

## Stage 1: Background and Organizational Analysis

Before you begin work on this assignment, be sure you have read the Case Study on Chesapeake IT Consultants (CIC). Refer to the Business Analysis and System Recommendation (BA&SR) Table of Contents below to see where you are in the process of developing this report.

### Overview

As a business analyst in the Chief Information Officer's (CIO's) department of Chesapeake IT Consulting (CIC), you have been assigned to conduct an analysis, develop a set of system requirements and propose an IT solution to improve the hiring process for CIC. This work will be completed in four stages, and each of these four stages will focus on one section of an overall **Business Analysis and System Recommendation (BA&SR)** report to be delivered to the CIO.

The graphic below outlines the Table of Contents for this report:

**Section I: Background and Organizational Analysis (Stage 1)** - The first step is to look at the organization and explain how an IT system could benefit CIC by improving its hiring processes.


**Section II: Strategic Use of Technology (Stage 2)** – Next you will explain, in general, how CIC can use IT for strategic purposes.

**Section III: Strategic and Operational Outcomes (Stage 3)** – Then you will analyze CIC's strategy and processes to determine how technology solutions can be used to support the organizational processes and enable CIC's strategic and operational outcomes, and develop a set of requirements for the new hiring system.

**Section IV: System Recommendation (Stage 4)** – Finally, you will identify an enterprise hiring system for CIC, and explain how it meets the requirements, and what needs to be done to implement the system within CIC.

The sections of the BA&SR will be developed and submitted as four staged assignments. In stages 2, 3 and 4, you will also incorporate any feedback received when the previous stage is graded to improve the effectiveness of your overall report and then add the new section to your report. At the end of the course, you will submit a complete BA&SR document that includes all the sections and changes that resulted from previous feedback.

### Business Analysis and System Recommendation (BA&SR) Table of Contents

		
I.	<b>Background and Organizational Analysis (Stage 1)</b>	
A.	<b>Introduction</b>	
B.	<b>Organizational Strategy</b>	
C.	<b>Components of an Information System</b>	
	1. People and Technology	
	2. Processes	
	3. Data	
II.	<b>Strategic Use of Technology (Stage 2)</b>	
A.	<b>Decision-Making</b>	
B.	<b>Communication</b>	

- C. Collaboration
- D. Relationships
- E. Structure
- F. Competitive Advantage
- III. Strategic and Operational Outcomes (Stage 3)
  - A. Strategic Outcomes
  - B. Process Analysis
  - C. Requirements
- IV. System Recommendation (Stage 4)
  - A. Benefits of an Enterprise Solution
  - B. Proposed IT solution
  - C. How the Proposed IT Solution Meets the Requirements
  - D. Implementation Steps
  - E. Conclusion

### **Assignment – BA&SR Section I – Background and Organizational Analysis (Stage 1)**

Section I of the BA&SR document contains an organizational analysis and identifies ways in which information systems can help the organization in the case study (CIC) to meet its strategic goals and meet the information needs of various levels of management. This analysis lays the ground work for the next section of the BA&SR which will explain how technology can be used to support specific strategic activities of the organization.

Using the case study, assignment instructions, Course Content readings, and external resources, develop your *Section I: Background and Organizational Analysis*. Recommended lengths for each section are provided and be sure to include all pertinent information. A key to successful business writing is quality and conciseness rather than quantity.

To start, review the Business Perspectives Module (week 1 content), particularly the sections that describe the example of Booz Allen Hamilton, a services company with a business model similar to that of CIC in the case study. The case study tells you that the executives and employees at CIC have identified a need for an effective and efficient hiring system. As you review the case study, use the outline below to help you take notes to assist in your analysis; in particular, list the needs of the individuals expressed in the "interviews."

#### **Report Format:**

- ✓ In Stage 1, you are preparing the first part of a 4-stage report. Use the structure, headings, and outline format provided here for your report. Double space the information (except single space table entries).
- ✓ Create a title page that includes: The company name, title of report, your name, Course and Section # and date.
- ✓ Begin a Reference Page for resources required for this assignment. Additional research in next stages will be added to this as you build the report.

