

Project Scope

About John Wiley & Sons:

Our client is established as one of the oldest publishers in the United States, having its operational offices in New York, Colorado, Maryland, New Jersey, and Illinois. Additionally, they have offices in Europe (England and Germany), Canada, Asia, and Australia and are aiming to expand their global publishing business further.

Their business involves publishing books and journals of science and technology, arts, literature, also serving various professional and consumer sectors, with providing with general interest titles— making it accessible for readers. Also, our client wants to offer a broad range of print publications, in the form of electronic formats, to enhance the speed of delivering books and journals of various kinds and provide flexibility to users through digital websites.

Problem Identification:

- Our client, John Wiley & Sons, Inc., needs a sophisticated 'State of the Art' website to complement their textbook 'Project Management in Practice'.
- Client's website must meet standards for content quality, capabilities, and functionality. This arises from the evolving demands of the publishing industry, where digital technology is vital for content delivery and accessibility.
- For our client, delays in converting publications to digital formats may hinder their ability to promptly deliver content to customers.
- Our client may need to leverage advanced technologies due to intense market competition to effectively meet customer needs and maintain market share.
- Our client faces the risk of decreased user engagement due to a potential reduction in enrollment at colleges and universities, affecting the demand for higher education products like 'Project Management in Practice'.
- Potential cybersecurity risks threaten the privacy and copyright of research papers and journals for our client.

Part II: Brainstorm Alternatives

We aim to identify challenges for our client, including delays in digital content conversion, market competition, fluctuations in user engagement, and cybersecurity risks. Our goal is to develop solutions to ensure timely content delivery, adapt to market demands, maintain user engagement, and enhance cybersecurity measures on our client's website. Additionally, we aim to cater to the client's business needs by ensuring prompt content delivery, adapting to market dynamics, retaining user engagement, and safeguarding copy rights and customer privacy.

List of Possible Alternatives to help our client:

1. Develop custom built ‘State of Art Website’ from scratch: This alternative involves building a custom website from scratch with tailored features for sponsors, multilingual support, benchmarking analysis, threat monitoring, robust testing, positive user experience, and secure payment gateways.

It will also involve gathering requirements, designing a user-friendly interface, and implementing essential functionalities. Security measures will be put in place, and rigorous testing will be done. We will provide ongoing support post-launch ensures. Also, collaboration with Wiley's team will ensure alignment with their goals for a high-quality website which will offer maximum flexibility and control over customization to meet Wiley's specific requirements.

2. Utilize Existing Platforms: This alternative suggests using existing website platforms and customizing them to meet Wiley's requirements. While this option may offer a quicker implementation timeline, it might not fully address all of Wiley's specific needs or provide the same level of customization and control as building a custom website.

3. Partner with Web Development Agency: Partnering with a web development agency specializing in educational platforms could be another alternative. This option can provide expertise and resources but may result in higher costs and potential challenges in aligning with Wiley's vision and requirements.

4. Utilize Open-Source Platforms: Utilizing open-source platforms and customizing them according to Wiley's requirements is another option. While this alternative may offer cost savings and a faster implementation timeline, it may require extensive customization and technical expertise to meet all of Wiley's needs.

5. Outsource Specific Aspects: Explore outsourcing specific aspects of website development, such as security measures or multilingual support, while managing other components internally. This option can provide specialized expertise but may result in coordination challenges and potential gaps in integration.

Based on the evaluation, developing a custom website is the best alternative as it offers maximum flexibility and control over customization, ensuring alignment with Wiley's specific requirements and desired functionalities, where we can also provide assorted services like: -

Services with custom built ‘State of Art Website’

- **Global Expansion Strategy:** John Wiley and Sons can expand their business operations globally by tapping into emerging markets to establish a stronger presence in key regions where there is a growing demand for educational resources.
- **Free Trial Subscription Offer:** Our client may offer a one-month free trial subscription for John Wiley and Sons' 'State of the Art' website.
- **Networking Hub Development:** Our client can have access to a networking hub within the 'State of the Art' website to connect researchers and professionals and partner with universities and colleges to enhance the platform's reach and engagement.
- **Book Rental Service:** Our client can Offer a 9-month book rental service with student discounts, providing affordable access to 'Project Management in Practice'.

