

Case Study 1hPush

Exercises Block 02 – Stakeholders and Project Management Methodologies



Learning Objectives:

- You can perform the four steps of the stakeholder.
- You can identify the interests and influence of stakeholders.
- You can visualize the relationships of the stakeholders with each other and with the project.
- You can explain the waterfall methodology and Scrum.
- You can create decision criteria regarding project management methodologies.
- You can select and justify a project management methodology based on the decision criteria.

Task and Conditions

- Time: 180 Minutes
- Book chapters: 8.4 and 16
- Work on the exercise below in your group
- Supporting material:
 - Case study, textbook

1 Exercise

- a. Read the extension of the case study 1hPush - Stakeholders.
- b. Identify all stakeholders and rank them with respect to their influence and interest.
- c. Identify the key use cases related to the stakeholders (What will the stakeholder have to do with the solution once it is developed?).
- d. Identify the communication points and action strategies with the stakeholders.
- e. List the stakeholders and specify their relation to the project, their objectives, and their expectations of the project (Fig. [16-3]).
- f. Visualize the influence and interest of stakeholders (Fig. [16-4], e.g., take a picture of the flipchart or use a digital tool and upload it on the document).
- g. Visualize stakeholder relationships with a stakeholder map (onion model, Fig. [16-5], e.g., take a picture of the flipchart or use a digital tool like draw.io and upload it on the document).

2 Exercise

- a. Specify five decision criteria in favor of the waterfall model or Scrum.
- b. Select a project management methodology for the project.
- c. Justify your decision for the respective project management methodology.

3 Dokumentation

- a. Create documentation for the exercises 1 and 2.
- b. Upload the documentation to MS Teams.

Extension Case Study 1hPush – Stakeholder

Transcript conversation with the CEO:

There will be a steering committee consisting of me, the CFO Mike and the Head of Marketing and Sales Maria. Our CFO is always careful to ensure that the financial requirements are met. But he will not be involved in the project. I think he should always be kept up to date. For me it is important that the quality of the work is high. On-time delivery is of course a must. Regular reports should be sent to the steering committee.

The Head of Marketing and Sales Maria has a lot of experience. She has always a lot of good ideas, of how new products are then appropriately communicated and marketed. If necessary, she will also be the link between product development and customer service. She will be responsible for managing our social media channels for all the organizational units. Also please mind that Maria will be very positive about the project and certainly can bring a lot of positive input.

The Head of Product Development, Production & Innovation Barbara will also have an influence on the success of the project. She has very high standards and is very motivated. She will also appoint a co-worker who will also work on the project. This employee should have experience in creating new products but is very likely to be skeptical regarding external product ideas.

I would also address Franziska the Head of Customer Service (B2B) because she has to distribute the products to the customers and is also the first point of contact for such customers in case of problems. She is very positive about harmonizing processes and has been demanding this project for a long time. She is in general very demanding and of course has very high standards with respect to quality for new products and therefore also for the whole new process

Michael has the same role as Franziska, but he is in charge of customer service B2C instead. In contrast to Franziska, he is not so that positive about the standardization of processes. Rather, he believes that all B2C sales units know their customers best and should therefore design the processes differently. He will observe everything closely. I would communicate quite intensively with him. And, honestly speaking, if things get a bit complicated with Michael, I would definitely ask Franziska for advices.

Surely, also the procurement is important. It has to be very closely involved in the development of new products, because new ideas can only be realized on the basis of procurable technology. The main contact person here is the head Peter. He was one of the main initiators

of the project. He observed, indeed, that the procurement processes are very different in the each site. Therefore, he will be one of the most important contacts in this project.

Marko is responsible for our information management. He certainly has to be involved, because all the new ideas have to be processed and documented somewhere. The systemic requirements for this must be clarified with him. He is a technical person and requires rather detailed requirements. But he has a very good technical know-how and will be important for the project. He will always communicate very directly and openly. He will do positive lobbying for the project if he is convinced but may also work against it if he is not convinced. Nevertheless, he is a very important employee for us, because he almost alone has managed the previous system and is very important to us. Close and regular contact is very important for optimal cooperation with him.

Christina is our first contact person for all technical and non-technical aspects of both our online stores and our product configurator. She will be able to tell you a lot about the processes. I also believe that she has already modeled quite a few things in the form of a process and can therefore also collaborate intensively in the development of our standardized business process models.

Should further interested parties come up while talking to the already mentioned stakeholders, please let me know.

Please make sure that our business partners are also involved. Furthermore, there has to be at least two people from each organizational unit as the project should have a broad basis.