

Assignment 2B Value:

- 30 Points, and averaged with Assignment 2A as follows: $(\text{Part 2A} + (\text{Part 2B} \times 2)/3)$
So in other words: Assignment 2B counts twice the value of Assignment 2A

Assignment Requirements:

- **Due:** Sunday, November 18th by 11:59pm
- **Submission:** Via Individual Assignment Drop Box provided in Blackboard
- **Format:** Microsoft Project 2013 or 2016 file format (.mpp) Submit the actual MS-Project file directly to Blackboard. Please let me know in advance if you have problems with this – it is available to all students through download, and it is on all Hinds Hall lab machines.
- **File Name:** IST645F18A2B followed by your last name and first initial. For example, if your name were John Smith, your file name might be: IST645F18A2BSmithJ.mpp
- **Application:** Either the Class Case Problem below, or your own approved project.
- **Tools:** Microsoft Project 2013 or 2016 for the project schedule and budget

(A2B) Project Schedule With Resource Assignments and Costs:

Develop the original case study for Assignments 1 and 2A with the new Assignment 2B details into a formal project schedule. **You will need to modify and finalize your WBS with the new Case Problem information given in this assignment** in order to develop the complete list of tasks that must be entered into the software for the schedule. This will mean that you may need to either take out information, or add new information, to modify your previous WBS from Assignment 1B now that you have all the project details. Think about how to sequence the tasks logically and efficiently to get the work done. Do your best to identify the logical progression of tasks that makes sense and determine which can be done in parallel.

- 1) **Project Schedule should begin on the date mentioned in this assignment**, and should meet the schedule constraints as per the case for completion, etc.
- 2) **Requirements/Design specifications:** Include tasks for requirements gathering, documentation and approval explicitly in your WBS for each of the deliverables involved. Some design effort may be included within Agile sprints for Hybrid project approaches.
- 3) **Software development and/or hardware installation**, must be shown for each separate deliverable mentioned in the case, and using the total effort time given in this assignment. Development effort may be included within Agile sprints for Hybrid project approaches.
- 4) **Testing** must be shown for each software/hardware product deliverable as a key part of the project, and you need to include WBS tasks for planning the testing, carrying it out, identifying and documenting the results of various tests, as well as resolving issues to the satisfaction of the stakeholders involved. Some unit testing efforts may be included within Agile sprints for Hybrid project approaches.
- 5) Be sure to add **Project Management tasks** for project planning, project monitoring/controlling, and overall project coordination/integration. Also include specific tasks to ensure that stakeholder satisfaction is achieved with the communications about the project. If you wish (and have time in the schedule) you may also include WBS tasks for **ONLY a Communication Management Plan**, but **no other separate project plans should be included in the WBS**.
- 6) Set up the project software according to the instructions you receive in the lab sessions (and class) to set the schedule parameters including work hours per day and work hours per week. **All tasks in the WBS must be set to Auto Schedule task mode, including all summary tasks**. While forcing a date or constraint is appropriate for specific items that must take place on a given date in the case, I will take off points if you force the schedule using manual constraints on your other tasks to get the dates or sequence to work when specifying effort hours for each task will be sufficient for scheduling.

