RE: [IS480] Urgent Meeting Team Plus Minus

Paul GRIFFIN <paulgriffin@smu.edu.sg>

Mon 7/3/2017 5:58 PM

To:LOW Wen Jun <wenjun.low.2015@sis.smu.edu.sg>;

Cc:Al Rafid Bin ABDUL AZIZ <rafidaa.2015@sis.smu.edu.sg>; TAN Ming Kwang <mktan.2015@sis.smu.edu.sg>; Mario Yeremiah NGAWING <myngawing.2015@sis.smu.edu.sg>; GWEE Wei Ling <wlgwee.2015@sis.smu.edu.sg>; Eugene TAN Wei Hong <eugene.tan.2015@sis.smu.edu.sg>;

Hi Belynda,

There's nothing lacking in your mitigation plan as it was but now that an issue has arisen what was the lesson learnt and is there any extra mitigations that can be done to stop a similar issue arising again?

In formal risk management there are 4 ways to mitigate risk (https://www.mha-it.com/2013/05/four-types-of-risk-mitigation/):
1.   Accept
2.   Transfer
3.   Limit
4.   Avoid

Maybe the wiki is not the place to add further mitigations if nothing is appropriate but it would be good to consider and at least comment in the project presentations.

Also, you have a change logged but it is also good to keep an issue log as not all issues become changes. Formally, project managers keep a RAID log (https://www.projectsmart.co.uk/raid-log.php) where:
*   R – risks
*   A – assumptions
*   I - issues
*   D - dependencies

Again, up to you if you want to go to this level but the higher the level of risk on a project the more risk management is useful.

If the cause of this change was due to a change in senior management then the likelihood of a similar change in the immediate future is small but if not then….

Hope this helps.

Cheers,

Paul

From: LOW Wen Jun [mailto:wenjun.low.2015@sis.smu.edu.sg]
Sent: Monday, 3 July 2017 10:03 AM
To: Paul GRIFFIN <paulgriffin@smu.edu.sg>
Cc: Al Rafid Bin ABDUL AZIZ <rafidaa.2015@sis.smu.edu.sg>; TAN Ming Kwang <mktan.2015@sis.smu.edu.sg>; Mario Yeremiah NGAWING <myngawing.2015@sis.smu.edu.sg>; GWEE Wei Ling <wlgwee.2015@sis.smu.edu.sg>; Eugene TAN Wei Hong <eugene.tan.2015@sis.smu.edu.sg>
Subject: Re: [IS480] Urgent Meeting Team Plus Minus

Good morning Prof,

Thank you for your detailed reply which helped the entire team feel more assured and confident.

However, I do want to clarify on the point about updating the mitigation plans. May I know how should I update it? What are the areas that the current mitigation plan is lacking?

Thank you!

Best Regards,
Low Wen Jun
School of Information Systems

From: Paul GRIFFIN <paulgriffin@smu.edu.sg>
Sent: 3 Jul 2017 9:09 a.m.
To: LOW Wen Jun
Cc: Al Rafid Bin ABDUL AZIZ; TAN Ming Kwang; Mario Yeremiah NGAWING; GWEE Wei Ling; Eugene TAN Wei Hong
Subject: RE: [IS480] Urgent Meeting Team Plus Minus

Hi Team,

Looking through the emails from you, Cheryl and Ben, I have the following comments/advice:
- This type of change happens and will happen in the future if you work on any projects. It is frustrating I know but best to make the most out of it.
- Your grades is more dependent on how you handle the change than the fact of things changing. If you take the opportunity of the change to analyse, view and re-work the project to be successful then it's a big plus (not a minus).
- For acceptance: highlight the work done, quote the sponsor's remark on your impressive work, show a solid plan to deliver the project and the value add for the client for the new scope. Note the rubrics for acceptance - Clarity of project (40 points), Project plan (40 points)

We have faculty who can help on chatbots: Jing Jiang and myself so do reach out to us with any questions.

My immediate question is do you know the scope of the AI chat bot they want?

Please send me a link to your document repository so I can see the requirements document.

As per what Ben said, please update your risk mitigations on the wiki. I see you have logged a change for this, that's great. Also, plan your next meetings and make them as frequent as possible.

I'm happy to meet anytime to go through all this.

