



MIS 3506

# Digital Design and Innovation Studio

2.1: UNDERSTANDING PROJECT WORK  
AND THE PEOPLE INVOLVED

Lavin/Sclarow

Photo: Installation by Jenny Holzer, US Pavillion, Venice Biennale 1990

PROJECT work

As IS

# Design thinking: **Problem Seeking** – Core Questions

1. Establish **Goals** (qualitative)
  - **What do we want to achieve...Why?**
2. Collect and Analyze **Facts** (quantitative)
  - **What is this all about?**
3. Uncover and Test **Concepts** (qualitative)
  - **How do we achieve the goals?**



# Design thinking: Problem Seeking – Core Questions

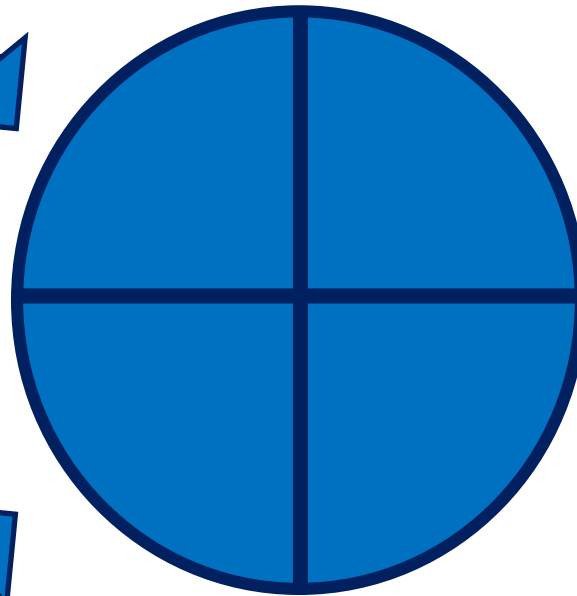
4. Determine **Needs** (quantitative)
  - What are the Cost, scope, quality and time constraints?
  - Distinguish needs from wants
  
5. State the **Problem** (qualitative)
  - What are the significant conditions and general directions our concept should take?
  - Consider the components of the Whole Problem when formulating problem statements



# Studio Concepts: The Whole Problem – 4 Considerations

## Function

People  
Activities  
Relationships



## Economy

Initial budget  
Operating costs  
Life cycle costs



## Time

Change  
Growth  
Schedule



## Form

Site  
Environment  
Quality



- What is a **requirement**
- How would you document one?