- **Comprehensive Resource Package:** Our client can provide desk copies, examination copies, instructor guides, and eBooks as incentives to faculty and practitioners. Additionally, grant online access to teaching materials such as lectures, PowerPoints, question banks, and solutions manuals worldwide to encourage product usage and enhance user engagement with John Wiley and Sons' publications.

These services will cater to several aspects of John Wiley and Sons' business objectives, to enhancing their publishing and educational services through the 'State of the Art' website. If our client agrees, we will proceed with integrating all the identified alternatives that best fit and meet business goals and objectives.

Part III: Identify Stakeholders

The primary Stakeholder for this Project: Project Sponsor (John Wiley & Sons): Our primary stakeholder is John Wiley & Sons who will provide the necessary resources and support for its success which will include:

- Providing strategic direction and objectives for the project.
- Allocate budget and resources.
- Provide feedback and resolve issues that may impede project progress.
- Ensure alignment with project goals.
- Monitor project performance and ensure deliverables meet expectations.

The Secondary Stakeholders for this Project are: Our secondary stakeholders will participate in the project's execution by providing expertise, knowledge, and effort to achieve project objectives. Their roles may vary depending on their areas of specialization and include:

- Content creators: They will write and edit website content with text, images, and multimedia elements.
- Developers: They will design, code, and implement website features and functionalities.
- Designers: They will create visual elements, layouts, and user interfaces for the website.
- Quality assurance testers: They will conduct tests to identify and resolve bugs.
- Managers: They will facilitate communication and coordination among team members, tracking progress, and managing timelines.
- End users: They will utilize the website to access information, resources, or services and respond to any issues or concerns by providing feedback on usability and functionality.
- Financial Staff: They will be responsible for managing the project's budget and financial resources.

Do the various stakeholders' goals for the project differ? If so, how? What criteria will different stakeholders use to judge this project a success?

Yes, the various stakeholders' goals for the project may differ based on their roles, responsibilities, and interests. Our primary stakeholder 'John Wiley & Sons' has a crucial role in contributing to the success of the project, whether through active participation or project oversight, where effective collaboration and communication will help create/ design state-of-the-art websites within a certain time limit that supports textbook "Project Management in Practice."

They will aim to prioritize factors such as functionality, content quality, and user experience to ensure the website meets the needs of their target audience and enhances their brand reputation.

Whereas the secondary stakeholders will employ the acronym SMART (Specific, Measurable, Action-Oriented, Realistic and Time-Limited) as criteria to determine the success or failure of a project in which they have a personal stake in. Any of the stakeholders may prefer to focus on any aspect of the SMART acronym to justify their satisfaction or dissatisfaction with the way the project is being conducted to determine its success. Also end users, such as students, educators, and professionals, may have goals related to usability, accessibility, and the availability of valuable resources. They may judge the project's success based on factors such as ease of navigation, access to relevant content, and the overall usefulness of the website in supporting their learning and professional development needs.

Criteria for judging the project's success for our client may include:

- **Completion within Time limit:** Our aim is to meet project deadlines and milestones as scheduled for John Wiley. With a project duration of 6 months starting from February to August, we can ensure that we have a clear timeline to work with.
- **Quality of Deliverables:** Ensuring the client's website meets predefined standards for design, functionality, and performance.
- **User Satisfaction:** Obtaining positive feedback from end users regarding usability, accessibility, and content relevance in 'State of art website.'
- **Achievement of Objectives:** Fulfilling the project's objectives as outlined by John Wiley & Sons, such as improving access to educational materials and enhancing the user experience.
- **Return on Investment:** The client's project aims to achieve a 40% increase in sales, user engagement, and brand visibility through a user-friendly website. With a budget of \$123,600 covering various departments, John Wiley & Sons aims to maximize ROI (Return on Investment). Increased investment totaling \$173,040 allows for enhanced website features and marketing strategies to drive sales growth.

