

Dojo Session : Business Case + Project Charter

Guide and Deliverables

Date	Expected deliverables	participation points
session 1:	Business case items a-d	15
session 2:	Business case items e-f Project charter items b-d	20
session 3:	Project charter e-g	20
session 4	1 VR meeting outside classroom	20

Agile ceremony	description	frequency	timeline
All your group communication must happen on MS Teams chat I will observe your communication for group processes			
Daily scrums	5-7 minutes quick check-ins, sharing progress & obstacles	6: once every week day	
Retrospective	review & reflect, identify areas of improvement	once	
Setting daily goals	have small goals for each day during this 1-week, example: write a 50-minute description or create a table with initial numbers	6: once every week day	

Group assignment page limit: 4-6

Deliverable 1 – Business Case - page limit: 2-3

1- Write a business case for the project

- List 2-3 MOV
- List two alternative solutions
- Discuss advantages and disadvantages of the two alternatives
- Perform cost-benefit analysis on the two alternatives
- Create an alternative analysis schema to compare the alternatives
- Perform alternative analysis and make a recommendation

Deliverable 2 – Project Charter - page limit: 2-3

2- Write a project charter for your proposed/approved solution

- Use master chef project charter as a reference (simplify when needed)
- Include in- and out- of scope items

- c. Include phases and major deliverables
- d. Discuss stakeholders and their role in your project
- e. Include a risk table & map
- f. Attach a WBS & Gantt chart (high level - only phases and major deliverables)
- g. Include brief statements about any other project management knowledge area not listed above
- h. *** include your quality management metrics ***

Content guidelines:

Avoid including general statements in your business cases. General statements are statements that are true for any typical case study. I look for contextual analysis written in your own words. Pasting statements from the web will not add any value to the report nor does repeating definitions or item descriptions (no credit). You are telling a story about your design from the perspective of a project manager. A few hours of research is required to create a meaningful business case and project charter. Beyond that it is your choice, but don't get drawn in big projects or ideas, simplify (meaningfully). Your reports must show that it's been written by IT professionals but free yourself of details that are beyond your level in the IT world.

Collaboration guidelines:

Some of the ideas shared here are based on the experiences with groups in the past:

1. no individual work is accepted.
 2. to earn your participation points you must actively participate. Just being in class and staying on phones or not participating does not count.
 3. Your peer-interactions and work during the sessions will be closely observed; do all the heavy-lifting in groups, small details can be polished or individual pieces can be worked on between sessions.
 4. practice democracy and hearing other ideas: the Dojo sessions should not be focused on one person's idea, you must strive to be a team member, share your ideas, and also actively listen to others' ideas.
 5. Your collaborative video is the piece that connects your learning in this module to this project. If you do not wish your faces to be included because of face recognition-related privacy concerns, use created slides, pictures, or animation and do a voice over. A few hours of research is required to create meaningful videos.
 6. In cases of excessive slacking tendencies or low quality content (that may require extensive revisions), report to the professor and return to the individual for review.
 7. Any unprofessional behavior toward your classmates (that includes excluding them from your conversations or not listening to their voice) results in penalties. This project is about both processes and outcomes.
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Employee Training in Virtual Reality

In the post-COVID area where work from home has been adopted as a default work mode in the IT field (and many others). Organizations are seeking innovative ways for onboarding of new employees, and training of the already existing ones.