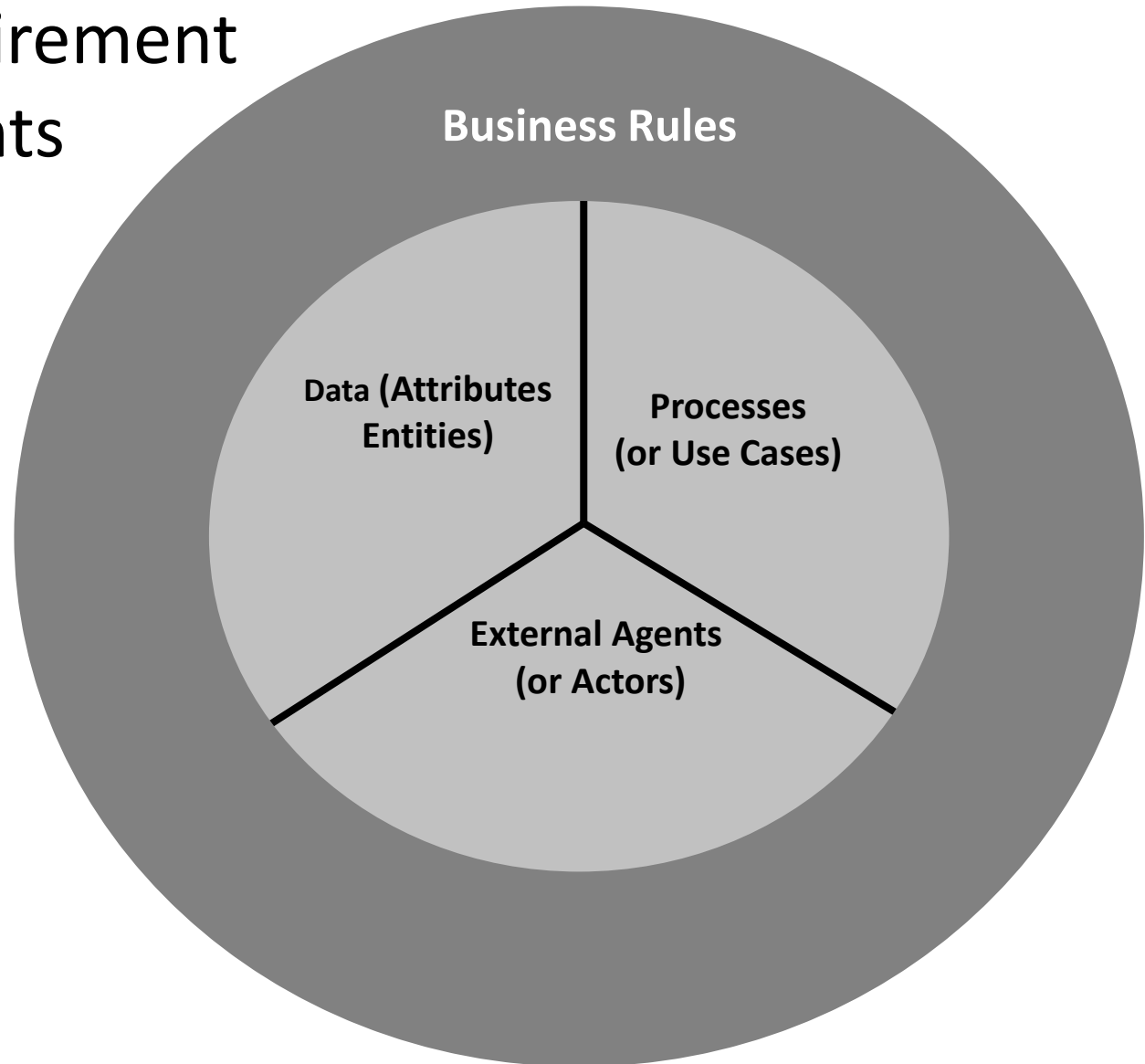


# What is the best way to document a requirement?

- a) A sentence (“The system shall...”)
- b) A structured sentence (as in a business rule)
- c) A structured text template
- d) A table or spreadsheet (list of stakeholders)
- e) A diagram (workflow)
- f) A model (ERD)
- g) A prototype or simulation
- h) A graph