Overall, successful project outcomes will depend on aligning stakeholders' goals, effectively managing expectations, and delivering a website that meets the needs and expectations of all involved parties. `

Part IV. Project Objectives: Based on the provided information and considering stakeholders' needs, here are the SMART objectives for the developing a state-of-the-art website:

Build an advanced website with built-in features for sponsors for our client:

- **Specific:** Create advanced state-of-the-art website that has features like About Us, Description, Permissions, Table of Contents, subscription plans for 1-month, rental services for 9 months, coupon codes/discount offers for user-subscription. Also, additional features like avail scholarships, prepare for test (integrate quizzes/ trail mock tests)

- Measurable: Track user engagement metrics such as time spent on the website and click-through rates.
- Action-oriented: Design and implement the website layout and functionality.
- Realistic: Ensure the website represents the purpose and content of the website.
- Time-limited: Complete the website development within 6 months, by August 1, 2024.

Improve content of our client's website

- Specific: Include details about the client's organization and project management in practice with general interest titles.
- Measurable: Ensure all relevant information is included and easily accessible to users.
- Action-oriented: Gather and organize information about project management in practice.
- Realistic: Provide accurate and up-to-date information.
- Time-limited: Complete the About Us section within 3 months, by May 11, 2024.

Conduct a benchmarking analysis for evaluation purpose for the website

- Specific: Identify key performance indicators (KPIs) such as website traffic and user engagement metrics to measure the website's effectiveness.
- Measurable: Track user interactions with the product sections and search functionality.
- Action-oriented: Develop and implement product categorization and search features.
- Realistic: Ensure products are accurately categorized and easily searchable.
- Time-limited: Implement product discovery features within 4 months, by June 1, 2024.

Provide Additional Educational Resources

- Specific: Integrate networking platform for researchers/professionals/tier-ups with universities/colleges and offer articles, guides, and supplementary project management content in the educational resources section in 'State of art website.'
- Measurable: Track user engagement and feedback on their usefulness.
- Action-oriented: Organize educational materials on the website.
- Realistic: Provide valuable educational content that enhances the user experience.
- Time-limited: Populate the Educational Resources section within 3 months, by May 1, 2024.

Deliver Latest Trends and Author Insights

- Specific: Provide updates on project management trends and author insights for 'State of art website'. Also, provide desk copies and examination copies, instructor guide, and eBooks.
- Measurable: Monitor user engagement with trend updates and author insights.
- Action-oriented: Regularly update content with the latest trends and insights.
- Realistic: Offer valuable and timely information to users.
- Time-limited: Implement trend and author updates within 3 months, by May 1, 2024.

Facilitate User Communication and Support

- Specific: Include a Contact Us section for users to reach customer support in 'State of art website'.
- Measurable: Track user inquiries and feedback.
- Action-oriented: Provide clear contact information and channels.
- Realistic: Respond promptly to user inquiries and provide helpful support.
- Time-limited: Establish the Contact Us section within 2 months, by April 1, 2024.

Implement Feedback Mechanisms

- Specific: Integrate feedback forms or customer inquiry tabs with AI-integrated chat box for our client.
- Measurable: Monitor the number and nature of user inquiries.
- Action-oriented: Develop feedback mechanisms to gather user input.
- Realistic: Utilize feedback to improve website functionality.
- Time-limited: Implement feedback mechanisms within 4 months, by June 1, 2024.

Provide option to switch to multiple languages

- Specific: Provide access to more than 48 languages worldwide for user-readability.
- Measurable: Track user interactions and satisfaction with the language
- Action-oriented: Provide clear instructions to switch between languages.
- Realistic: Address common user queries and concerns.
- Time-limited: Populate the language section within 3 months, by May 1, 2024.

