks:**

1. Your team will act as a PM for MinMax Software Inc.

Prepare a project charter for the Digitalization project. Assume the project will take 12 months to complete (use any year you wish, starting September 1st with completion due September 1st the following year) and the total budget is $1,000,000. Define the budget as necessary (labor costs, equipment costs, project-related lease costs, etc – you have the freedom to define the budget as you wish). Use the project charter template and examples of project charters in Chapters 3 and 4 as guidelines to develop a project charter. Assume that the project sponsor is BOE. Include the main roles for other major stakeholders (BOE Management, the members of the Development team, assorted vendors).

**Part 2: Project Scope Management**

**Tasks:**

1. Develop a scope statement for the project. Use the example provided in Chapter 3, Table 3-9 “Scope statement draft” as a guide. Be as specific as possible in describing product characteristics, requirements, and deliverables.
2. Develop a work breakdown structure (WBS) for the project. Break down the work to level 2 or level 3, as appropriate. Use the samples in Chapters 3 and 5 as guides. Save and deliver the WBS in list form as a Word file. Be sure to base your WBS on the project charter, scope statement, and other relevant information.
3. Use the WBS you developed in the task above to create a Gantt chart in Project 2019 for the project. Use the outline numbering feature to display the outline numbers (click View, Gantt Chart Tools, Format, and click on the Outline Number box). Do not enter any durations or dependencies.

**Part 3: Project Time Management**

One of **your** duties as project manager is to lead the MinMax Software Inc. Team in developing and following a schedule. **You** have only 12 months to complete the project and all of the resources are **full-time employees;** someofthem have been assigned to other projects to work on at the same. In addition to preparing a Gantt chart, **you** also plan to give everyone a simple milestone report. **You** make sure you black out weeks when people are working on the other projects. BOE wants all the specifications gathered by September 15, and the software design document completed by September 30. They would like to have an alpha version of the mobile app available by December 15 and a beta version deployed for a public beta testing by no later than June 30, 2022. They would like to go live with the final release on September 1, 2022, coinciding with the bank’s 30th anniversary.

**Tasks:**

1. Identify at least eight milestones for this project. Write a short paper describing each milestone using the SMART criteria.
2. Review the WBS and Gantt chart you created in Part 2 above. Review the key milestone dates BOE provided and a typical schedule for the digitalization project. Develop a simple schedule in the form of a milestone report. For the milestone report, see the sample in Chapter 3.
3. Create a Gantt chart for the project, including the milestones, resources and dependencies.
4. Estimate how many hours each person would work on each task listed in your Gantt chart.

**Part 4: Project Cost Management**

Recall that your budget is $1,000,000 for this twelve-month project. Also remember that the MinMax Software Inc. team have other contracts though the company has committed to having their team spend between 40% and 60% of their time at the BOE site.

**Tasks:**

1. Prepare and include a cost estimate for the project, similar to the one provided in Figure 7-2 (NOT Table 7-2) in Chapter 7. Use the WBS and hours estimates you created in Part 3. Make assumptions as necessary. Include the hours for each person, and calculate the budget for labour costs as well as the fixed costs.

**Term Assignment Details – INFO20172**

What you are to do:

* Read the case study carefully.
* Complete each of the Tasks following each section, according to the schedule.
* Prepare a Final Report consisting of all the Task deliverables.

**Deliverables Schedule:**

Week 13 (15 Marks)

* The Final Report (softcopy only) containing:
  1. The checklist (completed);
  2. ALL the deliverables from the Tasks, in the order listed in the checklist.

**Deliverable Details**

**Final Report**

The report is to be delivered in a professional manner, including spelling and grammar (Ask yourself – would you be proud to hand this to an employer of an example of your work?). The first page is to be the **“Check list and Title Page”**. Complete the checklist as evidence that you have all elements in the report and in their proper order. It is to include ALL tasks (as you may have had to revise the Charter or WBS, for example). Complete the appropriate class day (e.g., Friday) and the team members’ first and last names. It is due via SLATE mailbox before class on class day. After that time, the report is late.

The Final Report is to be submitted as **one Word document and one .mpp file** – **not a series of documents, not as a .zip file. Marks will be deducted for this.**

**Check list and title page (all on one page):**

* Appropriate cover page
* Completed Check list page
* Project Charter (Part 1, Task 1)
* Scope Statement (Part 2, Task 1)
* WBS – List Form (Part 2, Task 2)
* Gantt chart (Part 2, Task 3)
* SMART paper (Part 3, Task 1)
* Milestone Report (Part 3, Task 2)
* Gantt chart (Part 3, Task 3)
* Cost estimate (Part 4, Task 1)
* Report elements sequenced as required.

Term Assignment: INFO20172 Project Management for Information Technology

For Professor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Xxx \_\_, 20nn

Class:

Team Members: