

# **Module 2 : Project Scope Management**

Cours Pilotage Projet ING01 2019



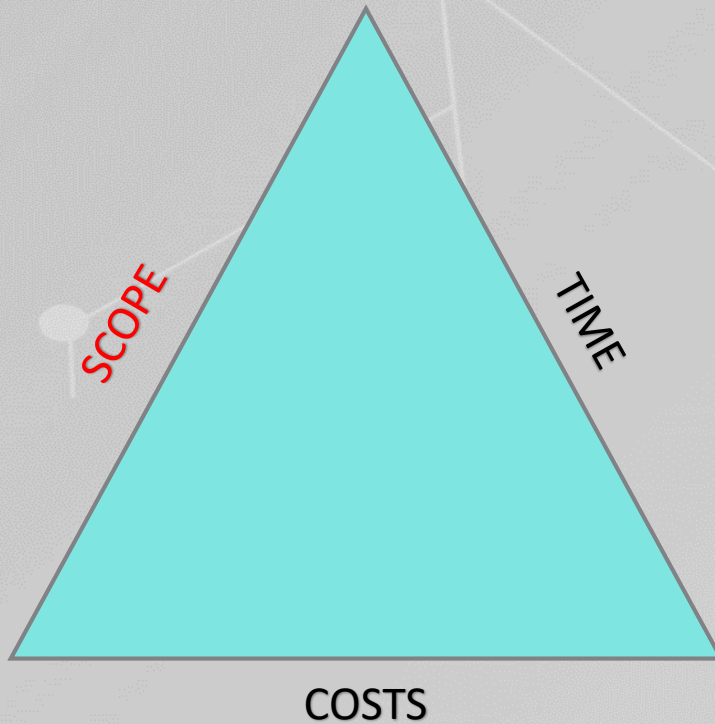
# Course Agenda & Organization

- Module 1: Introduction, Definitions, Concepts
  - **Module 2: Product Scope: Concepts**
  - Module 3: Project Scope: Deliverables & WBS
  - Module 4: Schedule & Resources Management
  - Module 5: Costs, Risks /QCM
  - Module 6: Communication, Note de cadrage
  - Module 7: Organization, Program and Portfolio management. Agile Concepts
  - Module 8: AGILE methodology introduction
  - Module X : Feedback on YAKA\* PROPAL
- **Fil Rouge:** Tender Yakasserole (YAKA\*)
    - **Requirements Table**
  - Evaluations:
    - QCM: Vocabulary – après le module 5
    - YAKA\*: Phase de PROPAL
    - Retour sur PROPAL



# Project Management Concepts

## – IRON TRIANGLE



- **SCOPE** : defines **WHAT?** = the Product that has to be performed, what are the deliverables expected, And also HOW ? it will be performed. !! Defines what is excluded from the delivery.
- **TIME** : **WHEN?** = the time you have to execute your project, and when you must deliver what is expected (SCOPE)
- **COSTS** : **HOW MUCH?** = The budget that can be spent to achieve the work defined in the SCOPE
- Quality is often defined as the 4th constraint driving to an « Iron Square » model.



# Project and Product Scope: Concepts

- Reminder : A Project is a temporary endeavor (effort) to create a unique product service or result.
- Description of **What** to do is « PRODUCT SCOPE » :
  - **Product scope** (*Périmètre produit*): the features and functions that characterize a product, service, or result.
- Description of **How** the product will be realized is called « PROJECT SCOPE » :
  - **Project scope** (*Périmètre projet*): the work performed to deliver a product, service, or result with the specified features and functions.
  - The term "project scope" is sometimes viewed as including product scope.
- SCOPE means defining what is IN and what is OUT
- SCOPE also clarifies just what **must** be done without any unnecessary features or work



## The Two main Stakeholders (*Parties prenantes*) of a project

### – Customer project team (*Maitrise d'ouvrage*) MOA

- Responsible to Customer Management for the project result
- Key motivation : Produce the business improvement

### – Service provider project team (*Maitrise d'œuvre*) MOE

- Committed to realize the project
- Key motivation : Financial Margin

Must agree on a shared vision  
of Product and Project scope





# Concepts applied to YaKasserole Sample Project

- Le nom du projet pourrait être « Nouveau site Internet Commercial Yakasserole »
  - The product (le résultat du projet ) est le Nouveau site Internet Commercial Yakasserole opérationnel pour leurs clients
  - Product scope (*Périmètre projet*) : les fonctionnalités et les possibilités offertes par le nouveau site (ce que l'on veut faire et les contraintes qui s'appliquent ..)
  - Project scope (*Périmètre Projet*) : c'est tout le travail qui est à faire: par exemple
    - Etablir une vision claire du product scope ;
    - concevoir la solution (quelle techno ? , quelle architecture ? , les concepts UX , etc..)
    - implémenter la solution,
    - tester la solution,
    - mettre en production ,
    - accompagner les premiers clients pilote ,
    - former les équipes d'exploitation , .....
  - Main stakeholders (*principales parties prenantes*):
    - YaKasserole team (Dans la vraie vie , l'équipe Yakasserole en charge de définir le besoin et suivre l'exécution du projet). Ici les EPITA Yaka et l'équipe pédagogique qui surveillent l'exécution du projet
    - Service Provider team : Votre équipe qui est en charge de réaliser la solution.