Enable User Account Management and Secure Payment

- Specific: Add user login/create account feature with options for purchasing or renting digital content, including a Shop sub-tab with secure built-in payment gateways.
- Measurable: Monitor user registration and transaction activities.
- Action-oriented: Develop user account management and payment functionalities.
- Realistic: Ensure user accounts are secure, and payment processes are reliable.
- Time-limited: Implement user account management and payment features within 5 months, by July 1, 2024.

Ensure Legal Compliance and Data Protection

- Specific: Include Terms and Conditions, Copyright information, and a Privacy Policy section in 'State-of-the-art website'.
- Measurable: Ensure all legal documentation is accurate and up to date.
- Action-oriented: Draft and publish legal documentation.
- Realistic: Comply with legal requirements and protect user data.
- Time-limited: Establish legal documentation within 2 months, by April 1, 2024.

Implementing robust testing processes through pilot programs

- **Specific:** Establish testing processes to ensure security for our client.
- **Measurable:** Monitor testing progress and identify and resolve any bugs.
- **Action-oriented:** Develop and execute testing procedures.
- **Realistic:** Identify and address any potential issues before website launch.
- **Time-limited:** Complete testing and QA processes within 5 months, by July 1, 2024.

Ensure Scalability and Accessibility

- **Specific:** Ensure our client's website is scalable and accessible to users across various devices and platforms.
- **Measurable:** Monitor website performance metrics.
- **Action-oriented:** Optimize website performance.
- **Realistic:** Provide a high-quality user experience regardless of device or platform
- **Time-limited:** Conduct final checks before the website launch, targeting July 1, 2024.

Part V. Anticipate Trade-offs

What are the conflicting demands of your stakeholders? What trade-offs can you anticipate in terms of quality, time, and cost?

Conflicting demands among stakeholders in a project are common and often revolve around priorities related to quality, time, and cost. In our current case with John Wiley as our sole sponsor and stakeholder, we might encounter the following trade-offs in terms of quality, time, and cost.

1. **Quality vs. Time:** Our client, John Wiley, may prioritize high-quality deliverables, requiring thorough testing and validation processes. However, there might also be pressure to deliver the project within a tight deadline. In such cases, trade-offs may involve sacrificing some quality measures to meet the deadline or extending the timeline to ensure higher quality.
2. **Quality vs. Cost:** If our client wants to achieve top-notch quality beyond what we originally agreed upon, this may come with additional costs, such as investing in premium materials, advanced technologies, or hiring specialized talent currently not part of the design team. Conversely, our stakeholder, John Wiley, might demand cost reductions, leading to compromises in quality by opting for cheaper alternatives or reducing the scope of quality assurance activities. Should this be the case, we would emphasize this in the contract before moving on to building a State-of-Art website for them.
3. **Time vs. Cost:** John Wiley may push for accelerated project timelines to gain a competitive edge or capitalize on market opportunities. However, speeding up the project often requires additional resources or overtime work, leading to increased costs. On our part as the design team, we would have this discussion with our client before the project

kicks off. Conversely if reducing costs is a priority of the client, we as the design team will necessitate extending the project timeline to accommodate resource constraints or budget limitations. For example, creating a contingency fund to tap into if the project is running longer than anticipated.

4. **Scope vs. Time/Cost:** In some cases, stakeholders may have ambitious project scopes that encompass numerous features or functionalities. I Kononenko, V Fadeyev, M Kolisnyk - (2012) If this is the case with our client, John Wiley, we may not be able to accommodate an increased scope within the limited time and budget constraints without an increase in the budget, and time as this can be incredibly challenging to maintaining a balanced outcome of the project deliverables. Under such circumstances, our project managers may need to negotiate with our client, John Wiley, in prioritizing the essential features or phases of the project to ensure timely delivery on a cost-effective basis.
5. **Risk Management vs. Time/Cost:** In many projects where stakeholders have differing risk tolerance levels, and in our case at hand, a little advocating for a comprehensive risk management strategy to mitigate potential threats would be written in the contract. However, balancing risk management efforts with project constraints may involve making trade-offs in terms of allocating resources and time to address critical risks.