# Core Requirement Components



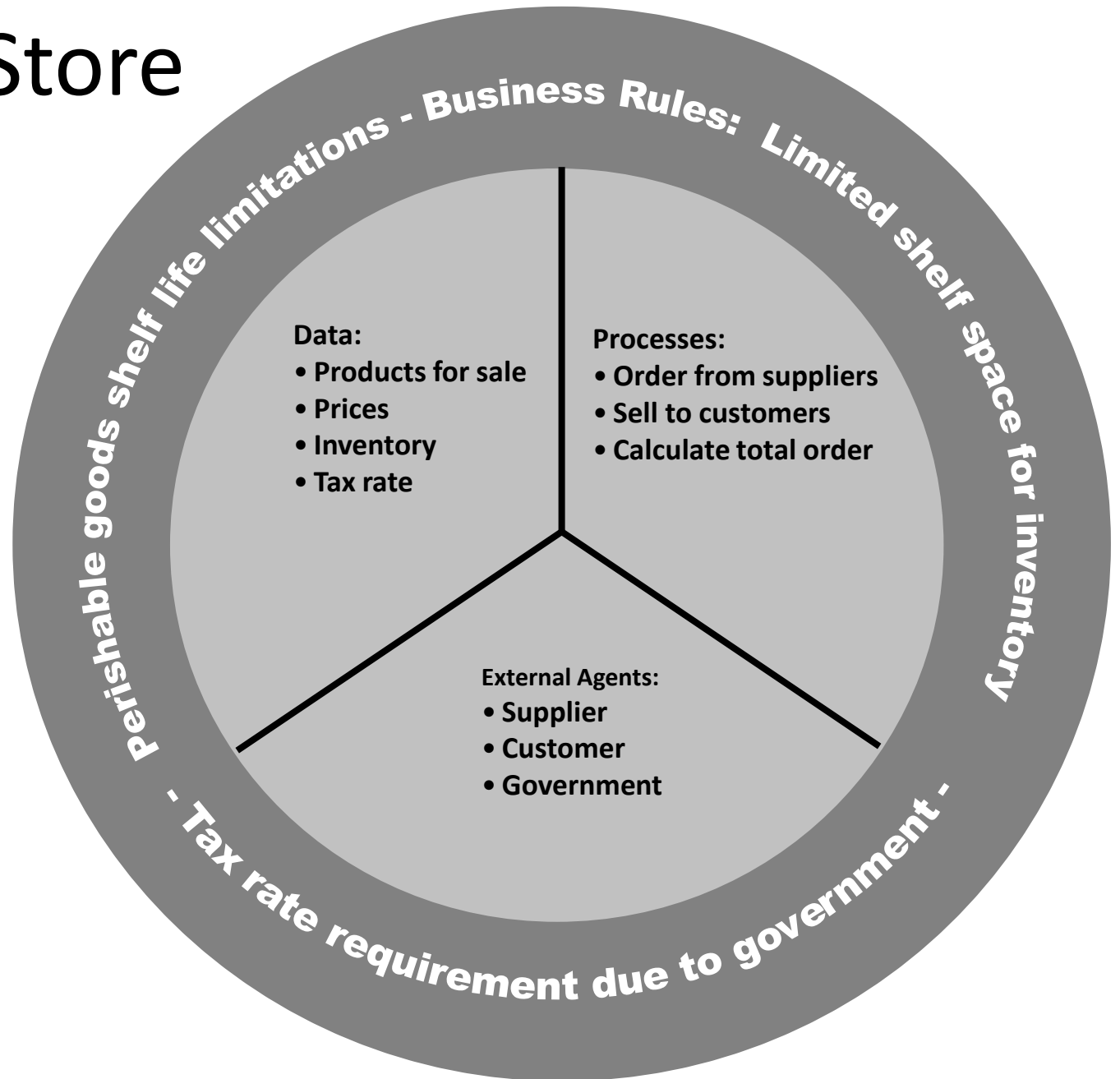
**Exercise:** As a team discuss and identify the Core Requirements for a Grocery Store:

- External Agents
- Processes
- Data
- Business rules.



*Give examples of each and how they relate to each other.*

# Grocery Store Example



# Projects vs. Operations

- What is a **project**?
- What differentiates a **project** from other operational work activities?



- What is a **product**?
- What is a **solution**?
- What is a **deliverable**?



PEOPLE + roles

## **DESIGN INQUIRY** / 5 questions to answer:

1. **what** inspired you (good or bad)?
2. **who** are the affected stakeholders?
3. **what** are their **unmet needs** & **why** are they important?
4. **what** is your **solution**?
5. **what** **resources** do you need to **create and sustain your solution**?

