



PROJECT INITIATION DOCUMENT

Online Learning Platform

PRINCE2

AUTHOR: ÅSA WEGELIUS, TUDOR STOICA

OWNER: ÅSA WEGELIUS

VERSION:1.0.4

1. Project Initiation Document History

1.2 Revision History

version	Revision date	Implemented by	Reason
1.0.0	28-02-2016	Åsa Wegelius	First draft
1.0.1	03-03-2016	Åsa Wegelius	Added changes to team structure and responsibilities, project approach and Communication Strategy
1.0.2	04-03-2016	Åsa Wegelius	Adding brief quality management, configuration and control
1.0.3	04-03-2016	Åsa Wegelius	Added quality document written by Tudor Stoica
1.0.4	17-03-2016	Åsa Wegelius	Added Project Plan and updated rest of the content

1.3 Approvals

Version	Name	Title	Date

1.4 Distribution

Version	Name	Title	Date
1.0.3	Jarl Tuxen	Steering Committee	04-03-2016
1.0.4	Jarl Tuxen	Steering Committee	17-03-2016

2. Table of Contents

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3. Project Definition

3.2 Background

The physical classroom is losing its monopoly as the only learning method, since the arrival of world wide web students can access information and learn from everywhere they are in the world just by having an internet connection and an online learning platform that help them learn long variety of subjects from economic to programming languages to philosophy and literature. With online learning platform students can learn and implement their learning on their own pace and time.

In this project we will develop the backbone of an online education platform. It will support three roles, Admin, Content Provider and Student. Admin administer the system, Content Provider produces and update courses and Student takes courses. The outcome of the project will be a prototype that fulfil this functions and can be extended to a further advanced learning platform.

About 2 billion out of 7 billion humans speaks English today. A platform restricted to English rules out 5 billion humans.

Around 40% of the population have an internet access today. This is just those that have their own personal internet connection. There are other ways to access internet, e.g. from a friend's home, from your job, from a cafe.

We will give all those that want to share their knowledge and all those that want to learn more a platform where they can connect. It will be designed to support an increasing amount of languages.

The platform will be an online site with access to variation of courses on subjects which are introduced by experts in those areas. After going through each part of the course the student can review and exam himself or herself on the learning by going through multiple choice tests.

People and enterprises interested in using the platform are paying a subscription per user which is going to be specified later on.

We will offer a platform that is:

- Easy to access. All with a browser and a login can use it.
- For those with knowledge they want to share but are not English speaking.
- For those that want to study but don't know English.

3.3 Scope and Exclusions

Scope:

- A database
- Browser interfaces for students, content providers and administrators
- The database access objects
- Servlets
- Login service

Exclusions:

- Course videos
- Course tests
- Payment service

3.4 Objectives

- **The project shall be completed in 01/06/16.** It is the last delivery day on Fronter so it is a hard deadline.
- **The budget is 810 man hours.** The project delivery day gives 14 ½ weeks. This time-span includes six holidays. That gives us 66 working days for the project. We calculate with 7h/day. Given we divide a day between one-hour project time and six hours spent on courses up until 06/05/16 we have 16 full time days and 50 * 1h/day. That gives $16 \times 7 + 50 \times 1$ hours per person = 162h/person. A project group of five persons gives a budget of 810 man hours.
- **The outcome shall be an online learning platform.** The aim is to develop a learning platform directed to Arabic audiences allowing students, ordinary people to learn and test their abilities on the subjects provided by the platform. Not only will the normal people learn and develop skills through this platform but the universities and schools will have the benefit of variety in learning methods for their students, giving them the advantage of going through study materials on their own pace and time.
- **The project shall be managed according to Prince2.**
- **The development team shall follow the Scrum methodology.**

4. Project Approach

4.2 Purpose

We will outline the constraints on the product, things that affect how the project is run and the nature of the final deliverable.

4.2.2 Project Constraints

Hardware constraints

Processor: Intel® Core™ i7-2600K CPU @ 3.40GHz 3.40 GHz

RAM: 12.0 GB

System type: 64-bit operative system Windows 7 Ultimate

Software constraints

The system will run on an Apache Tomcat 8. We will not need

- An application container that supports EJBs.
- Two-phase commit.

We will use open-source monitoring tools like [MoSKito](#) and/or [Nagios](#). Apache Tomcat 8 will therefore be a sufficient choice of an application container.

Apache Tomcat have a recommended upper limit of 500 simultaneous users. If we estimate a higher amount of simultaneous users, we need to look at a distributed solution with two or more servers.

Recourses

It is a study project so there is no salary involved. No hardware investment is required. The recourse constrain is therefore man-hours. We have five persons available. They are available for 1h/day up until 06/05/16. And they are available 7h/d after that up until delivery day which is 01/06/16. That gives a budget of 810 man hours counting from the start of the project.

Security

There will be no sensitive information or technologies involved in the project. The security level will therefore be low. We will for example use a public repository on GitHub.

Type of solution

We are going to design from scratch and use company staff.

4.2.3 Project Approach

The two hard constraints are time and money. We cannot pay for software licenses or tools and have limited time for staff training. We need to choose free familiar solutions for our project.

