**Stage 3: Strategic and Operational Outcomes**

Before you begin work on this assignment, be sure you have read the Case Study and reviewed the feedback received on your Stage 2 assignment. Refer to the Business Analysis and System Recommendations (BA&SR) Table of Contents below to see where you are in the process of developing this report.

**Overview**

As the business analyst in the CIO's department of Chesapeake IT Consulting (CIC), your next step in working towards an IT solution to improve the hiring process at CIC is to analyze the strategic outcomes and processes at CIC and develop a set of requirements for the hiring system.

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**Assignment**

The first step is to incorporate the feedback you received on your Stage 2 assignment, making any needed corrections or adjustments. (If you have not incorporated the feedback from your Stage 1 assignment, you should do so prior to submitting Stage 3.) For this assignment, you will add Section III to Sections I and II, as outlined below. **Note: In addition to the criteria for Stage 3, as indicated in the grading rubric, the incorporation of improvements based on substantive feedback (more significant problems with content) from the previous stage will also be evaluated.**

Section III of the Business Analysis and System Recommendation Report analyzes the organization's strategy and processes to determine how technology solutions can be used to support organizational processes and enable strategic and operational outcomes. For this assignment, you will list requirements for a new hiring system. This analysis leads into Section IV – System Recommendation section of the BA&SR (the Stage 4 assignment) that will propose an IT solution to meet CIC's organizational strategy and fulfill its operational needs.

Using the case study, assignment instructions, Course Content readings, and external resources, develop your Section III on Strategic and Operational Outcomes. Approximate lengths for each section are provided as a guideline; be sure to provide all pertinent information. A key to successful business writing is quality and conciseness rather than quantity.

The case study tells you that the executives and employees at Chesapeake IT Consultants (CIC) have identified a need for an effective and efficient hiring system. As you review the case study, list three goals (or strategies) from the description of the company, as well as from the "interviews" that are documented. Then, to focus on operational outcomes, you will analyze the hiring process in use at CIC by identifying specific steps.

**Note:** Refer to the Week 6 Content “Good Practices for Developing User Requirements” in particular for this assignment. Business Requirements – why the project is being undertaken – aligns with the Strategic Outcomes section III- A. User Requirements and Software Requirements are addressed in III-C – Requirements below.

1. **Strategic and Operational Outcomes** 
   1. **Strategic Outcomes** – Identify three strategic goals or objectives mentioned in the company description and interviews in the CIC Case Study, and explain how the new hiring system would help achieve those goals/objectives. (2-3 sentences for each goal/objective)
      1. **Strategic Goal/Objective 1 and explanation:**
      2. **Strategy Goal/Objective 2 and explanation:**
      3. **Strategy Goal/Objective 3 and explanation:**
   2. **Process Analysis** – To understand what the new hiring system needs to do for CIC, you will first analyze the **current** hiring process. The Interviews in the CIC Case Study provide the information you need about how the process is currently conducted. You will need to combine the steps that each interviewee discusses and organize them into a logical sequence showing the high level start to finish process. First, insert an introductory opening sentence for this section. Then, for each of the elements listed below, complete the table with the requested information. The beginning and ending step have been provided for you. Each process step should be concise and start with an action verb. (Provide an introductory sentence and copy the table and insert information within.)

|  |  |
| --- | --- |
| **Hiring Process Step** | **Responsible CIC Position** |
| * + 1. Receive application from job hunter | Recruiter |
| **2.** |  |
| **3.** |  |
| **4.** |  |
| **5.** |  |
| **6.** |  |
| **7.** |  |
| **8.** |  |
| **9.** |  |
| **10.** |  |
| **11.** |  |
| **12**. Extend Hiring Offer to Selected Candidate | Recruiter/Hiring Manager |

1. **Requirements -** The next step is to identify the **essential** requirements for the information system. Refer to the Week 6 Content -Good Practices for Developing User Requirements. Here you are focusing on the Business Requirements and the Software Requirements. **Each** requirement is **one** sentence in length and addresses one thing the system must do. The requirements are documented in a table, as shown below. For a full requirement specification, there will be many requirements statements; you only need to provide the number of requirements identified for each category. The requirements should be derived from the Case Study; an analyst should not "invent" requirements.

For this assignment, you will identify:

* 4 **user requirements** (what users will be able to do with the product (functional) requirements (numbered in the table as **U-#**). requirement in this section
* 1 **reporting** requirement (**UR-#**)
* 5 **software** requirements related to **security** (**SS**-#)
* 3 **software** requirements related to **system performance** requirements (**SP**=-#)

**Example**

Here’s an example of a business requirement:

|  |  |  |  |
| --- | --- | --- | --- |
| **Requirement Number** | **Requirement** | **Source (individual) from Case Study** | |
| U-1 | Prepare job offer for chosen candidate | Recruiter – Paul O’Brien |

First, insert an introductory opening sentence for this section. Then, for each of the rows listed below, complete the table with the requested information. (Provide an introductory sentence and copy the table and insert information within.

|  |  |  |
| --- | --- | --- |
| **Requirement Number** | **Requirement** | **Source (individual) from Case Study – name and title** |
| U-1 |  |  |
| U-2 |  |  |
| U-3 |  |  |
| U-4 |  |  |
| UR-1 |  |  |
| SS-1 |  |  |
| SS-2 |  |  |
| SP-1 |  |  |
| SP-2 |  |  |
| SP-3 |  |  |

**Formatting Your Assignment**

For academic writing, the writer is expected to write in the third person. In third person, the writer avoids the pronouns I, we, my, and ours. The third person is used to make the writing more objective by taking the individual, the “self,” out of the writing. This method is very helpful for academic writing, a form in which facts, not opinion, drive the tone of the text. Writing in the third person allows the writer to come across as unbiased and thus more informed.