# Customer Building The project scope

Steps held by customer to prepare the solicitation  
of a Service provider

*(Construction d'un appel d'offre par le client )*

# Building the Project scope in the Project life cycle

## First steps

	Pre –Project Work	Conception & Initiation: “starting the project”	Definition & Planning : “Organizing and preparing”	Execution “Carrying out the work”	Performance & Control: “Checking it is going nominal and correct”	Project Close: “completing the project”
Customer project team	<ul style="list-style-type: none"> <li>– What do our company need to do ?</li> <li>– What are the credible opportunities for a project</li> </ul>	<ul style="list-style-type: none"> <li>– Give a “GO” to project by setting a Charter</li> <li>– Identify techno and suppliers</li> </ul>	<ul style="list-style-type: none"> <li>– Collect requirements</li> <li>– Build a detailed request for proposal</li> <li>– .....</li> </ul>			
Service Provider project team		<ul style="list-style-type: none"> <li>– Give info about your techno or your capacity .</li> </ul>	<ul style="list-style-type: none"> <li>– Analyse requirements to build a project scope</li> <li>– Build Proposal</li> <li>– .....</li> </ul>			



# Steps and Activities





## Pre – Project

- Need assesment
- Business Case



# Pre-Project Work

## Identifying a project opportunity (Customer team Activity )



### –Need Assesment (*Analyse du Besoin Stratégique*):

- Understanding Business goals and objectives, issues, and opportunities and recommending proposal to address them.



YaKasserole a comme stratégie Business : « développer le volume du business des « Ateliers de Cuisine » qui sont sa poche de croissance » . Un problème probable est que l’augmentation du nombre des clients à gérer va impliquer une augmentation du volume des chargés de clientèle qui répondent au téléphone (couts plus élevés). D’autres opportunités à saisir seraient par exemple faciliter l’accès à l’information pour les clients et faciliter leur inscription à un cours mais également les fidéliser. Les propositions relatives à un site internet commercial devraient apporter des solutions à ces questions.



# Pre-Project Work

Identifying a project opportunity (Customer team Activity )



## –Business Case :

- The project business case is a documented economic feasibility study used to establish the validity of the benefits
- The business case lists the objectives and reasons for project initiation.



YaKasserole a probablement étudié un business case qui compare une première évaluation d'un cout d'un nouveau site internet en regard des économies de personnels et de l'augmentation des revenus issus de l'accroissement du volume d'ateliers.



## Pre – Project

- Need assesment
- Business Case

## Initialisation

- Project Charter
- (optionnal Request For Information RFI)



# Initiating the project

Define Project frame and setup a project team (CustomerActivity )



## –Project Charter (*cadre projet ,lettre de mission*)

- formally authorizes the existence of a project and provides the project manager with the authority to apply organizational resources to project activities.
- high-level information on the project and on the product, service, or result the project is intended to satisfy.
- the Project Charter is internal to customer not public to Service Provider