Best regards,

Paul

From: LOW Wen Jun [mailto:wenjun.low.2015@sis.smu.edu.sg]
Sent: Wednesday, 28 June 2017 12:06 PM
To: Benjamin GAN Kok Siew <benjamingan@smu.edu.sg>
Cc: Al Rafid Bin ABDUL AZIZ <rafidaa.2015@sis.smu.edu.sg>; TAN Ming Kwang <mktan.2015@sis.smu.edu.sg>; Mario Yeremiah NGAWING <myngawing.2015@sis.smu.edu.sg>; GWEE Wei Ling <wlgwee.2015@sis.smu.edu.sg>; Eugene TAN Wei Hong <eugene.tan.2015@sis.smu.edu.sg>; Paul GRIFFIN <paulgriffin@smu.edu.sg>
Subject: Re: [IS480] Urgent Meeting Team Plus Minus

Good Morning Prof Ben,

Thank you for your prompt reply. We deeply appreciate it. To help you further understand our situation, we will be explaining what happened and our main concerns in detail.

Firstly, please allow us to clarify that AMKTHK has only decided to change their project scope yesterday during their HR internal meeting at 3pm and informed us only during the UT meeting which was 730pm.

- **Edy (from IT) was not aware of this change as well prior to yesterday meeting.**
- Frank (HR Director) and Cheryl (POC) was the one who informed us of the changes during the UT meeting.
- Despite the previous face to face meeting on 18 May, we have been communicating regularly through Whatsapp and Email to clarify and update our progress with our POC – Cheryl. **However, there was no mention of any change of direction in the project until the face to face UT 1 meeting which was yesterday evening.**

What happened

We were supposed to conduct the proposed UT 1 yesterday at 730pm together with our 4 users. Frank (HR director), Patricia (HR Manager), Cheryl (Senior Learning & Development Executive) and Edy (IT).

- However, we were informed by our client/users at the start of UT session that they are no longer looking into having the entire Customizable Approval Workflow Routing Function as initially agreed in the scope of our project. **This is because they *recently* discovered that their current HR system has already catered for this function.**
- Prior to their recent discovery, they are completely unaware that their HRIS system had the approval routing function, prompting them to request for this project with SMU 3 months ago.
- Besides this major change, our client is also removing certain core modules in our project scope since they are only usable if the Customizable Approval Workflow Routing Function is implemented as part of the portal. The removed modules are listed as below:

    - Attendance
    - Email
    - Feedback
    - Training Calendar
    - Analytics

- Despite the fact that what we have done is no longer needed, we demonstrated our progress and they told us to retain the existing codes, but hide it from user view by commenting it out.
- Hence, due to the change in project scope and direction, we did not conduct UT1

Our Concerns

We have dedicated our first 6 sprints for Customizable Approval Workflow Routing Function, which is a major aspect of our project and a x-factor as well. We are currently finishing our third sprint and have done up ½ of this function.

Our initial plan was to showcase the finished Customizable Approval Workflow Routing Function for Acceptance, which is roughly 1 and a half month from today. However, with the sudden change of focus to AI chatbot and removal of approval workflow function, **our group is afraid of how this will affect our project acceptance and grading** as:

- We need to dedicate time to research AI chatbot framework in the market
- We are not familiar with any aspects of AI chatbot
- We are not confident of delivering the AI chatbot within 1 and a half month from today for acceptance.

We understand that delivering what the client wants and adding business value to their organisation is a very important part of IS480. **However, we are concerned with the acceptance rate of our project since we are afraid that we will not be able to showcase enough work done.**

Mitigation Plan

In addition, the team feel that should we be continuing on with this project, we will be telling our client very clearly that we will not be entertaining any other major changes in scope as we are already ¼ into the project. Should they be doing any major restructuring of the project, like the current issue, we will be dropping their project.

Our mitigation plan, as posted on wiki, is *"For any sudden changes in requirements, we will log it under change request which the team will only get back to it after we finished all pre-stated functionalities. To prevent this, we will work closely with sponsors to keep them updated frequently such that we can react to changes should the functionality has yet been executed."*

Conclusion

Hence, we seek your comments and advice on the following:

1. Will this drastic change in scope and client's requirement impact our project acceptance rate as the work done presented during acceptance will only be from Sprint 4 to Sprint 7? We are afraid that it will be unsatisfactory.
2. Will this change in project scope render our entire project scope too small or insufficient?

Thank you for reading our lengthy email which explains the current situation. We appreciate your feedback and are looking forward to hearing you soon. At the moment, I think the team has found directions to continue on with the project. Should the team require further assistance from you, we will drop you an email to schedule for a meetup.