Inquiry no.1

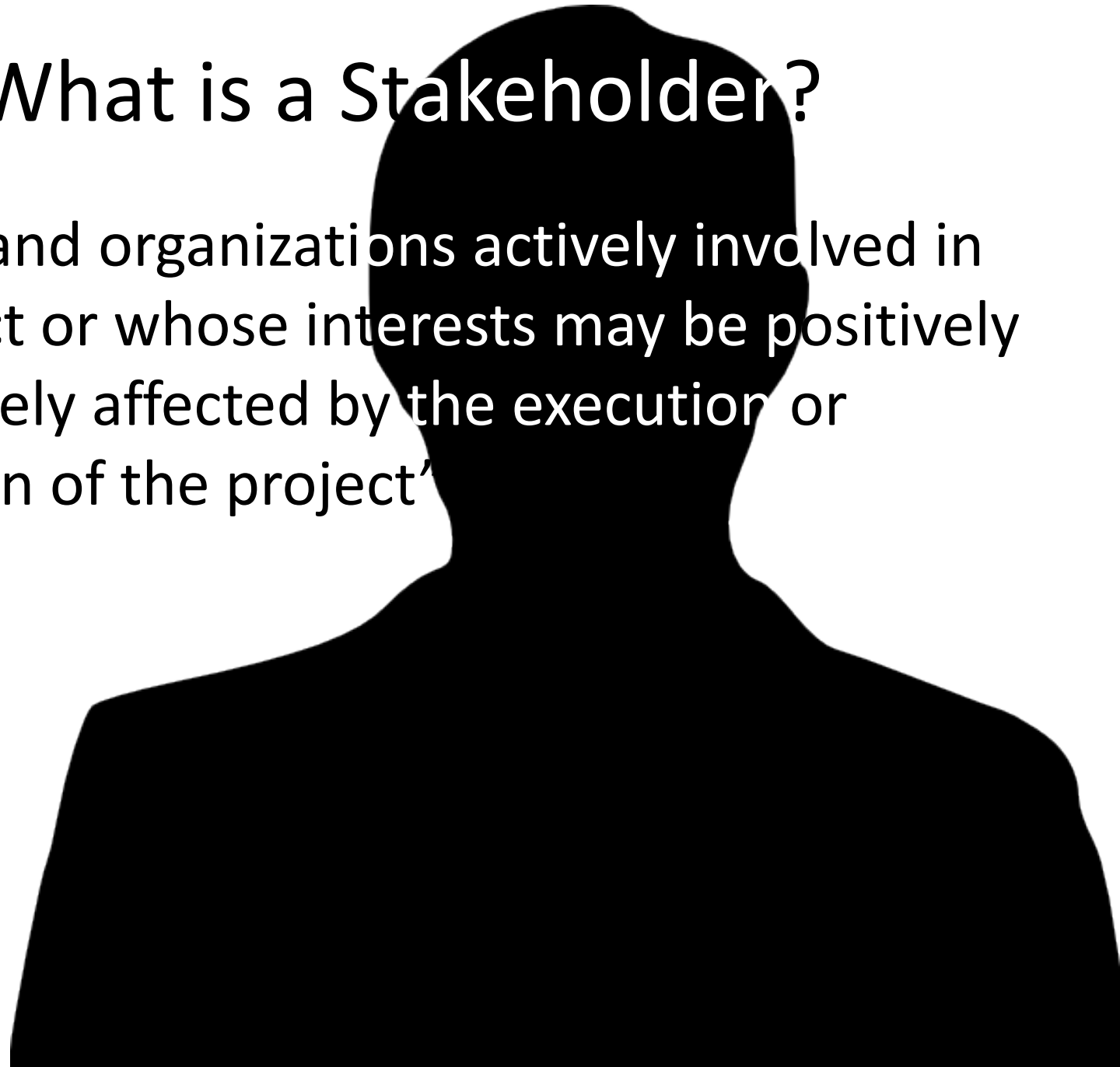
**Who** are the **affected** stakeholders  
*or*