#### **I. Background and Organizational Analysis**

- A. Introduction** – Your introduction should set the context for the entire BA&SR report – with a brief overview of CIC and its challenges based on the case study information. In addition, describe why you’re writing and what’s to come in this full report--not just Stage 1 (one paragraph). Remember you are writing this as a business analyst in the CIO’s department, and while the CIO is your immediate audience for this report, it should be written to the organizational perspective—what is relevant for CIC.
- B. Organizational Strategy** - Using the Business Strategy statement and information from the Case Study, explain how a new hiring system would support that strategy. (Use two to three strong sentences that explain how the system would support the strategy and justify your position with specifics from the Case Study.)
- C. Components of an Information System** - Explain each of the following in relationship to an information system to support the hiring process at CIC:
1. **People and Technology** – Identify the interest or objectives for the new hiring system for **each** stakeholder listed below based on his or her organizational role. Include how the technology will improve how the job is done; that is, identify what each of the stakeholders needs the **system** to do. Use information from the stakeholder interviews and describe what they need, what challenges they have related to the hiring process, and **do not define what that position does in general or specifics of how a system could address their requirements.** (Provide an introductory sentence for this section, followed by 1-2 sentences for each role.)
    - i. CEO
    - ii. CFO
    - iii. CIO
    - iv. Director of Human Resources
    - v. Manager of Recruiting
    - vi. Recruiters
    - vii. Administrative Assistant
    - viii. Hiring Manager
  2. **Processes** – To understand what the new hiring system needs to do for CIC, you will first analyze the **current** hiring process (often referred to as the “as/is process”). The Interviews in the CIC Case Study provide some information you need about how the process is currently conducted, but you may need to make some additional assumptions. You will need to combine the steps that each interviewee discusses and organize them into a logical sequence showing the high-level start to finish process. First, insert an introductory opening sentence for this section. Then, complete the table below by inserting the steps that are missing and entering the position title of the person who would perform each step. The beginning and ending steps have been provided for you. Each process step should be concise and include an action verb. (Provide an introductory sentence and copy the table and insert information within.)

Hiring Process Step	Responsible CIC Position
1. Recruiter receives application from job hunter via Postal Service	Recruiter

Mail	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12. Administrative Assistant prepares and sends Hiring Offer to Selected Candidate by mailing offer letter	Administrative Assistant

3. **Data**– To support CIC's hiring process, the new system will need to collect, store and process data. That data can then be aggregated, processed, and turned into useful information to support the hiring process. Ch. 1 *What is an Information System*, defines data on page. 7. The case study provides insight into the kinds of data that will be needed. An example of a needed data element is "Name of Hiring Manager." An application or resume will contain many data elements; be specific in identifying examples of those. First, insert an introductory opening sentence for this section. Then identify ten (10) critical data elements for this hiring information system solution. **Note:** a complete hiring system would have many more elements—this provides 10 representative data elements. (Provide an introductory sentence and copy the table and insert information within.)

Data Element
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

### Formatting Your Assignment

For academic or business writing, the writer is expected to write in the third person. In third person, the writer avoids the pronouns I, we, my, and ours. The third person is used to make the writing more objective by taking the individual, the "self," out of the writing. This method is very helpful for effective business writing, a form in which facts, not opinion, drive the tone of the text. Writing in the third person allows the writer to come across as unbiased and thus more informed.

- Write a short concise paper: Use the recommendations provided in each area for length of response. Content areas should be double spaced; table entries should be single-spaced. It's important to value quality over quantity. Assignment should not exceed 4 pages.
- Ensure that each of the tables is preceded by an introductory sentence that explains what is contained in the table, so the reader understands **why** the table has been included.
- Running headers are not required for this report.
- Use **at least two** resources with APA formatted citation and reference. Use at least one external reference and one from the course content. Course content should be from the class reading content, not the assignment instructions or case study itself. The final document should contain all references from all stages appropriately formatted and alphabetized.
- Compare your work to the Grading Rubric below to be sure you have met content and quality criteria.
- Submit your paper as a Word document, or a document that can be read in Word.
- Your submission should include **your last name first in the filename:**  
**Lastname\_firstname\_Stage\_1**

