**Session 2: Analyzing the Business Case**

**Preview**

During your orientation, you found your way around the office and had a chance to explore SCR’s Web site and intranet. Now, after a week on the job, your supervisor, Jesse Baker, explained the new TIMS system and asked you to help her lead the systems development team. Jesse said that she has confidence in you and is looking forward to working with you.

**Tasks**

1. Jesse wants to see a new corporate goal that refers to our proposed training activity. She also wants to know whether the change will require a change in SCR’s mission statement.

*The textbook points out that a firm develops a set of goals to carry out its mission. SCR’s training capability represents a major step for the company. Answers will vary, but goals might be worded as follows:*

* *SCR training will achieve excellence in three key areas: content, delivery, and results. To support our training function, we will focus on three main goals: Training content will provide world-class technical skills and knowledge required by IT industry leaders.*
* *Delivery will be highly professional, with attention to individual needs and interaction with students.*
* *Results will be measurable, and SCR will certify student achievement levels and competence.*

*SCR’s Web site includes the following mission statement:*

SCR will strive to be an outstanding provider of IT consulting services. To achieve this goal, SCR will build strong and mutually beneficial relationships with clients, business partners, and employees.

*Important as the new TIMS system is, it would not appear to require a change in the mission statement, which defines a high-level, long term vision. However, TIMS is an important resource that will support the mission.*

1. Jesse wants my opinion on whether or not SCR needs a system review committee. She wants a list of pros and cons, and my own recommendation – with reasons.

*As far as we know, SCR does not have a systems review committee. The SCR executive committee announced the new TIMS system by giving employees advance notice of a news release. Students know that top management directives are one source of systems projects. Should SCR consider a committee? You could argue that in a firm like SCR, the top managers make all major decisions, and a committee would add an unnecessary layer of decision-making. Also, the company is small enough to allow constant, direct communication among all members of the SCR team — so what would be the advantage of a committee?*

*On the other hand, not all decisions involve major IT projects. Most of the time, IT departments deal with day-to-day maintenance requests. Without a systems review committee, the IT director must allocate corporate resources. Would a systems review committee provide more interdepartmental input and allow more user involvement? The chapter presents various pro and con arguments, and you should encourage students to apply these concepts to the SCR situation.*

1. I have to draft a project scope statement for the TIMS system and describe the constraints. She said to identify each one by its type, timing, and urgency.

*Based on the information in the SCR documents for this chapter, the project will have a specific timetable and must include various features and capabilities. A sample statement might read as follows:*

***Project Scope and Constraints***

*The new training information system must support SCR’s training operations, and meet the requirements of users and SCR management. Specific constraints include the following:*

*• The system must be operational by February 1.*

*• The system must track courses, instructors, students, and grades.*

*• The system must interface with SCR’s accounting system.*

*• The system must be able to support online courses registration in the future.*

*• The system must track industry certification requirements.*

1. I need to identify the people I want to interview to learn more about the new training activity, and prepare a list of the questions I will ask. I will include open-ended, closed-ended, and range-of-response questions during each interview.

*At this point, you would want to obtain more background and a better understanding of the project. The most important people would be the SCR employees who have experience with corporate training and will be involved in the new training function. Additional investigation and detailed fact-finding will be performed during the systems analysis phase, starting in Chapter 4.  
 A sample interviewee, job title, and list of interview topics follows. The topics are listed generally, but you can ask students to frame specific questions based on the topics they suggest.*

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| ***Person*** | ***Title*** | ***Interview Topics*** |
| *Jill Martin* | *Manager, Training Group* | * *Overall vision of how the new system can support the SCR training operation* * *Prior experience with training information management systems; provide samples of documents if possible* * *Estimate of future volume of courses and students* * *Comments on key features or capabilities that should be included in the project scope statement* |