

CSC-580 PM CASE: THIRD AVENUE SOFTWARE HEALTH-CARE APP PROJECT

This case is new for the ninth edition of *Information Technology Project Management*. The case provides an opportunity to apply agile and Scrum principles to project management.

Each part of the case contains several task assignments to help you explore the use of agile and Scrum principles.

Part 6: Project Risk and Procurement Management

Throughout this case, you have been introduced to various issues that create risks within the health-care app project. For example:

- Early on, management expressed misgivings about the team's ability to complete the work by the deadline and to bring the project in under budget. Basic concerns about scope, time, and cost are obvious candidates to become project risks.
- If management tries to mitigate these risks by micromanaging the project and interfering with the team's work, such action creates a risk of its own for the product owner and team.
- The health-care app should appeal to an older audience than customers who download and buy many mobile apps. Therefore, the issue of usability is crucial, as older users are often not as tech-savvy as their younger counterparts. This issue could create some profound market risks if the app's usability features are not well conceived and executed.
- Do not forget that risks can be positive as well as negative. Third Avenue Software believes that it could create a best-selling app with great market appeal.

As for potential procurement issues, recall that procurement is the acquisition of goods and services from an outside source. Procurement is also known as *purchasing* and *outsourcing*. Third Avenue believes it has the resources to complete the project in-house, but management knows it must remain open to the need to bring in an outside source in case project deadlines or costs demand it.

- Open a new Microsoft® Word document and complete the **Tasks** below.
- Save the file on your computer with your last name in the file name. (Example: part 1 tasks _Jones.doc)
- Click the **Choose File** button to select and upload your saved document.

Tasks

1. From the course readings, why might agile environments lead to greater risks in a project than one that uses more traditional project management techniques?

2. Develop either a risk register or a probability/impact matrix to document risks to the health-care app project. Be creative; examine the previous case parts for possible clues about risks the project faces, and then develop your response. You can also develop risks of your own, based on your understanding of the health-care app project and your reading of the text. Be prepared to defend your answer based on information in Module 11.
 - As you learned in Module 11, a risk register is a document that displays results of various risk management processes in a table or a spreadsheet format. A risk register helps document potential risk events and related information.
 - A probability/impact matrix lists the relative probability of a risk occurring and the relative impact of the risk's occurrence. This simple technique helps project teams identify risks that need attention. Note that if you choose to create a probability/impact matrix, you must include an explanation of the numbers in the matrix.
3. Review your ideas for the first and second iterations of the health-care app. You do not have to develop a risk register or probability/impact matrix for each iteration, but how did the risks change from the first iteration to the next? Identify at least two possible changes and briefly describe how and why the risks changed.
4. Prepare a justification for outsourcing part of the health-care app project or for performing all the project work in-house. You can argue either side of the issue in three to four well-reasoned paragraphs. For example, an argument *against* outsourcing is the necessity of speed, especially in agile projects. You can develop this argument based on your reading of Module 12 or develop a new justification of your own.