# Project Charter Yakasserole

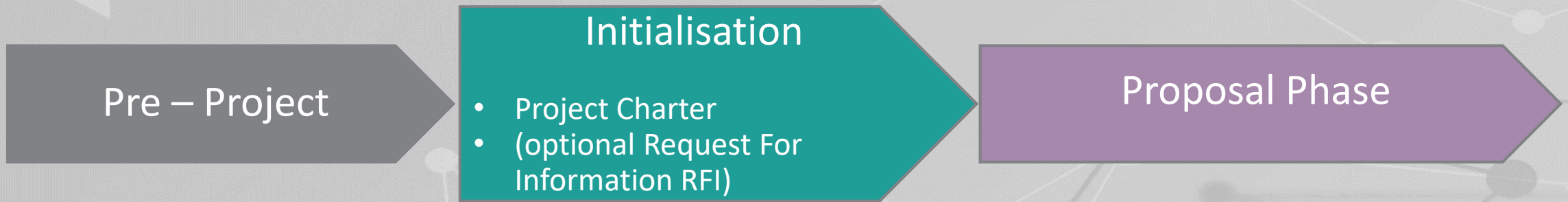
## Guess some of the probable content

– Exercise on the case What can be found in the different items

- Project purpose; *Objet du projet*
- Measurable project objectives and related success criteria; *objectifs mesurables du projet et les critères de succès*
- High-level requirements; *Grandes lignes des exigences*
- High-level project description, boundaries, and key deliverables; *Grandes lignes du projet , de ses limites et des livrables principaux*
- Overall project risk; *Risques Globaux*
- Summary milestone schedule; *Résumé du palnning des Jalons principaux*
- Preapproved financial resources; *Ressources financières Pré approuvés disponibles pour le projet*
- Key stakeholder list; *listes des parties prenantes principales*
- Project approval requirements (i.e., what constitutes project success, Who decides the project is successful, and Who signs off on the project); *Circuits d'approbation des décisions*
- Project exit criteria (i.e., what are the conditions to be met in order to close or to cancel the project or phase); *Critère de sortie du projet de ses phases principales*
- Assigned project manager, responsibility, and authority level : *Nom du Chef de projet assigné , ses rponsabilités et don niveau d'autorité*



# Initiating the project : RFI



- CUSTOMER wants to identify on the Market :
  - Technologies for the project,
  - Service providers capable to deliver,
  - Rough estimates of project effort and duration,
  - The Customer issues a **RFI : Request for Information**. (*Demande d'information*) to providers
- Based on answers from the market:
  - project may be canceled,
  - sometimes a restricted list of providers or technology will be considered for RFP phase



## Intro Proposal phase





# Definition and Planning Project : Preparing a Request for Proposal (Customer Activities)



## —Collect Requirements (*Recueil des exigences* )

- Customer project team collects detailed requirements for Product and Project
- Lots of techniques are used to collect the requirements:



# Definition and Planning: Preparing a Request For Proposal RFP (Customer Activity)

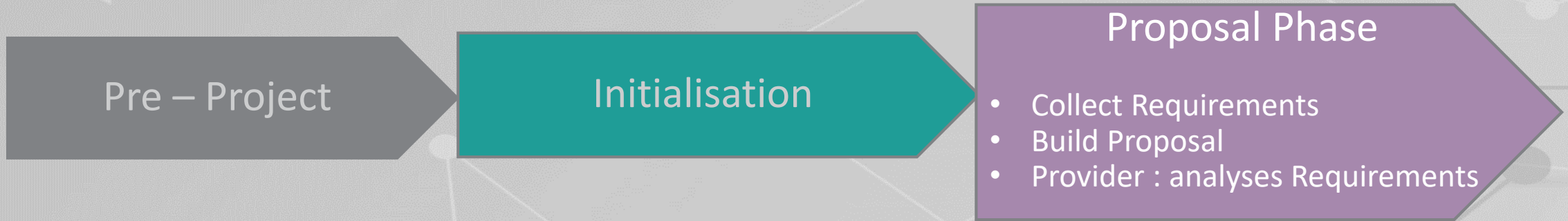


- **Adaptative or Predictive approach for requirements :**
  - **Predictive approach for projects**
    - Most of features are set at the beginning of the project (this phase)
    - Limited change during project life
    - Classical Approach called Waterfall
  - **Adaptative Approach**
    - Collect at project definition a set of high level requirements
    - Refine through an iterative execution. Requirements will be detailed in each iteration thru a dialogue with users
    - **Agile Method** : please refer to last training modules of training.

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# What are the Requirements ?



## Project Requirements

- Business requirements
- Stakeholder requirements
- Transition and readiness requirements
- Training requirements
- Project requirements
- Quality requirements

## Solution or Product Requirements

- **Functional requirements.**
- **Nonfunctional requirements.** Eg: reliability, security, performance, safety, level of service, supportability, retention/purge, etc.



