

## **Final Group Project – Proposing a Business Case**

### **Introduction**

The final course project is for self-selected **groups** of up to four students. See the announcement on registering Groups. The group should meet and select a process with which you are familiar, and that you know needs some type of improvement. The assignment is to develop a compelling business case for why the improvement initiative should be undertaken. It applies the ideas from **Lecture Unit #8**, applying both Harmon's Project Scoping Methodology and Alter's Work System Method (WSM), and building on prior material covered. Please review the lecture slides for Unit #8D. The lecture unit content is summarized to the report format below.

This assignment assumes you know how to examine a process using Harmon's BP Trends (Scope Diagram) and Alter's Work System Method, apply the Gap Model, and clearly articulate the business case for initiating an improvement project. Remember to build your case in business terms and that clarity is essential.

### **Deliverable:**

You are to submit a primary report of **no more than four pages**, with the four headings described below. The bullet points under each heading are not meant to be inclusive, but to guide your discussion.

As an Appendix you should also include the items listed that guide you to understand the process and identify process problems and opportunities.

### **Deliverable Detail:**

- I. **Primary Report:** The primary report is a business case justification for the process improvement initiative containing the four sections described below and at the end of Unit #8D. The bullet points under each heading are not meant to be inclusive, but to guide your discussion. Please review Lecture Unit #8D, and in particular Figure 8.19 from Harmon's Business Process Change textbook. And the Management Report Outline for Alter's Work System Method. The primary report should be no more than four pages.

### **Introduction:**

- A brief introduction to the process in scope or work system under discussion. This is to frame the remaining three sections for the reader, giving them context. Be sure to clearly indicate the process or processes on which you are focusing.

### **Observation:**

- A clear statement of the current situation.
- Identify existing problems or challenges.
- State performance or capability gaps using concrete measures.
- Perhaps cite best practices not followed.
- This summarizes all the relevant "As-Is" details.

### **Implication:**

- Clearly describe risks (or lost opportunities) of maintaining the status quo.
- These should be measurable.
- Leverage the Business Impact vs. Risk and Urgency vs. Importance Models if appropriate.

### **Recommendation:**

- Provide recommendation(s) to mitigate risks and solve problems identified.
- This summarizes all the relevant “To-Be” details.
- What is the work effort required to move from “As-Is” to “To Be” performance?
- You need to identify the benefits and which stakeholders' benefit.
- State risks/costs which should be less than maintaining the status quo. The implication states costs/risks of doing nothing.
- Here you might propose more than one alternative with different costs/risks that are an improvement over the status quo.
- Are there any special concerns of the sponsor or stakeholders?

**II. Appendix:** The Appendix should contain the following four items. This is not included in the total page count. The Appendix items are what have guided you to understand the process and identify process problems and opportunities.

1. Provide a **Scope Diagram** of the process under consideration.
2. Provide a **Work System Snapshot** for the work system (process) under consideration. Remember all nine elements.
3. Which of the items on **Harmon’s Business Problem Process Analysis Checklists** (Harmon Appendix 1) are applicable to your scenario? Identify the problem(s) in your scenario.
4. In using **Level 2 of Alter’s Work System Method**, which of the 25 questions are applicable to your scenario and what are the answers to these questions?