Temple University Press:

Web Experience Solution

SPONSORED BY: TEMPLE UNIVERSITY PRESS

SPRING 2015

PROJECT MANAGERS:

ANDREW DOUMITH & HORATIO THOMAS

BUSINESS ANALYSTS:

ANUJ PATEL, EDDY LANTIGUA, SAMUEL FRITZ, TAYLOR GLASS, TERENCE MCFADDEN

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<u>Project Charter</u>

Project Announcement
Date: February 9, 2015
To: Business Analysts - Anuj Patel, Eddy Lantigua, Samuel Fritz, Terrence McFadden, Taylor Glass
From: Project Managers - Horatio Thomas & Andrew Doumith
Re: Temple Press Web Experience

The Temple Press web experience project's purpose is to recreate Temple Press's Web Experience in order to drive sales.

Horatio Thomas and Andrew Doumith will be the project managers for the Project.

Not only are the project managers responsible for managing the budget, scope, time, quality of the project, but they are also responsible for guiding and motivating the business analysts towards a successful project.

The project managers have the authority to schedule meetings and contact the business analysts when necessary to gather status updates and motivate business analysts.

Project Organization

Stakeholder Registry

We chose to include a stakeholder registry in our project portfolio because it clearly identifies all of the stakeholders in the project, their role, contributions, contact information, and the best way to contact them.

Name	Role	Contributions	Contact Information	Best way to contact
Horatio Thomas	Project Manager	-Provided Motivation and guidance to Business Analysts -Tracked progress of Business Analysts	Phone: (267) 938-1505 Email: horatio.thomas@temple.edu	SMS Message
Andrew Doumith	Project Manager	-Provided Motivation and guidance to Business Analysts -Tracked progress of Business Analysts	Phone: (610) 390-5684 Email: tuf22625@temple.edu	SMS Message
Eddy Lantigua	Business Analyst	-Built Justinmind Prototype	Phone: (215) 939-5871 Email: tuf33758@temple.edu	SMS Message
Anuj Patel	Business Analyst	-Created Use Cases	Phone:(610) 324-1239 Email:	SMS Message
Samuel Fritz	Business Analyst	-Managed QA of Scope Document	Phone: (570) 815-7484 Email:	SMS Message

			samuel.fritz@temple.edu	
Terence McFadden	Business Analyst	-Contributed to Business Rules	Phone: (215) 495-5088 Email: tud47564@temple.edu	SMS Message
Taylor Glass	Business Analyst	-Gave in-class presentation -Contributed to business rules	Phone: (609) 617-0485 Email: Taylor.K.Glass@temple.edu	SMS Message
Mary Rose Muccie	Sponsor	-Provided insights through interviews	contact through professor	Email
Micah Kleit	SME	-Provided insights through interviews	contact through professor	Email
Ann-Marie Anderson	SME	-Provided insights through interviews	contact through professor	Email

RACI Chart

We chose to include the RACI chart in our portfolio because it clearly delegates team member responsibilities and accountability to each task. This helped mitigate any confusion and led to a clearly defined project.

Role / Project Deliverable (or Activity)	Project Managers		Busisness Analysts					Project Sponsor & SMEs		
	Andrew Doumith	Horatio Thomas	Anuj Patel	Eddy Lantigua	Sam Fritz	Taylor Glass	Terence McFadden	Mary Rose Muccie	Micah Kleit	Ann-Marie Anderson
Project Charter	R	R/A	I	I	I	I	I	I	I	I
Work Breakdown Structure	R	R/A	I	I	I	I	I	I	I	I
Use Cases	C	C	R/A	I	I	I	I	I	I	I
Budget	A	R	I	I	I	I	I	I	I	I
Risk Management Plan	A	R	I	I	I	I	I	I	I	I
Communications Plan	A	R	I	I	I	I	I	I	I	I
Quality Management Plan	A	R	I	I	I	I	I	I	I	I
Change Management Plan	A	R	I	I	I	I	I	I	I	I
Scope Document	C	C	R	R	R/A	R	R	I	I	I
Stakeholder Registry	A	R	I	I	I	I	I	I	I	I
Team Organization Chart	R	A	I	I	I	I	I	I	I	I
RACI Chart	R	A	I	I	I	I	I	I	I	I
Prototype	C	C	I	R/A	I	I	I	I	I	I
Business Rules	C	C	I	I	I	I	R/A	I	I	I

Legend:
Responsible
Accountable
Both Responsible & Accountable
Consulted
Informed

Team Organizational Chart

Team organizational charts help everyone know who does what and who reports to who. To have an efficient and effectively functioning team, you must know that there are people to handle each kind of task. In our project, organizational charts helped ensure people are not running up against each other. Creating a structure with clearly defined roles, functions, scopes of authority and systems helped make sure our team is working together to accomplish everything the project requires.