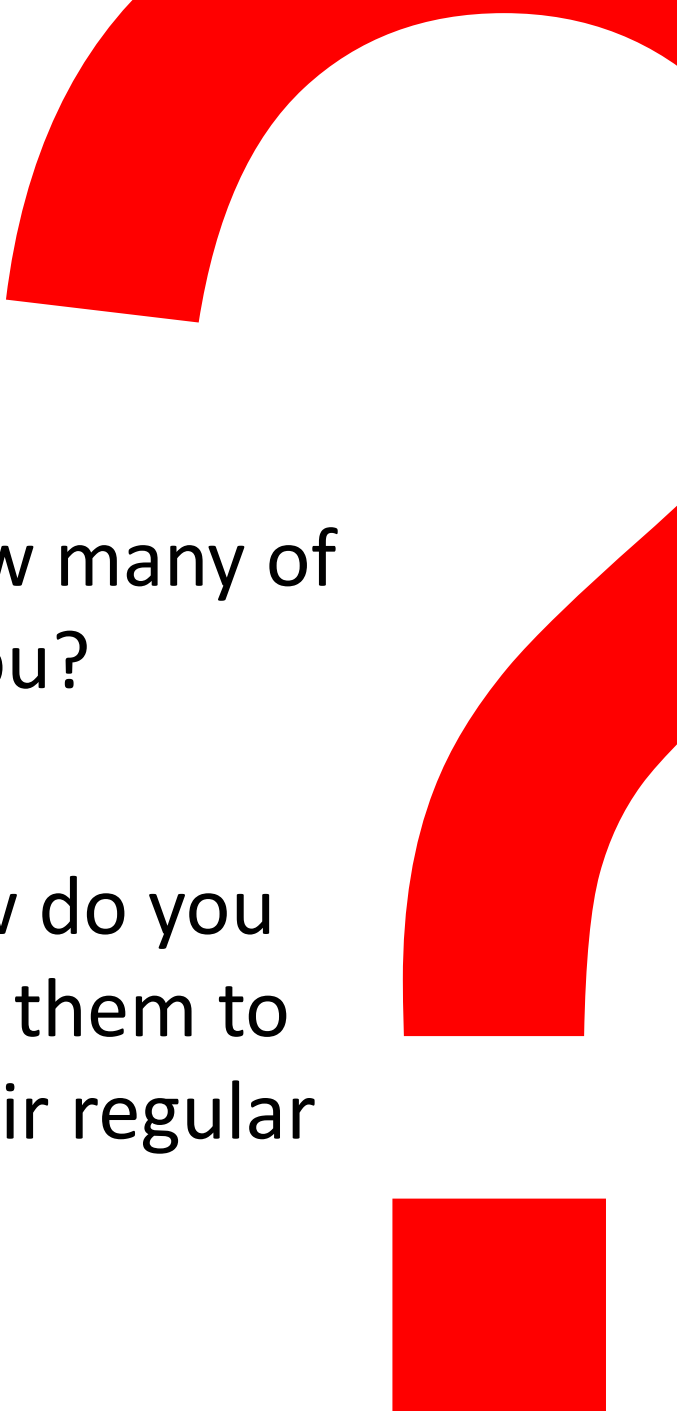
Who are the people who have  
something to gain or lose because  
of your project?




# What is a Stakeholder?


“Persons and organizations actively involved in the project or whose interests may be positively or negatively affected by the execution or completion of the project”

