

Welcome Junior IT BAs to INFO8440: Integrated Industry Case Study!

This course was designed especially for the ITBA program to give each of you the opportunity to test out your various skills, knowledge and experiences against a series of industry problems. This course was also designed to help you evolve from a 4th semester ITBA student with previous training (and possibly experience) in Systems Development and other IT fields, into a junior BA.

Throughout this course, you will participate as a member of a small team, usually 4 to 5 students. You will also participate as an individual. You will be evaluated both on what your team produces, and what each of you produce. You will be expected to behave and perform as a professional in your first workplace after graduation from this program.

This course has 3 stages, known as Projects. Each stage gives each team the choice of two different scenarios, or Case Studies. Actually, each stage gives each Junior BA the choice of two different scenarios with which to work; this will mean that there will be team changes throughout the course. Each Case Study focuses on a different area of standard BA scope-of-work:

- 1) Making suggestions on upgrading an application interface
- 2) Making suggestions on upgrading the decision making environment for an executive group
- 3) Making suggestions on upgrading a corporate website and online business strategies
- 4) Analyzing the performance of a call centre, and making suggestions on beneficial changes
- 5) Analyzing the performance of a manufacturing unit, and making suggestions on beneficial changes to ultimately improve profitability
- 6) Analyzing the detailed needs of a large infrastructure upgrade project, and providing "rough" estimates of cost, time and effort

There is no requirement to bring any scenario to a 'production' level wherein any coding, development, manufacturing or deployment would be necessary. You will be given opportunities to produce prototypes and models.

You will have access to the guidance of a Senior BA (who's mandate mostly is to determine if you are a suitable candidate for continued participation in your first workplace after graduation). You will also have access to various Client staffers, either in writing or in person. There is a wealth of business knowledge available to you as well; beware, not all the knowledge that you might want is available!

Your gathered knowledge, systems analysis, detailed suggestions, and other project content, for each of the three stages, will be delivered in both written reports, and a presentation. There will be a Request for Information report, a Project Management

documents submission, and then a Final (Suggestions / Solution(s)) report. All reports normally have accompanying Visio, Excel, and other types of files. Some report content, specifically Scope, may require several revisions before being accepted by the Client.

During the course of each case study, your team will be forced to make multiple assumptions, apply critical thinking skills regularly and demonstrate creativity in the generation of possible applicable solutions to the various scenarios.

This document serves as an outline of the general problems that exist within the fictitious organization Oury Health Tech Ltd, hereafter to be referred to as "OHT".

The executive staff of OHT, along with the company's majority shareholders, recently (December of 2018) held an emergency strategy meeting hosting all of the key stakeholders from every division companywide. OHT is in trouble and is realistically looking at 'closing their doors' within the next 2-years unless a solution for their money woes can be found, and fast.

How did OHT get here? OHT was a stable, profitable maker and seller of medical imaging equipment for more than two decades. Then, OHT introduced a wearable technology device to the marketplace. After an 18 month period of rapid growth, OHT's CFO has noted a shrinking in monthly revenue while costs have remained the same, or are increasing.

The conclusion from OHT's meeting was that years of corporate mismanagement have resulted in several primary issues leading to their current predicament. These issues are the basis for the scenarios in this course.

The exiting CEO, Billy Bob, has become synonymous with being:

- Unprepared for rapid-expansion and growth.
- Not having the necessary talent within upper-management for a company of this size.
- Left all major decisions up to each department head keeping no oversight.
- Had no formal system for internal communications.

How had OHT continued operations for such a lengthy period of time without realizing their problems? It turns out that OHT had only two internal measures for success, the continued expansion of OHT and sales quantity, which were continually increasing. These metrics were selected by the CEO, Billy, as the only indicators of corporate health. Billy was wrong.