

FIT2002 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 <ul style="list-style-type: none"> - 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 	40%	Up to 1,100 words (Excluding the exhibits and reference list)
	Schedule Estimate, Budget Estimate and Financial Analysis through NPV/ROI analysis.	20%	
	Development Approach: Explain and justify the development approach	10%	
	Uncertainty and Risk analysis Quality Metrics and measurement	20%	
	<ul style="list-style-type: none"> - Completeness and correctness of statements; - Clarity of expressions; - Appropriate use of references following the APA style (7th edition) – if applicable 	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 CLIENT¹

PixelForge Games is a dynamic game development company with a passion for creating immersive experiences. They specialise in creating console games and downloadable content (DLCs). PixelForge's client base includes both console gamers and enthusiasts who appreciate high-quality titles for exceptional player experiences. They operate in competitive markets, and recognise that creativity is the lifeblood of the gaming industry. To achieve this strategic objective, they actively push boundaries by developing games that are innovative and have rich storytelling and captivating visual design. PixelForge also aims to establish a strong position in the console gaming market, emphasising on recognition and enjoyment by wide audiences as critical success factors. To achieve this, they strategically position their titles to appeal to console gamers who represent a substantial market segment. PixelForge aims to stand out to a loyal client base and gain visibility, recognition, and increase in revenue.

Their current annual revenue currently stands at \$10 million, and management is expecting a 10% increase over the next 18 months. Recognising the importance of player retention, they set other KPIs to increase their active users over the same period. They expect their user retention to increase: (i) Week 1 Retention (W1) – players who continue playing after the first week to increase from the current 20% to 50%; (ii) Month 1 Retention (M1) – players who remain engaged after a month from the current 10% to 35%; and (iii) Three-Month Retention (M3) – players whose interests are sustained over three months to change the current 5% to a solid 15%.

THE CONTRACT

PixelForge's senior management have announced creation of a portfolio package of up to 4 DLCs add-ons to extend sales and bring in new customers. They allocated a budget of \$900K 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 (and any profit that your partnership intends to make) must come out of the \$900K budget.

Note that the \$900K 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 18 months 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.

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 is encouraged.
- Describe project deliverables 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 and benefits of the project through an NPV/ROI calculation. The calculation should be supported by sufficient justification and references for the on-going maintenance and project benefit estimates.
- All supporting and additional information should be included in the Exhibits section – such as the initial project investment, on-going maintenance cost and projected benefit/profit. The text in the Exhibit section is not included in the word limit of the assignment.

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 and can be used to evaluate the success of a project in delivering the product.

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: Chrono Nexus

Chrono Nexus has a time-travel RPG genre that immerses players in a rich narrative where they manipulate time to solve puzzles, alter history, and uncover secrets. Players assume the role of a time-traveling historian tasked with preserving the fabric of reality. They explore pivotal moments in history, from ancient civilisations to futuristic dystopias. The game seamlessly blends historical accuracy with imaginative twists, allowing players to influence events and unravel hidden mysteries. The game features branching storylines, historical accuracy, and captivating visuals. Some key features of this game include dynamic time-travel mechanics where players can jump between eras, historical accuracy (e.g., ancient civilizations, pivotal moments), and branching storylines in which player choices impact the timeline, leading to multiple endings.

Useful references:

- Life is Strange: For its narrative-driven gameplay and time-manipulation mechanics.
- Assassin's Creed Valhalla: For historical accuracy and immersive world-building.

Project 2: Arcane Arena (DLC)

Arcane Arena has a fantasy multiplayer battle arena genre and introduces a fantasy game by introducing new battlegrounds, heroes, and magical abilities. Players choose elemental heroes (fire, water, earth, air) and engage in intense 5v5 (i.e. games where there are two teams of five players, with team competing against team) battles across mystical arenas. Each hero has unique abilities, encouraging strategic team play. Some of the key features of this game include elemental Combat such as master fireballs, ice shards, earth spikes, and wind gusts), unique arena environments, and ranked matchmaking system for both casual and competitive players.

Useful references:

- League of Legends: For its successful MOBA (multiplayer online battle arena) formula and diverse hero roster.
- Smite: For mythological themes and third-person perspective.

Project 3: Neon Circuit

Neon Circuit is within the cyberpunk racing game genre and thrusts players into a dystopian future where illegal cybernetic races determine fame and fortune, where customisable hovercars race through neon-lit tracks, dodging obstacles, hacking rival vehicles, and boosting to victory. It combines high-speed racing with futuristic cybernetics. Players compete in neon-lit tracks, upgrading their vehicles with hacking abilities and boosting technology. Key features of this game include dynamic track deformation in which collisions reshape the track, creating strategic opportunities, vehicle customisation (aero kits, boosters, AI companions), and story-driven campaign.

Useful references:

- Wipeout: For its futuristic racing and adrenaline-pumping soundtrack.
- Redout: For its anti-gravity racing mechanics and visual flair

Project 4: Dreamscape

Dreamscape has a Surreal exploration adventure genre that invites players into a mysterious dream world where reality bends and the line between dreams and reality is blur. Players wander through ethereal landscapes, solving abstract puzzles, encountering enigmatic beings, piecing together fragmented memories, encounter enigmatic characters, and explore surreal landscapes. 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.

Useful references:

- Journey: For its emotional impact and minimalist storytelling.
- Gris: For its artistic approach and evocative world.

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