Management of IT

Exercise A5.Draft- Case Study Challenge Competition Report Final Submission

Developed by R,HSpring2020

Your name:

Policies:

* Submissions made through a means other than the D2L A5 Assignment Folder will be ignored and earn a 0.
* Submissions without your name stated above earn a 0.
* Submissions with the original questions and/or formatting removed from the file earn a 0.
* Submissions without adequate references or acknowledgements will earn a discounted grade, potentially a 0.
* Submissions that I can not open or require a password will earn a 0.
* Second chances might be requested at any time through D2L email, and are awarded at the sole discretion of the instructor.

Performing Case Studies in the Management of IT

Being successful in this course requires you to review, evaluate, adapt and adopt methods for analysis and evaluation of the IT systems and HCI aspects put in place to support business processes; one needs to be able to apply these methods to cases that might be incorporated into your approach to managing IT and pursuing a case study. This exercise intends to aid you in doing so.

Overview of the IT4683 Case Study Situation

You have learned in LM5 so far that:

Imagine that you are in your first year as a first-line IT manager in a medium-size company in the healthcare sector. After a busy weekend on-call, you flex into work mid-morning on Monday and you see across the lobby your second-line manager and director in a group of their peers walking single-file between two security guards. As they see you, your director mouths “Goodbye and good luck” and your manager mouths “Take care of yourself.” You then remember the rumor of the prior Tuesday that your company was being acquired by a large, international firm with significant business in healthcare. You are immediately concerned, because your manager and director were your main mentors in managing IT.

As you pass by the security desk, the guard hands you an envelope with your name on it and says that you are to go to your office, open the envelope, and do what it says.

As you ride the elevator and walk to your office, you notice security guards everywhere; you also remember that on Wednesday last week, your mentors had pointed you to an interview 2 years ago of the acquiring firm’s CIO after they had acquired the third similar firm to yours. You remember that she stated the key to success in integrating the IT of the acquired companies was moving them quickly to what she called “evidence based best practices in IT.” You remember cringing at part of the interview where she said that meant all executive leadership down to second-line managers within the acquired firm become RIFed (RIF is Reduction in Force or laid off or downsized, etc.) and that the IT technical staff and first line managers would be selectively retained after completing a significant challenge competition. On average, they end up retaining about half of the challenged IT staff. When pressed for details, the CIO merely stated that all she would say is that the technical staff compete on technical layers of a very public case of IT failure, while the IT managers compete on the management layers of equally public (but different) case of IT failure. In this fashion, the CIO can assure her executives that the IT function within the acquired company is quickly aligned with their new corporate culture.

By the time you complete your anxious walk down memory lane, you realize you are in your office. You remember to open your envelope. On the first page is a notice that your company no longer exists on its own, having been acquired at 4:37 that morning by the rumored firm. The notice also states the name, phone, and email of your new managing director and directs you to call him at 7AM your time on the next day for a half-hour “get acquainted” session. The second page is an org chart showing that your new CIO is the one interviewed. The third page is an invitation to a conference call with her at 1PM today. The fourth page lists terms and conditions for a provisional employment period, which clearly states that in addition to completing your regular assigned duties, you will be working on a team of your peers to complete a challenge competition concerning healthcare.gov and that your continued employment in the acquiring company depends largely on the points you and your team can acquire in the competition. You also see a warning that if your regular job performance falls off during the multiple weeks of the competition, you will be immediately RIFed.

You spend the rest of the morning and your lunch hour “fighting IT fires” in your area and trying to get more familiar with healthcare.gov.

At 12:58, you join the conference call. Sharply at 1PM, your new CIO comes on the call, says everyone else should mute, and welcomes all on the call to IT management in the new company. She states that she is now either your third-line or fourth-line manager (your old company’s CIO was your seventh-line manager), and in your case you see on the org chart that she is your fourth-line manager. She says that in the phone call tomorrow with your new manager, you will be given your new email. You should log in and you will find a welcome email from her, and an email from her member of staff in charge of the challenge competition that describes what is required there. She then tells you that the former IT managers and IT directors that you reported to have been moved to another building where they will spend up to six weeks wrapping up and finding other jobs. She asks that you not communicate with them. She concludes by indicating that winners in the challenge will be offered a new job in their new company and losers likely will be offered a similar severance package to that given to the former IT managers and directors. She then wishes you well and closes the call.

You spend the afternoon “fighting IT fires” and when you get home you find a gmail from your former director with the message:

“Good news: Tomorrow, I start at XYZ company with 7% higher salary for similar responsibilities.

News: Let’s make this email the last contact for a couple months. They are crazy serious.

Best of luck!”