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- 7) **Your WBS final schedule must include all the following columns as discussed in class:** ID, Information (i), Task Mode, Task Name, Work, Duration, Start, Finish, Avg % Complete, Cost, Predecessors, Resource Names. These columns must be in this order from left to right.
 - 8) **Your Gantt Chart schedule should show a top-line Project Summary Task in the WBS as discussed in class and like you did for Assignment 1B.** This summary task must show the required project submitted file name using the filename format specified above.
 - 9) **MS-Project Resource Sheet:**
 - a) Your Resource Sheet should show **only resources given in the case**, including types, availability and costs, and your name should clearly be one of the resources as the project manager.
 - b) Names of individual team members, vendors and other stakeholders should clearly be shown in the resource listing, you may list name initials for these people as specified in the case. No additional teams or individuals may be used other than what are specified.
 - c) If any material resources, such as supplies or equipment, fee payments or software licenses are mentioned in this case problem, these also should be visible in the Resource Sheet with correct resource costs specified as **“materials” only, not “cost”**, and then enter the money amounts **for each resource unit (per license, per payment, etc.) only as given in the case, entering these in the “cost per unit” field.**
 - 10) **WBS Work Packages (you are not limited to any quantity of WBS tasks):**
 - a) **Cost and Time for each work package:** No work packages at the lowest level of your WBS should have zero resources assigned or zero hours (oh) in the work column. The only work packages that may have zero dollars (\$) in the cost column, are if fixed fees for the work are specified elsewhere, or where someone is doing the work at no individual cost to the project. **Costs must be automatically calculated** through resource assignment onto work packages only, not entered directly into any work package or summary task cost fields.
 - b) **Work hours estimates:** Be careful to review your estimated work hours for realistic time estimates for tasks. For example, writing a report or revising a schedule in 30 minutes or one hour may not be realistic, nor is estimating 700 hours for a single work package.
 - c) **Personnel Assignments on Work Packages:** You need to determine who from the list of staff and stakeholders should be involved in the various tasks based upon what you think about how their positions and skills relate to the work in the WBS. You may assume 100% (1.0FTE) allocation to this project for each staff resource. **Load leveling is NOT required for this assignment, and I will not be concerned about over-allocation warnings on your WBS (red people icons at the left of your WBS) as long as the resource effort allocation is reasonable.**
 - d) However, if you see a resource allocation of 0.13 FTE for a single resource on a task, for example, this means that the person will spend about 8 minutes on the task at a time, and this is not at all something that can be managed. When I see this type of thing, I know that the software adjusted things during your changes, and that you did not go back and review these allocations to reset them to a more realistic level.
 - e) **Other Resource Assignments on Work Packages:** You need to assign required payments, equipment or software licenses to the appropriate work packages, but only as specified in the case. Do not add resources of any kind that are not given in the case.
 - f) **Predecessors:** Only your work packages may show predecessors (not summary tasks) and these must be complete so that work packages begin in the logical sequence appropriate for this case only.
 - 11) **Budget total must reflect the appropriate scale and complexity of this case problem**, and must comply with any constraints and restrictions indicated previously in the case. **Do not add time or costs just to try to get close to any stated constraints.** If you work carefully on the appropriate tasks for the case, you will be able to justify a time or cost total, even if it is under the constraints. Just be sure that all tasks and resource costs are included.
 - 12) **Average % Complete as of June 1, 2019:** Do this when you have completed all other aspects of your WBS. You are required to use the 90-10 method to enter a numeric value in the Average % Complete column that shows what the completion status of each work package would be as though you were pretending to look at your schedule on the above date. The Start and Finish dates calculated for each of the work

packages in your WBS will help you to determine which might be at what stage of completion by the above date according to the 90-10 method discussed in class.

ORIGINAL CASE INFORMATION TEXT: (this section repeated from assignment 1)



CASE PROBLEM:

Integration of Robotic Process Automation at World Hotels for Event Management

Information below on the companies was obtained and adapted from their respective websites, documents and other links:

WorldHotels Collection: For over 40 years, WorldHotel's mission has been to offer business and leisure travelers' easy access to a wide range of accommodation options with a strong emphasis on hotels of character and distinction. WorldHotels is an exclusive collection of the world's most unique independent hotels and it now has almost 500 affiliate properties in more than 250 destinations and 65 countries worldwide. Through state-of-the-art distribution and technology and global marketing campaigns, WorldHotels gives independent hotels the collective strength of a strong, global hotel brand whilst still allowing them to retain their strong individual character and unique identity. The hoteliers within the WorldHotels portfolio create hotels with their own personal soul and touch but before being granted affiliation to the WorldHotels network, each applicant hotel undergoes a rigorous series of tests. Its agents regularly visit affiliate hotels to ensure that its high-quality standards are consistently maintained.

Blue Prism, Inc. As the pioneer, innovator, and market leader in RPA, Blue Prism delivers the world's most successful digital workforce. The company's software robots automate repetitive administrative tasks while meeting the requirements of the most demanding IT environments, where security, compliance, and scalability are paramount. Blue Prism provides a scalable and robust execution platform for best-of-breed AI and cognitive technologies, and has emerged as the trusted and secure RPA platform of choice for the Fortune 500.

You are a project manager for WorldHotels IT area, reporting to Susan Levy, VP of IT, who reports to Javier Pareja, Director of Business Development for the Americas. Javier wants to automate the numerous steps involved in Event Management with event customers, such as conferences, corporate meetings, trade shows, etc. These events require entries into the accounting, customer relationship, event calendar, room reservation and loyalty points systems, and each event requires numerous operations of taking information in and out of each of these systems to make an event work. Changes and last-minute updates are challenging, and these only add to the time it takes to make these things happen. Since Blue Prism and World Hotels worked together to perfect their internal Hotel Audit system, Javier has asked Susan to "make it happen" again with regard to the Event Management system challenges. After discussion between Susan, Javier and other leaders around the company, it has been decided that the system approach will be prototyped in only one hotel within the Americas region. That hotel is yet to be identified.