Project Scope

Statement of Purpose

Founded in 1969, Temple University Press (TU Press) is the publishing house of Temple University located in Philadelphia, PA. TU Press specializes in publishing and selling scholarly journals and academic monologues as well as a wide variety of literature ranging from academic works to travel books. With the continual advancement of technology, TU Press has launched a website to provide information about their vast collection of titles and other sources of media content to its users, such as excerpts from texts and background information on the authors. TU Press is looking to create a brand new webpage that will attract more users and provide the best customer experience possible, in order to ultimately unlock the full potential of Temple University Press.

While Temple University Press stresses the importance of the customer in its culture, its current website is an environment that prevents customers from forming a relationship with the press. The current TU Press website provides a substandard customer experience and it requires advances in several areas. For example, the site is difficult to navigate and requires too many user-clicks to reach the users destination. When a user searches for any given genre, book, or author, they are presented with puzzling and inaccurate results. Since the attention span of the modern day user is very short, it is important that the revamped website provides instant and accurate results, as well as unmatched user discoverability tools. The layout and overall design of the website is outdated; the various pages throughout the website are too wordy, and the entire site features an unappealing color scheme. By implementing these proposed changes, Temple University Press will prevent potential customers from resorting to other publishers and suppliers to buy the text they desire.

To better understand Temple University Press' vision for an enhanced web experience and ensure that the project meets their expectations, the team will conduct interviews with several employees of TU Press, including the Director, Editor-in-Chief, and Marketing Director. The team will analyze model press websites, like Duke University and NYU, as well as examine user-friendly websites that are known for generating instant customer satisfaction, such as Netflix and Amazon. This would allow the team to see what is considered todays standard for success in the modern website realm. These considerations will build ideas for what should definitely be included, and what could be added to TU Presses website to create a greater value for the customers and improve the overall customer experience. Once the information is gathered, we will design a solution, build a prototype of it, and present that prototype to our sponsor for sign-off on April 22.

Objectives

- Increase returning customers by 25% within one year of implementation
- Increase number of Twitter and Facebook followers by 50% within one year of implementation
- Increase TU Press' website traffic within 3 months of implementation
- By 2016 create a user-friendly search bar that that permits easy accessibility for customers to find books, authors, and publishers in which they desire.

Assumptions

- The employees of Temple University Press will support the project's team for the duration of the project by providing expert information on how Temple University Press operates.
- Temple University Press will continue to update the content of their website throughout the duration of and after the completion of the project.

Constraints

- A non-existent budget limits the external personnel and resources available for the project.
- The publishing industry is slowly dying, reducing the amount of potential buyers.
- Cannot compete on price with larger companies and competitors

Project Plans

Communication Plan

The purpose of the communication plan is to define how communications will be managed and presented throughout the duration of the project.

The communication plan describes repeated and planned communications between all stakeholders involved in designing TU Press's Web Experience. This plan will outline all the secluded oral and written communications, the frequency of planned meetings, and the persons responsible for providing information relative to the project. The communications plan will be an essential part of keeping analysts and project managers informed about deliverables and due dates pertaining to the project.

There will be four major communication types:

1) **Unscheduled Communication**

– Consists of phone calls, emails, and conversations that will supplement formal conversations.

2) **Formal Communication**

– The TU Press professionals will engage in numerous formal communication methods. These interactions will be planned ahead of time, with the goal of maximizing full details and status reports about project deliverables.

3) **Status Meetings**

– Basic status meetings that will be conducted with TU Press include status reports between project managers and business analysts, as well as direct meetings with TU Press employers.

4) **Status Reports**

– A variety of status reports will be conducted during the duration of the project between the business analysts and project managers. Status reports will be conducted on a weekly basis and will cover the state and progress of future deliverables. The purpose of the status report is to keep TU Press's stakeholders informed about the project's progress, and to monitor, record and discuss upcoming deliverables.