Thank you!

Best Regards,

Belynda

From: Benjamin GAN Kok Siew <benjamingan@smu.edu.sg>
Sent: Wednesday, June 28, 2017 8:43 AM
To: LOW Wen Jun
Cc: Al Rafid Bin ABDUL AZIZ; TAN Ming Kwang; Mario Yeremiah NGAWING; GWEE Wei Ling; Eugene TAN Wei Hong; Paul GRIFFIN
Subject: Re: [IS480] Urgent Meeting Team Plus Minus

Dear PlusMinus

Looks like you encounter a Minus. Take your supervisor advise.

I see you updated your wiki.

Did you do UT 1? Who are the 4 users?

Last client minutes is 18 May. This is a bit long, 1 month.

First client meeting 3/4 does not include client names.

Second meeting 3/5 with Cherly and Edy

Third meeting 18/5 with Edy only

I assume Edy did not inform you of the change until your meeting recently.

It would be good to find out when they found their existing system? Are they using it? If not, why not. If yes, why the project proposal?

Need to have a system to avoid this problem from raising again with the AI chatbot.

What is your mitigation to reduce this risk again?

Looks like your team have been working and encounter this minus, not something you can control.

How you handle this situation is important. You will encounter this again in your future work.

Present this in the acceptance and show (quickly) your effort on the approval system.

Continue with the new direction but put in measures and I assume Edy can explain his side of the change.

No need to meet quickly until you have solved this problem and get better idea of the new scope.

I can meet 3pm July 7 Friday. If 3pm is not good, I can meet after my 4pm meeting, which could be 6pm.

Please confirm

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Benjamin Gan Kok Siew, Associate Professor of Information Systems (Education)

Singapore Management University, +65 6828-0267

From: Paul GRIFFIN <paulgriffin@smu.edu.sg>
Date: Tuesday, 27 June 2017 at 11:16 PM
To: LOW Wen Jun <wenjun.low.2015@sis.smu.edu.sg>, Benjamin Gan <benjamingan@smu.edu.sg>
Cc: Al Rafid Bin ABDUL AZIZ <rafidaa.2015@sis.smu.edu.sg>, TAN Ming Kwang <mktan.2015@sis.smu.edu.sg>, Mario Yeremiah NGAWING <myngawing.2015@sis.smu.edu.sg>, GWEE Wei Ling <wlgwee.2015@sis.smu.edu.sg>, Eugene TAN Wei Hong <eugene.tan.2015@sis.smu.edu.sg>
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Hi Team,

First of all, don't panic. Secondly, you should have a change process defined, so use it. To help estimate a chatbot check out api.ai and add time to do R&D.

I'll let Prof Ben comment on how this may affect acceptance but make sure they re-define the value add from the change for a change to the X-factor.

Best regards,

Paul

From: LOW Wen Jun [mailto:wenjun.low.2015@sis.smu.edu.sg]
Sent: Tuesday, 27 June 2017 10:48 PM
To: Paul GRIFFIN <paulgriffin@smu.edu.sg>; Benjamin GAN Kok Siew <benjamingan@smu.edu.sg>
Cc: Al Rafid Bin ABDUL AZIZ <rafidaa.2015@sis.smu.edu.sg>; TAN Ming Kwang <mktan.2015@sis.smu.edu.sg>; Mario Yeremiah NGAWING <myngawing.2015@sis.smu.edu.sg>; GWEE Wei Ling <wlgwee.2015@sis.smu.edu.sg>; Eugene TAN Wei Hong <eugene.tan.2015@sis.smu.edu.sg>
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Hi Prof Ben and Prof Paul,

We are Team PlusMinus and we met our client, AMKTHK, to conduct a UT today regarding what we have done for the past 3 sprints (approval workflow).

However, we were briefed during the UT Meeting that they will no longer require the entire Approval workflow function which the team has been working on for the past 3 sprints. This is because they just realized that they already have an existing system that can perform the Approval Workflow function.

Therefore, they **changed** their scope by **removing** the approval workflow and are **requesting** for a new function that we are unfamiliar with - AI Chat Bot.

We hope to receive a quick feedback with regards to how will this decision made by AMKTHK will affect acceptance, and also schedule a meetup with Prof Ben ASAP (ideally within this week) to discuss more about the new scope.

Thank you.

Best Regards,

Team PlusMinus