So far, there is no specific time or cost constraint because the first required deliverable of your project is to come up with a project plan and estimate that can be approved, and a project overview presentation for the executive group and the Board of Directors. Because of the great results from the Audit project, Javier

already has the support of Senior Hotel Development Director Piro Hernandez, who believes that the company has the money, but there may be some project adjustments once it is determined what the full cost might be. The project plan and budget have to be in to Susan by November 4th in order for her to work with Javier on the Board presentation and materials that need to be ready for the December 1st Board of Directors Meeting. If all goes well with this decision, the project will continue to completion, with the first implementation step starting on January 15, 2019 and beyond, following the approved project plan.

So far, you've been informed that you will be working directly with the following Blue Prism technology staff:

- Angela R. Berry, SVP, Sales
- Apurv Khanna, PhD, VP, Process Automation Technologies
- Thomas V. Dugas, Blue Prism Product Analyst
- Cynthia Wong, Systems Engineer

Your WorldHotels project team right now consists of the following people:

- Robert T. Murray, Hotel Operations Systems Analyst

Technology Specialists on your team:

- Karen Watson, Analyst
- Stephanie Lewis, Database Administrator
- James Sanduzi, Systems Administration
- Phillip Grome, Systems Developer
- Mary Garcia, Senior Systems Developer

Of course, in your plan you also need to include specific steps and processes for:

- Regular Meetings with the team, stakeholders, and cross-impacted areas of the company.
- Approval points as needed through the project sequence.
- Points at which you will refine cost and staff assignments (you do not need to calculate costs or assign staff at this point in the project)
- Points at which you will produce the various Project Plan documentation deliverables discussed in class.
- Quality management approaches, including testing and provisions for re-work.
- User training and other preparations for system implementation.
- Final reports and other closing processes for the project.

END OF ORIGINAL CASE INFORMATION AS GIVEN FOR ASSIGNMENT #1

PREVIOUS TEXT FOR ASSIGNMENT 2A – Executive Project Overview

Your Charter-Scope Document was approved, and the project is now in progress. In addition, Piro Hernandez has finally selected the Royal Park Hotel in Detroit, Michigan as the location for the prototype RPA Event Management System. The hotel website is: <https://www.worldhotels.com/hotel/royal-park-hotel>. This is a rather small hotel, but it has significant meeting amenities and it is located just a few minutes from the US automotive manufacturing offices.

The good news is that Mr. Hernandez has postponed the requirement for the completed project plan and budget, moving that deadline to November 18th. The Board is still scheduled to meet on Wednesday, December 1, when the financial details and final project plan will be reviewed and the project hopefully will get the approval to begin. So, you get a short time longer to create that draft budget and plan.

However, the bad news is that Mr. Hernandez now wants the special Executive Overview presentation to be ready early – it turns out that there is a combination Board/Industry Advisory Council meeting scheduled for November 9th, and he wants the presentation ready for that meeting to set the stage with an overview of the project and the RPA technologies involved. The attendees at this meeting will include a mix of WorldHotels' executives representing all major geographic divisions, as well as members of their Industry Advisory Council (a combination of Hospitality Profession experts as well as members of the WorldHotels Board of Directors). Piro Hernandez has asked Javier Pareja to ensure that a presentation on the project is sent to him by no later than November 7th. So, of course, Javier passed the request along to Susan to have YOU develop, and also deliver, the presentation on the project at that meeting. So, lucky you! You'll now need to focus completely on developing presentation slides for the Board Presentation as a top priority.

The presentation is supposed to be in executive "deck" format typical for business presentations of major initiatives, and should be planned to last about 45 minutes, with an additional 15 minutes for questions. You are to include your vision for the project from your perspective as the Project Manager, while outlining how it will contribute to WorldHotels' continued market competitiveness. Your presentation should provide information about the project overall, and particularly about how it will provide the deliverables for the Detroit hotel prototype. Hotel Manager, Nikki Platenik, has been introduced to you to help with the project planning, so you can contact her for hotel information as you are preparing the presentation.

In order to be ready to send the presentation to Javier by November 7th, Susan wants a draft of your presentation by first thing this coming Monday morning. Since she is an early-morning person, you know that this really means you have to submit it by no later than Sunday night! Now you need to get busy - the clock is ticking...!