Communication Matrix:

Communication Medium	Target	Frequency	Owner	Distribution
Status Reports	PMs/Professors	Weekly	PM Team	Community Site
Weekly Meetings	BAs/PMs	Weekly	PM Team	In person
Issues & Questions	Entire Team	As needed	Entire Team	Call/SMS/In person
Final Presentation	Sponsors	Once	BA Team	In person

*see stakeholder registry

Change Management Plan

In our project, the change management plan documents the necessary information required to effectively manage project change requests from project inception to delivery.

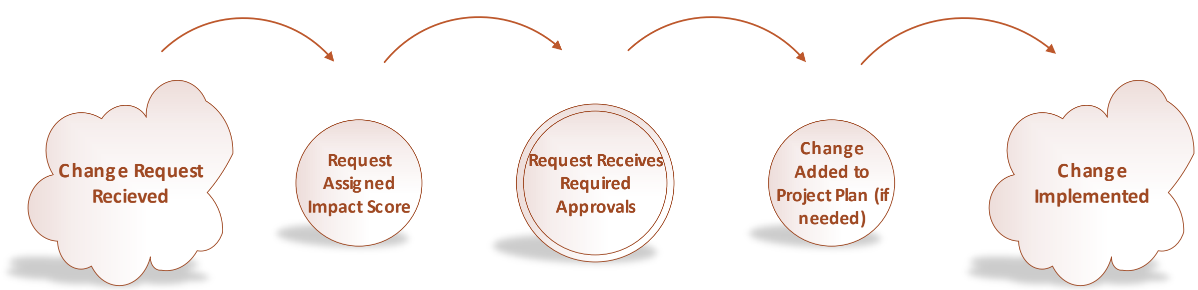
The goals of this change management plan are to:

- Provide proper consideration to all change requests.
- Identify, define, evaluate, approve, and track changes until completion.
- Modify project plans to reflect the impact of the changes requested and notify appropriate parties.

Adherence to this change management plan will guarantee that:

- Any and all changes to the scope of the project are properly managed
- Changes are relayed across the entire team
- Project stakeholders and appropriate point of contacts are notified of changes

Change Process:



Approval Matrix:

The following approval matrix determines who is responsible for final approval of all incoming change requests. In order to increase efficiencies, an impact score will be assigned to all change requests. The factors which determine the impact score are in Table 1A.

Change Impact Score	Primary Approval Required From	Secondary Approval Required From
Low (7 - 14)	Project Managers (majority)	
Medium (15 - 22)	Project Managers (majority)	Business Analysts (majority)
High (23 - 30)	Project Sponsor	Project Managers (majority)

Table 1A

\	Factor Range	Impact Score (1-10)
Priority	High Medium Low	10 5 3
Project Stage	Planning Development Testing Implementation	2 5 7 10
Work Effort	High (>30hrs) Medium (>16hrs) Low (<8hrs)	10 5 2

Change Request Log

Change Description	Priority Factor	Project Stage Factor	Work Effort Factor	**Final Impact Score**	**Approved By**	**Implemented On**
Create new "Bookshelf" feature in Prototype	5	5	5	15	Project Managers & BAs (majority)	April 6, 2015

Quality Management Plan

In our project, the quality management plan outlines the necessary information required to effectively manage project quality from project planning to delivery. It defines our project's quality factors, procedures, and criteria for identifying trouble areas of application.

In order to achieve a successful project all prototypes and deliverables must be free of error and working efficiently. All project deliverables will we assessed for the following factors:

- Working Condition
- Customer Satisfaction
- Usability
- Innovation

These quality factors are defined within the quality factor matrix below:

Quality Factor Matrix

Factor	Criteria
Working Condition	This determines whether the deliverable is in proper working condition and without any errors. Some questions which should be asked to properly asses this factor are: ❖ Does the deliverable serve its purpose? ❖ Does it do what it's supposed to do? ❖ Are there any limitations to the deliverable which could easily be resolved?
Customer Satisfaction	This determines whether the deliverable is meeting the customer's expectations. Some questions which should be asked to properly asses this factor are: ❖ Did I satisfy all requirements? ❖ Are there any elements of the deliverable which should be enhanced? ❖ Are all elements of the deliverable working in accordance to what the customer wanted? ❖ Are there any elements of the deliverable which need greater clarification or guidance in order to fully be develop?
Usability	This determines whether the deliverable is easy to use and understand by all stakeholders. Some questions which should be asked to properly asses this factor are: ❖ Is the deliverable easy to understand? ❖ Are there any confusing factors involved? ❖ Did I properly explain the purpose and how to use the deliverable? ❖ Would an outside stakeholder be able to easily use the deliverable without instruction?
Innovation	This determines whether the deliverables are innovative and unique in nature. Some questions which should be asked to properly asses this factor are: ❖ Do similar deliverables already exist? ❖ Could this deliverable be easy confused with an outside product? ❖ Does the deliverable provide the user with a new experience?