# Requirement Traceability Matrix *(Tableau des exigences)*

Pre – Project

Initialisation

Proposal Phase

- Collect Requirements
- Build Proposal
- Provider : analyses Requirements

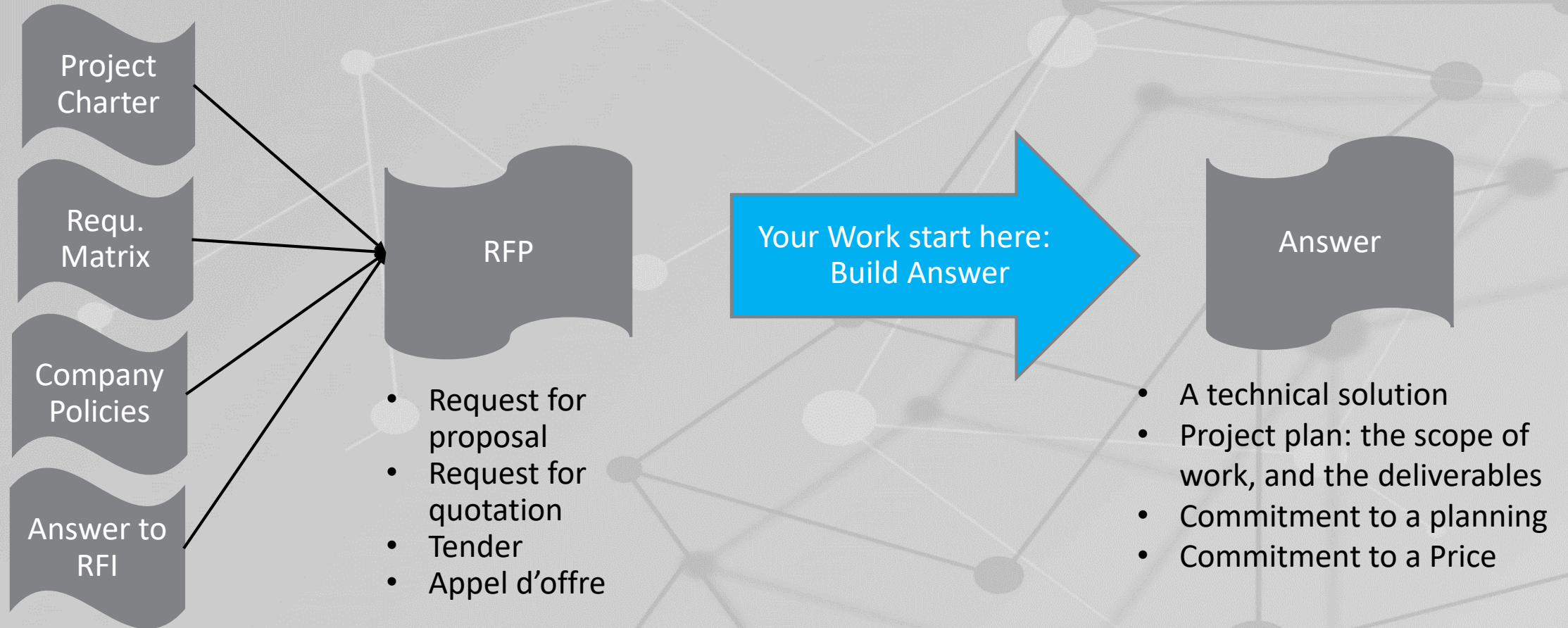
## Requirement Traceability Matrix

*Tableau des exigences*

Customer Name		Dummy Custo				
Project Name		RED Project				
Project Short Description		here is a one line description of RED Project				
Student Group Name		Heroes				
ID	associated ID	Project or Product	Requirement description	Type	Module	Status
001	1.1					
	1.2					
	1.2.1					
	1.2.2					
002	2.1					
	2.2					



# Customer Project team realise a Request for Proposal





# Service Provider : understanding the Requirements

## Now it is our turn : Your work that starts in the project !!



## STEP ONE : Analyzing the tender

- Understanding the Customer information:
  - FIND the **KEY OBJECTIVES** of the project ; the real Customer motivators
  - UNDERSTAND: Who does what and what is your role. (limits)
  - COLLECT all the projects and product requirements

**BUILD YOUR Requirement Traceability Matrix** (*tableau des exigences*)

- For each Requirement : my solution is compliant, partially compliant, or not compliant
- Add some Assumption that need to be validated by Customer

**THIS MATRIX WILL BE YOUR FIRST VERSION OF THE PRODUCT SCOPE**





# Application to YaKasserole : Analysing the tender and Build Requirement Traceability Matrix

–Key Objectives: ils ne sont pas exprimés de façon explicite alors on peut imaginer:

Key Objective #1	Une gestion numérique des clients doit permettre la croissance d'activité visée (élargir la clientèle)
Key Objective #2	Nécessité de combler un retard par rapport à la concurrence, en offrant une nouvelle experience client plus riche et simple
Key Objective #3	Baisser les couts de gestion en limitant le personnel en charge de gérer les clients
Key Objective #3	Fournir le projet dans le timing d'unprojet YAKA Star ( 4/6mois)





# Application to YaKasserole : Analysing the tender and Build Requirement Traceability Matrix

—Constituons un tableau d'exigences :



Microsoft Excel  
Worksheet





## Application to YaKasserole : Analysing the tender and Build Requirement Traceability Matrix

- Constitution du tableau des exigences à partir du tender:
  - **Le tender donne que des exigences concernant le produit**
  - **Pas d'exigence projet** de listé, par exemple on ne sait pas :
    - Quel environnement devra héberger le nouveau site
    - Doit on migrer des données clients existantes sur le site existant
    - Dans quel délai cette opération s'envisage
    - Comment le site sera testé , méthode durée
    - Etc ..
  - **De nombreux points sont également inconnus** concernant le produit par exemple
    - Interface avec système extérieur (e.g. la compta pour les paiement )
    - Périmètre des solutions de paiement
    - Guidelines sur les présentations des pages ..



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**Next Module will expose :  
How, from the requirements received,  
we will build a Project Scope**