END OF PREVIOUS INFORMATION FOR ASSIGNMENT 2A

NEW INFORMATION FOR ASSIGNMENT 2B:

Project Start Date: Set your overall project start date to **September 11, 2018**. No tasks should start prior to this date, so you should begin your project tasks with things like developing the project charter/scope, getting approval to develop the detailed plan, etc. Use other dates given in the case to set specific date constraints for the individual tasks or deliverables that are required. Remember that if a constraint says “should be done by” or “no later than” then it can be done before that date. If it states that something “must be done on”, then it must be done on that date.

1) Blue Prism Contract Dates/Fees:

- December 15, 2018 – Initial payment due when Contract is signed: \$17,500
- Monthly License fees for the Blue Prism software will begin on February 1, 2019 and will continue throughout the project. Each monthly payment will be: \$2,300/month
- After successful Integration test for system modules: Payment of \$12,500
- After Training Sessions are completed: Payment of \$17,000
- After successful Event management Simulation Test for the project: Payment of \$32,500

2) The personnel involved in Blue Prism Corporation do not have billing rates per hour because their cost is being absorbed by the fixed fee specified. These people should be listed in your resource sheet, but with \$0.00 standard rate.

They should be assigned to project tasks as appropriate using the information in the case and the details below.

- Angela R. Berry, SVP, Sales
- Apurv Khanna, PhD, VP, Process Automation Technologies
- Thomas V. Dugas, Blue Prism Product Analyst
- Cynthia Wong, Systems Engineer

4) World Hotel’s Management Personnel – no costs for these participants in the project due to their management role in the company. List them in the Resource Sheet at \$0/hour rate and schedule them as per their role for meetings, etc.

- Piro Hernandez, Senior Hotel Development Director
- Javier Pareja, Director of Business Development for the Americas
- Susan Levy, VP of IT
- Nikki Platenik, Hotel Manager, Royal Park Hotel in Detroit, Michigan

5) ITS Project Team Internal Billable Cost Rates:

- YOU (Project Manager) (\$61/Hr)
- Robert T. Murray, Hotel Operations Systems Analyst (\$45/Hr)

Technology Specialists on your team:

- Karen Watson, Analyst (\$37.50/Hr)
- Stephanie Lewis, Database Administrator (\$40/Hr)
- James Sanduzi, Systems Administration (\$56/Hr)
- Phillip Grome, Systems Developer (\$62.50/Hr)
- Mary Garcia, Senior Systems Developer (\$59/Hr)

6) Estimated total EFFORT HOURS for only the software programming. (These do not include requirements design, project management activities, testing, final implementation or meetings about these – you will need to add those additional steps and estimates for each):

- Accounting system (300 effort hours)
- Customer relationship system (200 effort hours)
- Event calendar (175 effort hours)
- Room reservation system (350 effort hours)
- Loyalty points systems (150 effort hours)

Note: Detailed programming, along with matching detailed design and detailed unit testing should be scheduled across 2-week Sprints. Time for design and testing within each Sprint are not included in the above estimates, so you should estimate time for these tasks as well to fall within the Sprint, and provide sufficient Sprints for the project based on all time estimates as described in Lab sessions.

7) Estimated total effort hours for Final System Training Materials Development: 165 effort hours total to design and develop the materials only - by Robert Murray as he works with your analysts/programmers and Blue Prism to develop the sessions.

8) System Training classes – allow 100 effort hours for classes while this is executed by Robert Murray serving as trainer, along with Blue Prism. **This training must be completed before going live with the system.**

Recommended General Sequence of Tasks in the Schedule:

The following is a list of the general operations in the project to serve as a general guide for how such a project flows overall. It is up to you to create and sequence detailed tasks for these general stages efficiently based on what you know about the case, and you must also add the project management tasks as needed to produce the process deliverables at the appropriate stages along the way. Be sure to include all payments required to Blue Prism at the appropriate points.

Initial Project Planning

Initial Contract payment to Blue Prism

Detailed Overall Design jointly with Blue Prism for each deliverable

Final detailed project planning jointly with Blue Prism

Project Plan Management Approval Checkpoint

Design, Programming Unit Testing for each required product deliverable

Integration Testing

Overall User Acceptance Testing

Training Content Development

Management Approval Checkpoint

Production Testing – Simulation of Event Management Final Production

Production Implementation

Final Issue Resolution

Final Contract Payment to Blue Prism

Project Close-out