For us to achieve a successful trade-off with competing demands from our client, John Wiley, we must be in constant communication with the client and the design team to ensure that every person involved in the project is working towards a common goal in securing the success of the project. The design team in conjunction with the stakeholder, John Wiley, must remain engaged and prioritize Project deliverables by collaborating with the client's requirements, concerns, and constraints, in decision-making to achieve project objectives within acceptable trade-offs. (Bialas A) (2016)

What "scope creep" can you anticipate? What additional problems might stakeholders want the project to solve? Clarify what lies inside (and outside) the project's scope.

They want to add a Research Platform, a service provider that will enable scholarly and professional societies and publishers to deliver, host, enhance, market, and manage their content on the web (John Wiley & Sons, Inc., Annual report, 2021, pp)

Scope creep refers to the gradual expansion of a project's scope beyond its originally defined boundaries. This phenomenon often occurs when additional features, requirements, or changes are introduced without proper evaluation of their impact on the project's timeline, budget, and resources. Anticipating scope creep is crucial for project managers to ensure successful project delivery. B Komal, UI Janjua, F Anwar, TM Madni, (2020)

In our case with the John Wiley Project of building a State-of-the-Art website for their Project Management text in Practice, we may encounter some potential scope creep and additional

problems. For instance, they might want us to solve other issues not directly involved with the project like:

1. **Feature Requests:** Our client, John Wiley, may request new features or functionalities not first included in the project scope. These requests could stem from evolving market demands, competitive pressures, or changing user preferences. For example, requesting that we include a built-in feature into the website that compares the number of textbook copies sold worldwide with other publishing companies as a means of getting ahead of the competition.
2. **Changing Requirements:** As the project progresses, stakeholders may realize the need for modifications to existing requirements or the inclusion of new ones. These changes could result from a better understanding of the problem domain or feedback from users and stakeholders.
3. **Integration Challenges:** Our client might also request that we integrate the new website with other systems or platforms to enhance the project's familiarity with other platforms, its functionality, or interoperability. AJ Hellmund, KG Van Den Wymelenberg, (2008) This added requirement can add a layer of complexity and require additional resources.
4. **Quality Expectations:** Often, stakeholders may raise the bar for quality standards during the project lifecycle, leading to requests for more testing, Pilot study, validation, or quality assurance measures. When this is the case, we would have a scope creep that needs to be addressed to avoid falling behind the project timeline.
5. **Regulatory Compliance:** The design team and the sponsor will discuss any new regulatory requirements or changes in existing regulations because this may necessitate adjustments to the project scope to ensure compliance. Failure to address regulatory concerns could pose legal risks to the project and the organization.
6. **Market Dynamics:** Shifts in the competitive landscape or emerging trends may prompt our stakeholder, John Wiley, to seek enhancements or adaptations to the project scope to maintain relevance and competitiveness in the market as described by J Van den Ende, N Wijnberg, R Vogels (2003) in their article “Organizing Innovative Projects to Interact with Market Dynamics:: A Coevolutionary Approach”
7. **Resource Limitations:** Stakeholders may overlook resource constraints initially or underestimate the resources required to accomplish certain tasks, leading to scope creep as more resources are needed to fulfill additional requests as noted by Kaszás, N., Peter, E., Keller, K., Kovács, T. (2016) in their article “Boundless Opportunities with Definite Limitations”

To manage scope creep effectively for our John Wiley project, our team project manager must establish clear communication channels with our client, John Wiley, and regularly review and prioritize requirements, documenting any changes to the scope, and assess their impact on the project constraints such as time, cost, and quality in order for our team to deliver on a timely manner.

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