**GRADING RUBRIC:**

Criteria	90-100% Far Above Standards	80-89% Above Standards	70-79% Meets Standards	60-69% Below Standards	< 60% Well Below Standards	Possible Points
<b>Introduction</b>	<b>9-10 Points</b>  Describes the organization and provides an effective introduction to what follows; is clear, logical, derived from the Case Study; and demonstrates a sophisticated level of writing.	<b>8 Points</b>  Describes the organization and provides an introduction to what follows; and is clear, logical, and derived from the Case Study.	<b>7 Points</b>  Describes the organization and provides an introduction to what follows; is adequate, and is derived from the Case Study.	<b>6 Points</b>  Not clear, logical and/or derived from the Case Study.	<b>0-5 Points</b>  Not included, or demonstrates little effort.	10
<b>Strategy</b>  <i>How the system will support the organization's strategy</i>	<b>23-25 Points</b>  The explanation is clear, logical and fully supported using a sophisticated level of writing.	<b>20-22 Points</b>  The explanation is clear, logical and supported.	<b>17-19 Points</b>  The explanation is provided and supported.	<b>15-16 Points</b>  The explanation is not clear, logical and/or supported.	<b>0-14 Points</b>  The explanation is not included or demonstrates little effort.	25

<b>People and Technology</b>	<b>13-15 Points</b> Fully and logically explained, are clearly related to the Case Study, and demonstrate a sophisticated level of analysis and writing.	<b>12 Points</b> Logically explained, are related to the Case Study, and demonstrate analysis and effective writing.	<b>10-11 Points</b> Explanation provided and relates to the Case Study.	<b>9 Points</b> Not all clearly explained and/or are not related to the Case Study.	<b>0-8 Points</b> Not all addressed or little effort is demonstrated.	15
<b>Processes</b> <i>Ten steps are identified</i>	<b>13-15 Points</b> Fully and logically explained, are clearly related to the Case Study, and demonstrate a sophisticated level of analysis and writing.	<b>12 Points</b> Logically explained, are related to the Case Study, and demonstrate analysis and effective writing.	<b>10-11 Points</b> Explanation provided and relates to the Case Study.	<b>9 Points</b> Not all clearly explained and/or are not related to the Case Study.	<b>0-8 Points</b> Not all addressed or little effort is demonstrated.	15
<b>Data</b> <i>Ten data elements are listed</i>	<b>13-15 Points</b> Data elements are clearly related to the Case Study, and demonstrate a sophisticated level of analysis and writing.	<b>12 Points</b> Data elements are related to the Case Study, and demonstrate analysis and effective writing.	<b>10-11 Points</b> Data elements are provided and relate to the Case Study.	<b>9 Points</b> Incomplete list and/or are not related to the Case Study.	<b>0-8 Points</b> Very incomplete list or little effort is demonstrated.	15
<b>Research</b> <i>Two or more sources--one source from within the IFSM 300 course content and one external (other than the course materials)</i>	<b>9-10 Points</b> Required resources are incorporated and used effectively. Sources used are relevant and timely and contribute strongly to the analysis. References are appropriately incorporated and cited using APA style.	<b>8 Points</b> At least two sources are incorporated and are relevant and somewhat support the analysis. References are appropriately incorporated and cited using APA style.	<b>7 Points</b> Only one resource is used and properly incorporated and/or reference(s) lack correct APA style.	<b>6 Points</b> A source may be used, but is not properly incorporated or used, and/or is not effective or appropriate; and/or does not follow APA style for references and citations.	<b>0-5 Points</b> No course content or external research incorporated; or reference listed is not cited within the text	10
<b>Format</b> <i>Includes Title Page</i>	<b>9-10 Points</b> Well organized and easy to read. Very few or no errors in sentence structure, grammar, and spelling; double-spaced, written in third person and presented in a professional format.	<b>8 Points</b> Effective organization; has few errors in sentence structure, grammar, and spelling; double-spaced, written in third person and presented in a professional format.	<b>7 Points</b> Some organization; may have some errors in sentence structure, grammar and spelling. Report is double spaced and written in third person.	<b>6 Points</b> Not well organized, and/or contains several grammar and/or spelling errors; and/or is not double-spaced and written in third person.	<b>0-5 Points</b> Extremely poorly written, has many grammar and/or spelling errors, or does not convey the information.	10