Risk Management Plan

The purpose of a risk management plan is to identify how to react to potential risks that may occur during the duration of recreating TU Press' web platform. The plan defines how the risk management processes are recorded, performed and monitored throughout our project's life cycle, it will also provide a template for how to prioritize and respond to potential risks. The project managers, who will be working with the business analysts, and project sponsor, will be responsible for identifying, documenting, and analyzing potential risks that may arise throughout the project's lifecycle. Risks will be identified as soon as possible, in order to minimize future impact they may cause.

RISK IDENTIFICATION & ANALYSIS:

Risk identification will be conducted project-wide with the involvement of the business analyst team, and the project management team. Those involved will attempt to identify all risks with particular attention provided to project-side and solution risks. All risks that can impact the outcome of the project will be identified and evaluated. Once a risk is identified it will be documented in a risk registry, which will prioritize the potential probability and severity of the risk. The severity and frequency of the risk will determine which risks needs close attention and which can be retained. As each risk is identified, a project manager or analyst will be assigned for oversight and monitoring purposes.

RISK RESPONSE PLANNING & ANALYSIS

Each risk will be assigned to a project manager or business analyst for oversight. For each risk, one of the following control measures will be selected to address it:

Avoid – Eliminate the threat by eliminating the cause

Mitigate – Reduce effect of severity and/or reduce frequency.

Accept – Do nothing.

Transfer – Transfer responsibility to third party (insurance)

Risk Register:

We chose to include a risk register in our project's portfolio because it clearly identifies every possible risk that we came across while completing the project. The risk registry includes each risk type, description, probability (1-10, 10 being very likely), impact (1-10, 10 being heavy impact), risk score (impact x probability), who is responsible (owner), response strategy, and our response if the risk does in fact occur.

