

Self-Assessment Exercise

The Fantastic Advertising Bureau

Lauren Wonders, general manager of the Advertising Division, saw Jess Wu, the CEO of Fantastic Advertising Bureau. This was a chance for Lauren to fill Jess in on the actions she had taken after Jess pointed out a problem with Lauren's business. Lauren knew she had to be careful though; although she followed Jess' advice, she was only "going through the motions". Jess suggested an IT project to solve Lauren's Weekly Advertising Sales (WAS) problem. Lauren thought the project would be a waste of time. Still, it is always better to do what the boss says, whether it makes any sense or not.

"Hi Jess", Lauren said. "Just wanted to let you know that I contacted the folks in IT about looking into our credit processes." Jess had challenged Lauren to cut her WAS by 20% within the next 6 months. "Great," said Jess, "who did they assign to you?" In fact, two IT folks came to talk to Lauren, Helene Otter and Kate Barrett. Lauren thought they had wasted a whole hour of her time talking about the importance of process, clean data and business rules. All Lauren could wonder about was how the data got "dirty".

Helene started asking Lauren about goals, timelines, budgets, and personnel. Lauren thought this offensive and that it challenged the way she was running the department. Helene even asked Lauren to have Jenny Crawford, Lauren's best Customer Service Representative (CSR), assigned to the team for 50% of her time. "Just like IT," Lauren thought, "you ask them for a project and then they want your people to do all the work. That's why no one likes to work with IT. No one but Jess, that is."

Kate wants all of Lauren's procedures, to speak with many of her staff and to sit with her Customer Service team for a day to see how they work. Lauren figured she would insist on talking to Kathy Perfect, the customer service manager, and Jack Simple, the customer credit manager. Lauren also suggested Terry Haywire the warehouse logistics manager and John Nordstrom, her new plant manager because both of them had opinions on everything. Kate insisted on wasting Lauren's time by reviewing a list of questions she wanted to ask each person. When Lauren asked Kate whom else she wanted to speak to, she gave her a list of all 15 CSR's and a number of other people. What a waste!

Lauren figured all she had to do to reduce the amount of money owed to the Advertising Division was to read the Ad manager the riot act and the problem would be solved. Lauren knew someone who sold advertising software, Harry Foote. Lauren suggested that Harry come in as an advertising management consultant to give his opinion. That would give Harry the chance to sell his software, it would give the IT folks the chance to buy another new toy and Jess would have her project. Everyone would be happy and she would be able to get back to the real work of running the business. It would be a win-win all around.

1. Which of the following is the best statement of the purpose of this project?
 - A. Improve the WAS of Fantastic Advertising Bureau
 - B. Give the Advertising Division the best possible tools with which to improve their credit performance
 - C. Improve profitability of Fantastic Advertising Bureau
 - D. Reduce the amount of money owed to the Advertising business

2. In what stage of the business analysis process is the project currently?
 - A. Implement of a solution
 - B. Assessment and validation of potential and actual solutions
 - C. Elicitation of needs and constraints from stakeholders
 - D. Define the project and requirements scope

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What are the project roles of each of the people listed below:

	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>E</i>
3. Lauren Wonders	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
4. Jess Wu	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
5. Helene Otter	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
6. Kate Barrett	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
7. Kathy Perfect	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
8. Terry Haywire	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
9. Jack Simple	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
10. Jenny Crawford	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
11. John Nordstrom	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
12. Harry Foote	No Project Role	SME	Project Manager	Business Analyst	Project Sponsor
13. How would you rate the project sponsor's performance so far?					
	A. Excellent				
	B. Good				
	C. Fair				
	D. Poor				