The next morning you dial your new manager at 6:58AM. You discover he lives in Europe, where it’s 1PM. You exchange pleasantries and he stays on the line with you while you log into your new email and change the password. He sends you a test email and you send a test reply. He says that he has reviewed your personnel folder and is happy you are aboard. He invites you to send him an email or two each week to update him on your regular duties and progress in the challenge competition as well. He concludes the phone call at 7:27 with one piece of advice: “Choose your teammates for the challenge competition wisely.”

You next open the email from your new CIO. It is an upbeat welcome to the new firm. She ends with the following:

“So that we can quickly get to know each other, these are some of my favorite things:

* Sound IT management with assurance and controls so IT does not keep our executives up at night
* Evidence-based practices and professionalism, e.g., ethics, researching and using data, completing staff work, etc.
* Positive, memorable user experiences distinguishing our IT from our competition’s
* Reasonable management of IT risk, e.g., security, buying insurance, etc.
* Continuous learning and improvement
* Delivering value to our business and being recognized for our IT capabilities to do so

All the best in your new company!”

You next open the email on the challenge competition and find:

* A welcome from the CIO’s Challenge Coordinator
* A link to a collaboration site (at KSU it is your Course D2L, focusing on LM5)
* A link to the healthcare.gov case study: <https://oig.hhs.gov/oei/reports/oei-06-14-00350.asp>
* A roster of potential teammates (at KSU, this is your D2L course classlist)
* A combined requirements document and project workflow checklist (at KSU, a word file in D2L LM5)
* A template excel file for project scheduling and task assignment (at KSU, an excel file in D2L LM5)
* A template powerpoint file for reporting (at KSU, a pptx file in D2L LM5)
* The scoring rubric for awarding points in the challenge competition (at KSU, a file in D2L)

Above is history to this point.

You should now be on a team and have submitted A5.Team and worked with your team on a project plan for your case study that you submitted in assignment A5.Plan.

Part of A5.Team and A5.Plan had you reflect and comment on your experience of forming up with a team, developing a team plan and including those in discussion posts. You and your team drafted a Case Study Report. You can use that to continue this story as you are experiencing it.

Your job for this assignment (A5.Final) is to spend time individually and with your team reviewing the team draft and instructor comments for your case study and refining and updating it to the final version. Please continue to use the draft submission you made in the Case Study Report Template Powerpoint file your CIO provided for this purpose. Also, your team should update the Team Plan Excel Spreadsheet to track and record your progress.

Readings for this assignment:

* Readings linked from the course Readings ReadMe files
* Selected readings on the web for background on approaches to process analysis and case studies in the course of the management of IT
* Healthcare.gov case study available at <https://oig.hhs.gov/oei/reports/oei-06-14-00350.asp>

Actions/Deliverables for this assignment:

* Read as per above
* Research what you read
* Respond to this assignment within the file (leaving all questions and formatting intact) All questions required.
* Deliverable: Upload your saved response file using the D2L A5.Final Assignment Folder. Also upload your team’s final Case Study Report ppt file (everybody on the team should upload the same file). Also upload an updated copy of your team’s agreed to planning spreadsheet excel file updated with your team’s progress (everybody on the team should upload the same file).
* Deliverable: Individually, complete the Case Study Self-and-Team assessment and upload to the A5.Final assignment folder.
* Optional: Make entries on the Module 5.Final Discussion
* Deliverable: Cite all references and indicate which method used at the end of the file.

Q1) Required- 100 Points- see rubric below) Working individually and with your team, perform research and edit in information into your agreed-to sections of the draft report powerpoint slides to update them to the final. Also include notes and reference citations for each slide in the ppt notes window (in the ppt normal view, it is below the slide window) for the slide. Reference citations are required and will earn more points. Details in notes will earn more points. Every time you complete a major change, update the Change Log for the slide that is kept in a ppt Comment posting on each slide. You may add up to two additional slides for each slide the presentation but preserve the order of the slide topics (see below). For each slide you add, start a change log by posting an appropriate comment. These are the sections:

|  |
| --- |
| Initial Slides (Template Slides 1 - 4) |
| Slides for Strategic Alignment Issue (Template Slides 5-7) |
| Slides for IT Risk Issue (Template Slides 8-10) |
| Slides for Good HCI & UX Issue (Template Slides 11-13) |
| Slides for IT Assurance Issue (Template Slides 14-16) |
| Slides for IT Project Management Issue (Template Slides 17-19) |
| Slides for Summary (Template Slides 20-22) |
| Slides for Recommendations and Lessons Learned (Template Slides 23-24) |
| Slides for References and Acknowledgements (Template Slide 25) |

Q2) Required)- Have you individually completed the Case Study Self-and-Team assessment and uploaded to the A5.Final assignment folder? If not, make sure you do so.