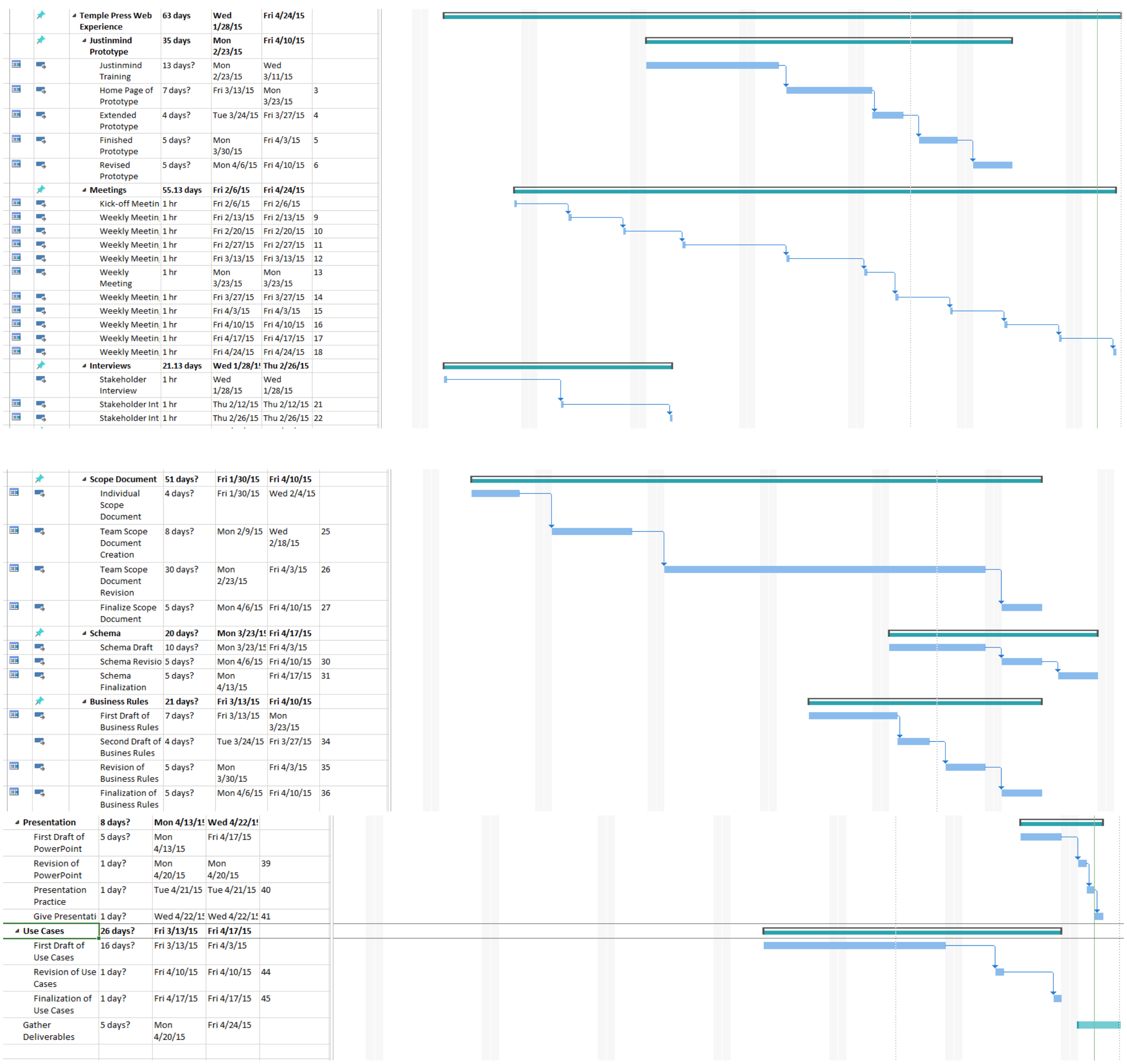
Risk Type	Description	Impact	Probability	Risk Score	Risk Owner	Response Strategy	Response
Incomplete deliverables	Deliverables are not prepared by the due date	10	7	70	Eddy Lantigua	Avoidance	Complete deliverables as quickly as possible
Inadequate project scope	Scope becomes unmanageable	10	5	50	Sam Fritz	Mitigation	Prioritize features, choose best
User involvement	Team members are not as involved as scheduled	7	7	49	Horatio Thomas	Avoidance	Assign specific and agreed upon responsibilities for each team member
Unclear prototype presentation	Prototype presentation needs to be improved and have a bolder mission	9	4	36	Eddy Lantigua	Avoidance	Practice presentation to ensure the full project is shown effectively
Communication problems	Unresponsive team members	5	7	35	Eddy Lantigua	Avoidance	Communicate in a timely, efficient manner
Company loses loyal customers	Site turns off customers	10	2	20	Eddy Lantigua	Avoidance	Entice existing customers with promos of changes
Loss of key member	Key personnel withdraws from the project	8	2	16	Andrew Doumith	Avoidance	Intrinsically motivate team members to stick with the project

Team conflicts	BAs and PMs have conflict among one another	7	2	14	Horatio Thomas	Avoidance	Arrange socials where team members can get to know each other personally
Conditions that affect group meetings	Natural disasters, scheduling conflicts, accidents, etc.	2	6	12	Terence McFadden	Mitigation	Hold group meetings through WebEx, emails, etc. if need be
Ineffective deliverables	Documentation or prototype is rendered unusable	10	1	10	Horatio Thomas	Mitigation	Make sure all deliverables are at optimal standard
Business needs change	Changes in business processes require last minute project adjustments	8	0.5	4	Anuj Patel	Mitigation	Adjust project while remaining in project scope

Project Schedule

Gantt Chart

We chose to include a Gantt chart in our project portfolio because it visually outlines all of the tasks involved in our project, and their order, shown against a timescale. This gives us, as project managers, an instant overview of a project, its associated tasks, and when these need to be finished.