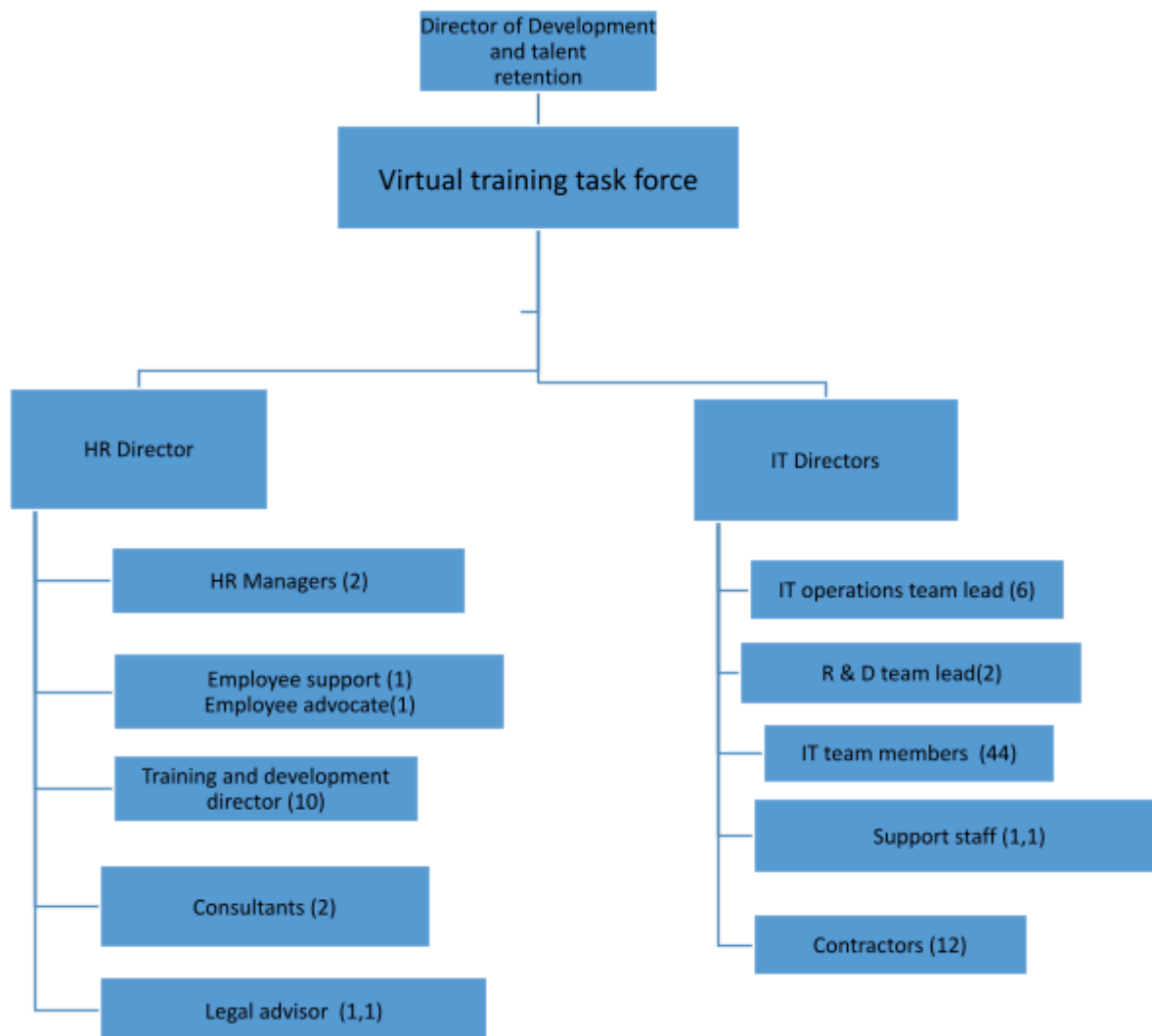
The intended device is currently Oculus Quest 2, with the potential for supporting other devices in future but not within the scope of this project.

The IT department has been tasked to research and present rationale for selecting two options: producing the VR training inside, OR outsourcing the work to an already existing VR game design company to make the training programs as games for Quest 2.

As of know, just like you and your team may be feeling, the IT team members in the company do not have much experience with VR game design. If the in-house development is selected, the team must undergo training. Therefore you must take into account the time and budget required for the training for the case of in-house development.

The basic features of the training games are to be interactivity and collaboration with other employees. The training programs are supposed to enhances engagement with the concepts and also allow workers experience the VR environment for a potential future option to have VR presence.

Figure A – Organizational Chart for MCHD



Suggestions for questions to ask when brainstorming with the teams:

Topic	questions/discussion ideas
components of the project	Start with training as game design + content development Are there any other components?
Measurable Organizational Values	Think about the VR training, with your information systems project in place, what would you be able to improve? Would you make anything faster, or more reliable, easier, more efficient, reduce cycle time, latency, or make more of something or offer more of a service ? see the impact areas from the book (at the bottom of this page) and brainstorm what your proposed system will be able to achieve? Make sure each MOV has a metric (how you measure progress), quantify goals (x% increase/decrease), then associate a time frame to the goal (when would you anticipate achieving it?)
Alternative options	You are in charge of the information systems project so the alternatives you're comparing alternative ways of doing the information systems project, would you think your organization has the skills to develop the system in-house? What are the advantages and disadvantages? The case asks you to consider outsourcing the whole system, what are the benefits and disadvantages of outsourcing?
Assessing alternatives	Remember you need a cost-benefit analysis table for each option. When you analyze alternatives and want to create a cost-benefit analysis table, you come up with numbers (some of which may be hypothetical), however the numbers must be logical and the analysis must make sense when the two options are compared. For instance: <ul style="list-style-type: none"> • If you have skilled staff, in-house may be cheaper, if not, purchase & customize might be cheaper • Depending on the data shared: outsource may be the riskier options • Purchase & customize might be cheaper upfront (the development cost is usually less), but may impose higher operational (ongoing) cost <p>As you put numbers in, make sure they make sense relatively, the absolute values are hypothetical.</p>

Table 2.1 Potential Areas of Impact for IT Projects

<i>Potential Area</i>	<i>Examples of Desired Impact</i>
Strategic	<ul style="list-style-type: none"> ■ Penetration of new markets ■ Transformation of the terms of competition within the market ■ Increased market share
Customer	<ul style="list-style-type: none"> ■ Customers have more choices of products or services ■ Customers receive better products or services ■ Transaction processes are more efficient or effective
Financial	<ul style="list-style-type: none"> ■ Increased profit ■ Increased margins
Operational	<ul style="list-style-type: none"> ■ Lower costs due to streamlined operations ■ Increased operational effectiveness ■ Improvements to supply chain
Social	<ul style="list-style-type: none"> ■ Education ■ Health ■ Safety ■ Environment

SOURCE: Adapted from *CIO* magazine's Enterprise Value Awards Application Form and Elaine M. Cummings, "Judgment Call," *CIO*, February 2, 2000, <http://www.cio.com/awards/eva/index.html>.