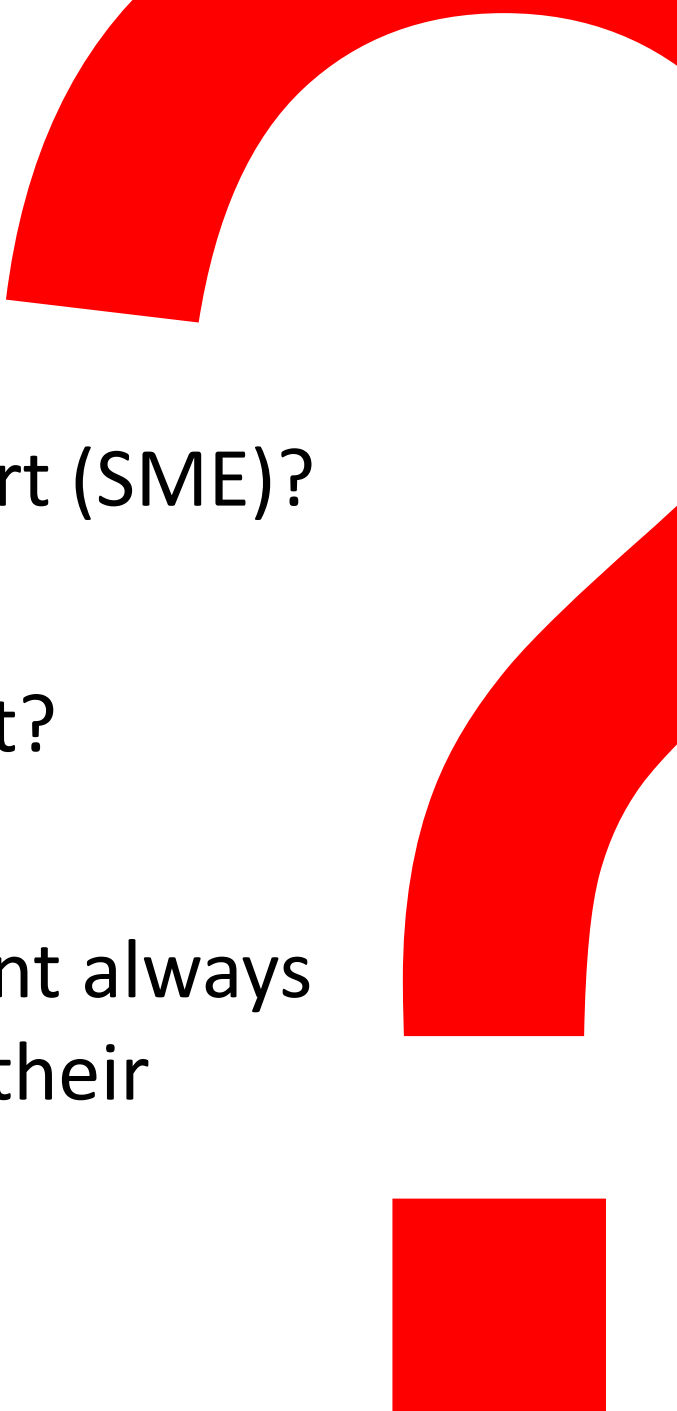


- 
- As a Business Analyst (BA), how many of these stakeholders work for you?
  - If they don't work for you, how do you get them to do what you need them to do? After all, they all have their regular job to do too.

# Project roles

- 
- What is a “Project Sponsor”?
  - What is the project sponsor’s roles and responsibilities?
  - How do you communicate with the sponsor?

- 
- What is a “Project Manager”?
  - What is the project manager’s roles and responsibilities?
  - Can the BA also be the PM?