Temple Press Web Experience	**63 days**	**Wed 1/28/15**	**Fri 4/24/15**	
Justinmind Prototype	**35 days**	**Mon 2/23/15**	**Fri 4/10/15**	
Justinmind Training	13 days?	Mon 2/23/15	Wed 3/11/15	
Home Page of Prototype	7 days?	Fri 3/13/15	Mon 3/23/15	3
Extended Prototype	4 days?	Tue 3/24/15	Fri 3/27/15	4
Finished Prototype	5 days?	Mon 3/30/15	Fri 4/3/15	5
Revised Prototype	5 days?	Mon 4/6/15	Fri 4/10/15	6
Meetings	**55.13 days**	**Fri 2/6/15**	**Fri 4/24/15**	
Kick-off Meetin	1 hr	Fri 2/6/15	Fri 2/6/15	
Weekly Meetin	1 hr	Fri 2/13/15	Fri 2/13/15	9
Weekly Meetin	1 hr	Fri 2/20/15	Fri 2/20/15	10
Weekly Meetin	1 hr	Fri 2/27/15	Fri 2/27/15	11
Weekly Meetin	1 hr	Fri 3/13/15	Fri 3/13/15	12
Weekly Meeting	1 hr	Mon 3/23/15	Mon 3/23/15	13
Weekly Meetin	1 hr	Fri 3/27/15	Fri 3/27/15	14
Weekly Meetin	1 hr	Fri 4/3/15	Fri 4/3/15	15
Weekly Meetin	1 hr	Fri 4/10/15	Fri 4/10/15	16
Weekly Meetin	1 hr	Fri 4/17/15	Fri 4/17/15	17
Weekly Meetin	1 hr	Fri 4/24/15	Fri 4/24/15	18
Interviews	**21.13 days**	**Wed 1/28/1**	**Thu 2/26/15**	
Stakeholder Interview	1 hr	Wed 1/28/15	Wed 1/28/15	
Stakeholder Int	1 hr	Thu 2/12/15	Thu 2/12/15	21
Stakeholder Int	1 hr	Thu 2/26/15	Thu 2/26/15	22
Scope Document	**51 days?**	**Fri 1/30/15**	**Fri 4/10/15**	
Individual Scope Document	4 days?	Fri 1/30/15	Wed 2/4/15	
Team Scope Document Creation	8 days?	Mon 2/9/15	Wed 2/18/15	25
Team Scope Document Revision	30 days?	Mon 2/23/15	Fri 4/3/15	26
Finalize Scope Document	5 days?	Mon 4/6/15	Fri 4/10/15	27
Schema	**20 days?**	**Mon 3/23/1**	**Fri 4/17/15**	
Schema Draft	10 days?	Mon 3/23/1	Fri 4/3/15	
Schema Revisio	5 days?	Mon 4/6/15	Fri 4/10/15	30
Schema Finalization	5 days?	Mon 4/13/15	Fri 4/17/15	31
Business Rules	**21 days?**	**Fri 3/13/15**	**Fri 4/10/15**	
First Draft of Business Rules	7 days?	Fri 3/13/15	Mon 3/23/15	
Second Draft of Busines Rules	4 days?	Tue 3/24/15	Fri 3/27/15	34
Revision of Business Rules	5 days?	Mon 3/30/15	Fri 4/3/15	35
Finalization of Business Rules	5 days?	Mon 4/6/15	Fri 4/10/15	36
Presentation	**8 days?**	**Mon 4/13/1**	**Wed 4/22/1**	
First Draft of PowerPoint	5 days?	Mon 4/13/15	Fri 4/17/15	
Revision of PowerPoint	1 day?	Mon 4/20/15	Mon 4/20/15	39
Presentation Practice	1 day?	Tue 4/21/15	Tue 4/21/15	40
Give Presentati	1 day?	Wed 4/22/1	Wed 4/22/1	41
Use Cases	**26 days?**	**Fri 3/13/15**	**Fri 4/17/15**	
First Draft of Use Cases	16 days?	Fri 3/13/15	Fri 4/3/15	
Revision of Use Cases	1 day?	Fri 4/10/15	Fri 4/10/15	44
Finalization of Use Cases	1 day?	Fri 4/17/15	Fri 4/17/15	45
Gather Deliverables	5 days?	Mon 4/20/15	Fri 4/24/15	

Work Breakdown Structure (WBS)

We chose to include the Work Breakdown Structure (WBS) in our project's portfolio because it clearly illustrates all of the tasks that had to be done to complete the project. It also conveys the planned work hours, actual work hours, budgeted cost, actual cost, variance, and resources assigned – per task.