Suggestions for work: complete pieces started in class

Topic	questions/discussion ideas
MOV	discuss and pick MOVs - make sure you add numbers and time stamps
cost-benefit analysis table: one table for each alternative	<p>use the file in lab2 as a model to create a corresponding table for each solution option. the numbers are hypothetical</p> <p>Calculate NPV, ROI, and PP because you need them for the alternative analysis matrix:</p>
alternative analysis table	<p>create a simple comparison schema (criteria + weights)- you can work on the numbers using your lab exercise file, use that table and adapt/simplify according to your needs. Suggestion, pick 5-8 criteria that are most relevant to your project. You can use the same criteria and weights, revise ratings as needed.</p>
Finish Business and get approval from the sponsors(now: Dr. Elahe)	<p>Let's plan to have all the pieces in by mid-session on Wednesday The polishing work can be done later at home make sure every chart/graph/picture is accompanied by a brief (up to 50 words) description.</p>
Project charter: in- and out of- scope	<p>Start your charter with the MOVs. At this time they must be finalized because MOVs have implications for all dimensions of your project; you'll define the scope based on them, the risks, constraints, schedule, and all areas of the project depend on them.</p> <p>Make sure you clearly state your assumptions</p> <p>The purpose of listing out-of-scope features is to protect your team from scope creep - you explicitly list what you won't do - for instance: our system will not provide data analytics for efficiency/improvement</p>
Major deliverables & milestones	<p>List major phases/deliverables/milestones, show them in a table Examples: phases: prototype one with features x&y, prototype 2 with trend analysis feature, prototype 3 with notification and alarm feature</p>
Stakeholders	use Master Chef's project charter and the organization structure shared at the bottom of your case study to discuss major stakeholders and their role as it relates to your project
Risk map	Use your lab work as as starting point - revise the list of risks, create the heatmap and paste on the document
Major deliverables &	Create a simple work-breakdown structure to show the dependencies: use MS

milestones	Project
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1.

Checklist for self-assessment of the project charter

Topic	questions/discussion ideas
Out-of-scope	Did you list the features you won't deliver? This for your protection out-of-scope should be Information Systems features Example: data collection mechanisms are provided by already existing system, we assume that the data is fed to our system from the current data centers
stakeholders	Did you incorporate information from Figure A on the case study carefully?
Risk map	Are the risks listed the most relevant to the project?for instance, for outsourcing: knowledge spillovers are a risk - or for an in-house development would be: shortage of skilled staff
High-level schedule	Did you list a few major deliverables and milestones? deliverables are tangible outcomes such as prototypes, demos, ... Milestone: a few major checkpoints in the project
WBS	Optional - you can use MS Project for a simple high-level WBS The detailed WBS will be part of the planning document Chartering vs. detailed planning
Images & tables	Did you include a paragraph to describe all images and tables?

pair s	Graham Mitch Hunter Reine Alec Matthew Angela Tyler Steven Josh Brandon Charlie Scott Andrew Abbie Megan Dylan Joel Alex Bryan			
Sect ion	Groups	9/27	9/29	10/4

2				
	Graham Mitch - Angela Tyler (room set up)	Angela has a device all present	all present	Mitch is absent
	Hunter Reine - Steven Josh	Steven Josh is absent	Hunter is absent	all present
	Alec Matthew Scott Andrew (room set up)	Scott setting up workroom all present	Alec is absent	Mathew and Andrew absent
	Brandon Charlie - Abbie Megan (room set up)	Abbie setting up workroom all present	Charlie arrived late	Abbie is absent
	Dylan Joel - Alex Bryan	all present	all present	

pair s	Benedicte Michaela Carissa Dayna Nick Dan Ishika Jacqueline Tyler Brandon Lexie Sharon Zack Keegan Lauren Janecia Cam Matthew Dustin Greg Erika			
Sect ion 1	Groups	9/26	09/28	10/3
	Benedicte Michaela Cam Matthew Erika (room) Jacob	all present	all present Cam left early	all present
	Carissa Dayna Greg Dustin (room) Lauren Janecia	all present	all present	all present
	Ishika Jacqueline (room) Tyler Brandon Lukas	all present	all present	all present
	Lexie Sharon Nick Dan Zach Keegan (room)	Lexie and Nick: absent	Lexie absent	all present