* Include Sections I and II, revised according to any feedback received and add Section III.
* Write a short concise paper: Use the recommendations provided in each area for length of response. Content areas should be double spaced; table entries should be single-spaced. It’s important to value quality over quantity. Section III should not exceed 4 pages.
* Ensure that each of the tables is preceded by an introductory sentence that explains what is contained in the table, so the reader understands **why** the table has been included.
* Use **at least** two resources with APA formatted citation and reference. Use at least one external reference and one from the course content.
* Compare your work to the Grading Rubric below to be sure you have met content and quality criteria.
* Submit your paper as a Word document, or a document that can be read in Word.
* Your submission should include **your last name first in the filename:**  **Lastname\_firstname\_Stage\_3**

**GRADING RUBRIC:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Criteria** | **90-100%**  **Far Above Standards** | **80-89%**  **Above Standards** | **70-79%**  **Meets Standards** | **60-69%**  **Below Standards** | **< 60%**  **Well Below Standards** | **Possible Points** |
| **Strategic Outcomes**  *Three strategic goals or objectives derived from Case Study and explained how new hiring system would help achieve.* | **13-15 Points**  Clearly derived from the Case Study and are strongly and fully explained using a sophisticated level of writing. | **12 Points**  Derived from the Case Study and are clearly explained. | **10-11 Points**  Related to the Case Study and are explained. | **9 Points**  Not related to the Case Study and/or are not explained. | **0-8 Points**  Too few strategic goals/ objectives are presented, are not explained or exhibit little effort. | 15 |
| **Process Analysis**  *Analysis describes the hiring process in terms of CIC requirements.* | **20-22 Points**  Fully describes and is clearly derived from the Case Study, and demonstrates sophisticated analysis. | **17-19 Points**  Describes all aspects, is derived from the Case Study, and demonstrates effective analysis. | **15-16 Points**  Describes most aspects of the process being analyzed, and is related to the Case Study. | **13-14 Points**  Does not describe some aspects, and/or is not related to the Case Study, and/or contains significant incorrect information. | **0-12 Points**  Not included, is extremely incomplete, or is not related to the Case Study. | 22 |
| ***R*equirements**  *5 user (1 addresses reporting) and 2 system security and 3 system performance requirements* | **31-35 Points**  Correctly identified and sourced; clearly derived from the Case Study; demonstrates sophisticated analysis. | **28-30 Points**  Identified and sourced; requirements are derived from the Case Study; demonstrates effective analysis. | **24-27 Points**  Identified and sourced; requirements are related to the Case Study. | **21-23 Points**  Less than 10 requirements are identified and sourced; and/or information provided is not correct; and/or requirements are not all related to the Case Study. | **0-20 Points**  Few or no requirements are listed; sources are incorrect; and/or requirements are not related to the Case Study. | 35 |
| **Incorporation of Feedback on Previous Stage**  *Substantive feedback related to key content is addressed and previous sections are improved* | **8 Points**  **Substantive corrections very effectively incorporated to reflect feedback received on Stage 2.** | **6-7 Points**  **Substantive corrections incorporated to reflect feedback received on Stage 2.** | **5 Points**  Corrections incorporated to reflect feedback received on Stage 2. May not have addressed all key points or sufficiently corrected. | **3-4 Points**  Minimal corrections made based on feedback received on Stage 2 – Some improvements still needed. | **0-2 Points**  No corrections made based on feedback received on Stage 2 and/or incorrect changes made. | **8** |
| **Research**  *Two or more sources--one source from within the IFSM 300 course content and one external (other than the course materials)* | **9-10 Points**  Required resources are incorporated and used effectively. Sources used are relevant and timely and contribute strongly to the analysis. References are appropriately incorporated and cited using APA style. | **8 Points**  At least two sources are incorporated and are relevant and somewhat support the analysis. References are appropriately incorporated and cited using APA style. | **7 Points**  Only one resource is used and properly incorporated and/or reference(s) lack correct APA style. | **6 Points**  A source may be used, but is not properly incorporated or used, and/or is not effective or appropriate; and/or does not follow APA style for references and citations. | **0-5 Points**  No course content or external research incorporated; or reference listed is not cited within the text. | 10 |
| **Format** | **9-10 Points**  Very well organized and easy to read. Very few or no errors in sentence structure, grammar, and spelling; double-spaced, written in third person and presented in a professional format. | **8 Points**  Effective organization; has few errors in sentence structure, grammar, and spelling; double-spaced, written in third person and presented in a professional format. | **7 Points**  Some organization; may have some errors in sentence structure, grammar and spelling. Report is double spaced and written in third person. | **6 Points**  Not well organized, and/or contains several grammar and/or spelling errors; and/or is not double-spaced and written in third person. | **0-5 Points**  Extremely poorly written, has many grammar and/or spelling errors, or does not convey the information. | 10 |
|  |  |  |  |  | **TOTAL Points Possible** | 100 |