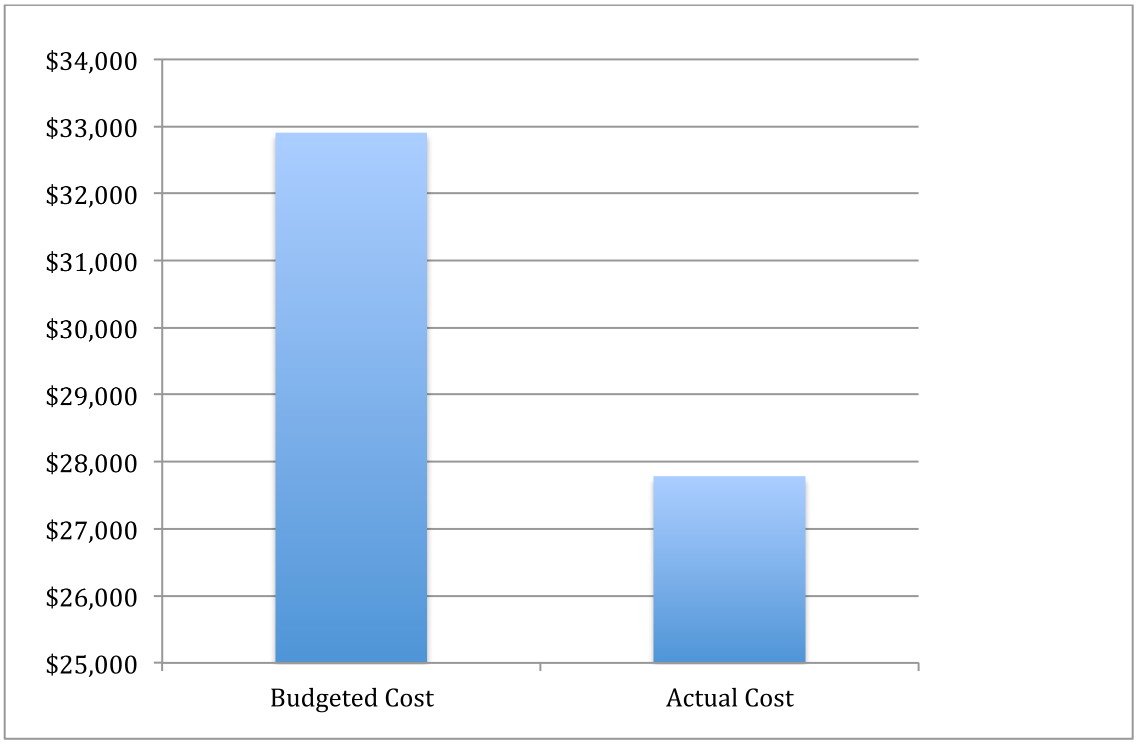
Task Name	Planned Hours	Actual Hours	Budgeted Cost	Actual Cost	Under (or Over) Budget	Resource Assigned
Temple Press Web Experience	119	100.25	$32,900	$27,775	$5,125	
Justinmind Prototype	**36**	**29**	**$3,600**	**$2,900**	**$700**	
Justinmind Training	6	5	$600	$500	$100	1
Home Page of Prototype	6	5	$600	$500	$100	1
Extended Prototype	10	7	$1,000	$700	$300	1
Finished Prototype	10	6	$1,000	$600	$400	1
Revised Prototype	4	6	$400	$600	$200	1
Meetings	**11**	**9.25**	**$7,700**	**$6,475**	**$1,225**	
Kick-off Meeting	1	1	$700	$700	$0	7
Weekly Meeting	1	1	$700	$700	$0	7
Weekly Meeting	1	0.75	$700	$525	$175	7
Weekly Meeting	1	0.75	$700	$525	$175	7
Weekly Meeting	1	0.75	$700	$525	$175	7
Weekly Meeting	1	0.75	$700	$525	$175	7
Weekly Meeting	1	0.75	$700	$525	$175	7
Weekly Meeting	1	0.75	$700	$525	$175	7
Weekly Meeting	1	0.75	$700	$525	$175	7
Weekly Meeting	1	1	$700	$700	$0	7
Weekly Meeting	1	1	$700	$700	$0	7
Interviews	**6**	**6**	**$3,000**	**$3,000**	**$0**	
Stakeholder Interview	2	2	$1,000	$1,000	$0	5
Stakeholder Interview	2	2	$1,000	$1,000	$0	5
Stakeholder Interview	2	2	$1,000	$1,000	$0	5
Scope Document	**21**	**17**	**$10,500**	**$8,500**	**$2,000**	
Individual Scope Document Creation	6	5	$3,000	$2,500	$500	5
Team Scope Document Creation	8	6	$4,000	$3,000	$1,000	5
Team Scope Document Revision	4	4	$2,000	$2,000	$0	5
Finalize Scope Document	3	2	$1,500	$1,000	$500	5