Q3 Optional)- Ask any questions you have about the assignment or class here:

Sources and works used in completing this exercise:

1. Healthcare.gov case study available at <https://oig.hhs.gov/oei/reports/oei-06-14-00350.asp>

Required: Please add your list of sources.

Required: Please complete the following:

\_\_\_ I did not use any method of citation (maximum B on the assignment).

\_\_\_ I used the ACM approach and have cited my references as I went in the text and also listed them at the end.

\_\_\_ I used the APA approach and have cited my references as I went in the text and also listed them at the end.

\_\_\_ I used the MLA approach and have cited my references as I went in the text and also listed them at the end.

Required: Acknowledgements of people and discussions used in completing this exercise:

# IT4683 Case Study Rubric (Rich H-N Summer 2019)

|  |  |
| --- | --- |
| Team Members’ (Authors’) Names: | Commentator’s Name:  D.R |

Case Study Title: HealthCare.gov: Case Study of CMS Management of the Federal Marketplace retrieved from- <https://oig.hhs.gov/oei/reports/oei-06-14-00350.asp>

Reviewer’s overall comments on this case study:

For each of the comment items below, select a rating (Points are in parentheses.)

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Comment Item** | **Very Good (10)** | | **Good (9)** | | **OK (7)** | | **Poor (5)** | | **Needs to be Improved (0)** |
| The report presentation slides address the case study of the management of IT as defined in the HHS-OIG report and covers material from our course and outside material.  Comments: | Utilizes OIG Report, additional course material and outside material too. | | Utilizes OIG Report and another source of material | | Utilizes OIG Report only, but very well | | Utilizes OIG Report only, but is only adequate | | Inadequate use of information |
| The presentation of the problems and fixes in the case, their background and their relationships to IT strategy are acceptable.  Comments: | Describes well the problems & fixes, background, and IT strategy relationships | | Describes well two of three aspects | | Describes well one of three aspects | | Poorly described but there | | Inadequate problem definition and description of IT strategy |
| The presentation of the problems and fixes in the case, their background and their relationships to IT risk are acceptable.  Comments: | Describes well the problems & fixes, background, and IT risk relationships | | Describes well two of three aspects | | Describes well one of three aspects | | Poorly described but there | | Inadequate problem definition and description of IT risk |
| **Comment Item** | | **Very Good (10)** | | **Good (9)** | **OK (7)** | **Poor (5)** | | | **Needs to be Improved (0)** |
| The presentation of the problems and fixes in the case, their background and their relationships to Good HCI and UX are acceptable.  Comments: | | Describes well the problems & fixes, background, and HCI/UX relationships | | Describes well two of three aspects | Describes well one of three aspects | Poorly described but there | | | Inadequate problem definition and description of HCI/UX |
| The presentation of the problems and fixes in the case, their background and their relationships to IT assurance are acceptable.  Comments: | | Describes well the problems & fixes, background, and IT assurance relationships | | Describes well two of three aspects | Describes well one of three aspects | Poorly described but there | | | Inadequate problem definition and description of IT assurance |
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| The presentation of the problems and fixes in the case, their background and their relationships to IT Project Management (PM) are acceptable.  Comments: | | Describes well the problems & fixes, background, and IT PM relationships | | Describes well two of three aspects | Describes well one of three aspects | Poorly described but there | | | Inadequate problem definition and description of IT PM |
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| The initial slides set up the report well and cover Background, Purpose and the Teams Methodology  Comments: | All three are covered well | | | Two of the three are covered well. | One of the three is covered well. | Poorly described, but there | | Not covered or big mistakes made | |
| **Comment Item** | **Very Good (10)** | | | **Good (9)** | **OK (7)** | **Poor (5)** | | **Needs to be Improved (0)** | |
| The summary, recommendations for decision and solution and lessons learned for the case and the presentation of it are acceptable.  Comments: | A solid decision & solution are recommended with justification along with a good summary description and lessons learned | | | Two of the three. | One of three. | Poor coverage | | Bad or wrong coverage | |
| The team’s report  Comments: | Very good – among the top five seen this year- has good fit and finish too | | | Good – All points covered well- Easy to follow | Everything there, but team needs more practice | Lacks some elements or structure & team needs more practice | | Inadequate and lacking all around | |
| The References and Bibliography cites adequate references and background material and utilizes appropriate techniques to give credit to other authors and credibility to the paper’s author. Any Acknowledgements gives appropriate credit too.  Comments: | Describes sources of materials & ideas well, cites prior work well, and gives credit and acknowledges contributions of others in a professional fashion | | | Describes well two of three aspects | Describes well one of three aspects | Poorly described, but there | | Inadequate coverage of references and acknowledge-ments | |