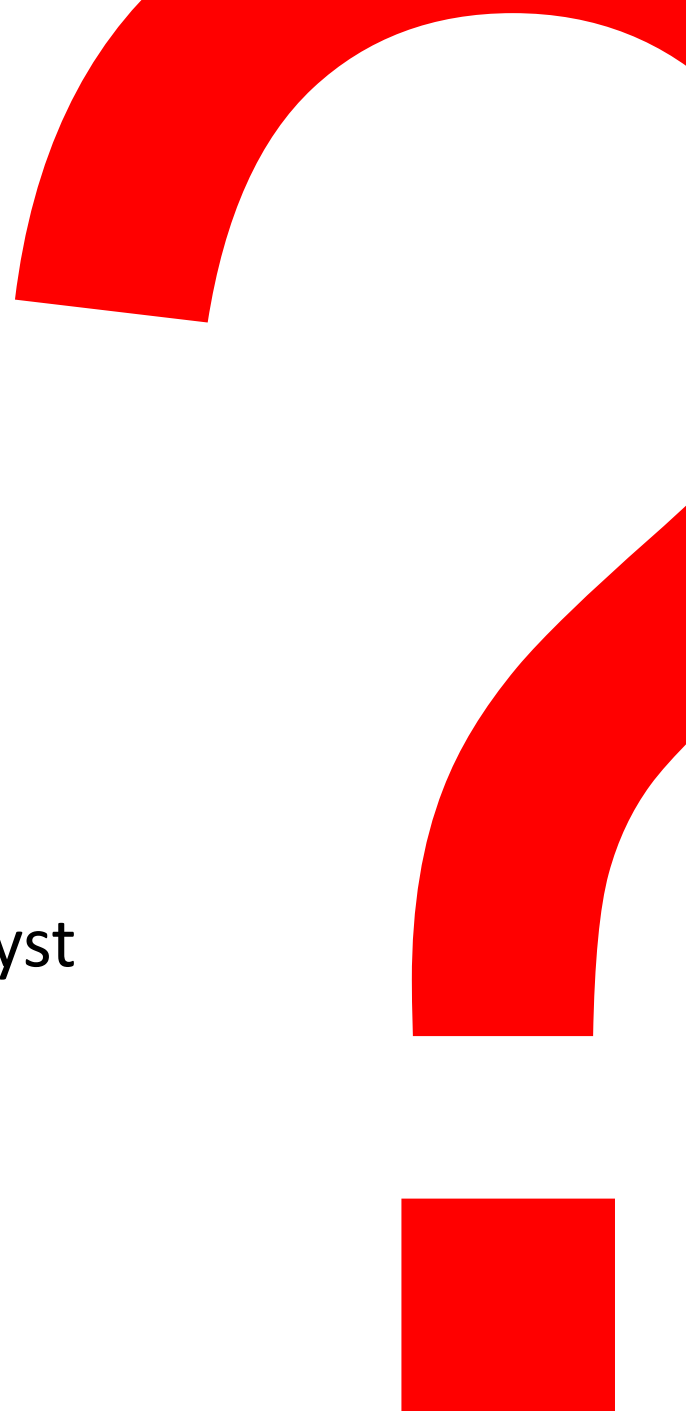
- 
- What is a subject matter expert (SME)?
  - What makes an SME an expert?
  - Is the manager of a department always an expert on what goes on in their department?

- What are other technical roles

IT Architect

IT Developer

Data Administrator/Architect/Analyst



# Who is important to the Project

Understand your stakeholders - including their motives, personal biases, expertise, and experiences!



For Class 2:

Print/Read the Warehouse  
Stakeholder Case (on blog).

Bring a copy and your notes to class.



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PLEASE BE **READY TO MOVE**  
TO A SEAT WITH YOUR TEAM

Exercise:

Warehouse stakeholder case

*Read the case*

*Work with your team*

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Review your notes and

Identify who are stakeholders, subject matter experts, etc.

Identify all the stakeholders associated with this project and explain **why** you think they are a stakeholder.

Identify all the subject matter experts associated with this project and explain why you think they are SME's.

What further questions would you ask each stakeholder and SME's?

Consider:

Who are your stakeholders?

Ask yourself:

Are they the stakeholders for  
YOUR project?

# Common Stakeholder Mistakes

- Company stakeholders are not likely to be project stakeholders (closeness to the project)
- *Roles* are as likely stakeholders as *individuals* but often forgotten
- SME's probably are stakeholders if they are assigned to the project from the organization.  
**You can be both!**
- Lower level roles in the organization are often missed
- Groups that interact with the organization are often missed



# Stakeholder Analysis: **Template**

1. Stakeholder Name	2. Stakeholder Role	3. Stakeholder Interest	4. Stakeholder Influence	5. Stakeholder Power	6. Stakeholder Attitude

See pages 62-63 in Memory Jogger

Your PROJECT

Project client:

Memory Lane

# Interviews:

Erum Khan (CEO)

Andy Kropa (Founder)

Courtney Minich (COO)

Dave Rubin (CTO)

What do you want to learn  
from your interviews?



## Questions should be:

- Appropriate for the person being interviewed
- Broad topics to start
- Start general then more specific
- Open-ended
- Prepared with follow-up questions

As a team:

come to class 1 prepared  
with 10 questions (in  
writing) in priority order