Schema	**7**	**6**	**$700**	**$600**	**$100**	
Schema Draft	3	3	$300	$300	$0	1
Schema Revision	2	1.5	$200	$150	$50	1
Schema Finalization	2	1.5	$200	$150	$50	1
Business Rules	**12**	**10**	**$1,200**	**$1,000**	**$200**	
First Draft of Business Rules	4	5	$400	$500	$100	1
Second Draft of Business Rules	5	3	$500	$300	$200	1
Revision of Business Rules	2	1	$200	$100	$100	1
Finalization of Business Rules	1	1	$100	$100	$0	1
Presentation	**12**	**10**	**$3,600**	**$3,400**	**$200**	
First Draft of PowerPoint	4	3	$400	$300	$100	1
Revision of PowerPoint	2	1	$200	$100	$100	1
Presentation Practice	5	5	$2,500	$2,500	$0	5
Give Presentation	1	1	$500	$500	$0	5
Use Cases	**14**	**13**	**$2,600**	**$1,900**	**$700**	
First Draft of Use Cases	5	4	$500	$400	$100	1
Revision of Use Cases	4	5	$400	$500	$100	1
Finalization of Use Cases	3	3	$300	$300	$0	1
Gather Deliverables	2	1	$1,400	$700	$700	7

Project Budget

Due to the nature of the project, all costs are derived for resource actual and budgeted work hours. As illustrated in the work breakdown structure (WBS) above, the project was estimated at $32,920 and ended under budget at $27,725. The cost variance was due to an overestimated work for business analysts and project managers.

We chose to include the chart below because it clearly shows the project's cumulative actual cost versus the project's budgeted cost – showing the under budget of the project.



The Heart of Change

We chose to include how we utilized John Kotter's "Eight Stages of Successful Large-Scale Change" throughout our project because it proved to guide us effectively when managing our Temple University Press project.

Increase Urgency

As project managers, we increased urgency throughout the project. In one particular instance, we wanted our business analysts to learn Justinmind as soon as possible so they could create a proper prototype. In order to increase urgency in this situation, we strongly encouraged our business analysts to do the Justinmind extra credit assignments by stressing the importance of extra credit in their class, and provided a reward if they all completed the extra credit. By doing this, one of the business analysts become very proficient in Justinmind.

Build the Guiding Team

In order to improve the team dynamic, we had a few meetings at Maxis, and encouraged our business analysts to study together for exams. At one point the business analysts openly let out frustrations they were having, which created an honest accountable environment. There was a clear difference in the relationship between the business analysts at the beginning of the project versus at the end of the project.

Get the Vision Right

Our business analysts sometimes struggled with the vision for their project. Since our business analysts were creating a web experience for an e-commerce site, we suggested that they look at the most successful e-commerce site, Amazon, and draw inspiration from there.

Communicate for Buy-in

The communication in our project was consistent. We met every week on the same day and time. We also had a group text set up, for immediate questions and concerns. We were able to communicate the importance of the project and the schedule to the business analysts at least once a week.

Empower Action

We empowered the business analysts by allowing each of them to focus on a particular aspect of the project that they enjoyed working on the most. For example, one of the business analysts was great at using Justinmind and enjoyed using the program, so we encouraged him to focus on that aspect of the project.

Create Short-Term Wins

Rather than focusing on the goals that needed to be met by the end of the semester, we focused on each week. At each weekly meeting the business analysts knew what they were responsible for delivering next week. By focusing on deliverables in this way, we were able to celebrate short-term wins each week, and this also made the project seem less overwhelming for the business analysts, as well as ensuring quality of their work.

Don’t Let Up

Urgency increased through the semester as the date of their presentation drew near. There was nothing much we had to do to as project managers to increase urgency in this period because of the approaching deadline.

Make Change Stick

To make the lessons our business analysts learned throughout the project stick, we congratulated them on their completion of their project, and celebrated the end of it.

Close Out Report

Final Solution

The final solution created for TU Press was a revamped e-commerce site. The ecommerce site featured a redesigned user interface with options to purchase on Amazon, and create a wish list of books.

Lessons Learned

- The most important part of project management is ensuring the success of the people you are working with on the project.
- Create open lines of communication and give everyone a voice.
- Parkinson's law can be used to your advantage and disadvantage.
- Never lose focus of the business goal of the project. It can be easy to begin to focus on the technology behind the project while forgetting about the business goals.
- Working on a project together can strengthen and build relationships.