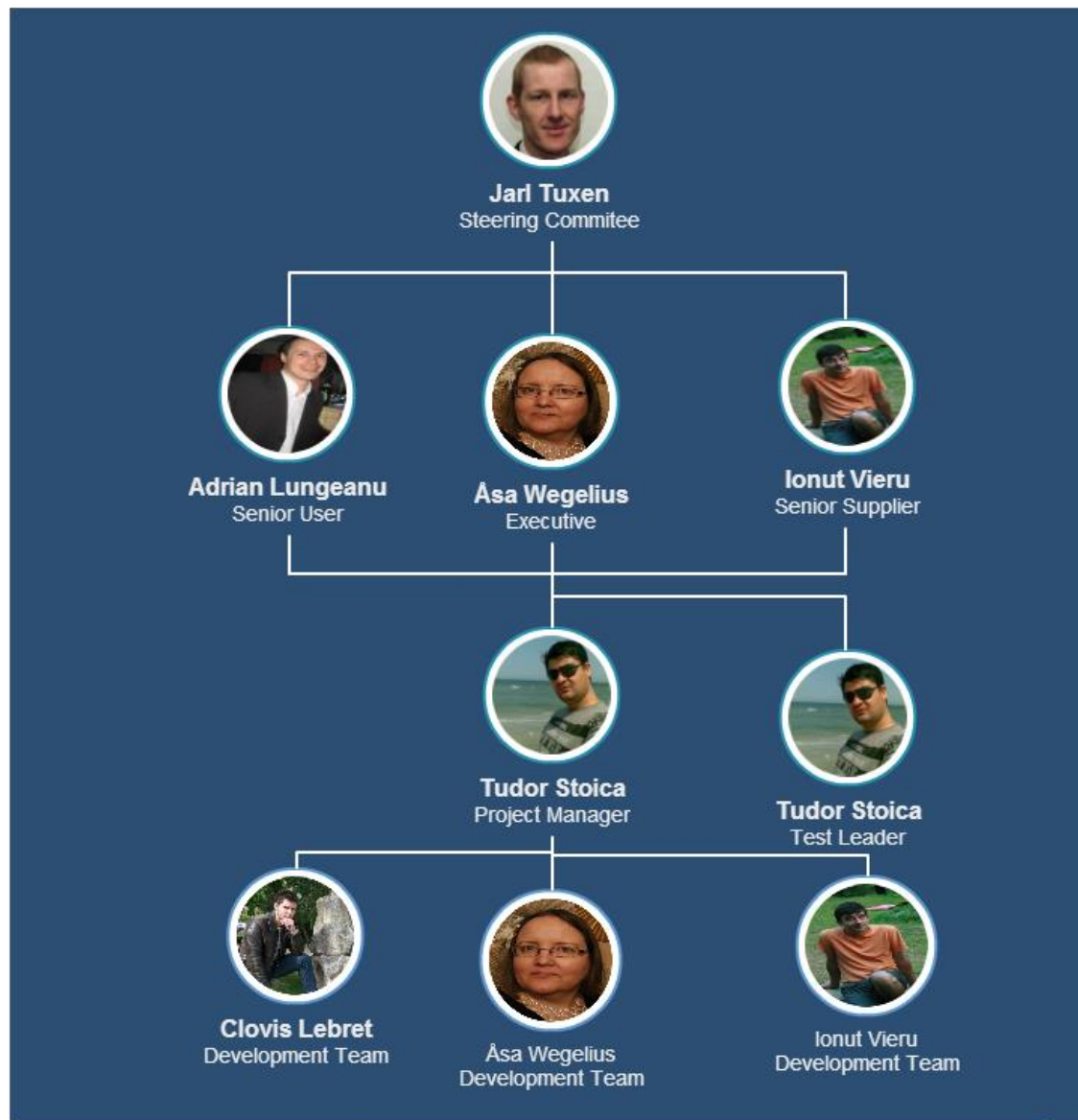
Development Environment

item	Applied for
Methods:	
Use Case	Requirement capturing
User Story	Requirement capturing
Supplementary Specification	Requirement capturing
Class diagram	Data modeling
Backlog	Requirement capturing
Tools:	
NetBeans	Construction
MySQL Workbench	Construction
GitHub	Version control
Draw.io	Modeling
Pencil Project	GUI modeling (mockups)
Languages:	
Java	backend
MySQL	DBMS
HTML5	frontend
JavaScript	frontend
CSS	frontend
LESS	frontend

5. Business Case

The business case for this project is very compelling since there are around half billion Arabic speaking people in the world and many universities and schools are missing on use of technology which gives us the opportunity to expand fast through this market with both enterprise users and single users who wants to learn on subjects. In the Arabic world exist today over 900 universities that day by day are getting more and more digitalized and students are in need to keep up with all new trends and technologies. But students are not the only ones that need to learn and here we can add a lot off business that need to train their personnel in order to stay competitive and the list continues. Nowadays e-learning started being used at a very large scale and all because of the mass digitalization process. It is very easy today to find online materials about almost everything but most of the materials are in English because it is the international language and this can be very frustrating for many Arabic speaking people. Providing a solution to this problem will definitely going to be a success.

6. Project Management Team Structure



7. Role Description

The role descriptions below will be adjusted to fit Scrum roles when those have been distributed to the team members.

7.2 The Executive

- Is ultimately responsible for the project.
- Carries out business Assurance
- Communicates with organizational management and reports on project progress and any problems that need upward referral.

7.3 Senior User

- Makes sure the project delivers *fit-for-purpose* results
- Specifies and delivers business benefits that will result from the project
- Provides user staff resources
- Collaborate between user areas and the project

7.4 Senior Supplier

- Makes sure the project delivers what was specified
- Checks the deliverables achieves the user objectives
- Makes sure the project meets technical and industry standards
- Carries out suppliers Assurance

7.5 Project Manager

- Planning the project and successive stages
- Giving out work assignments
- Monitoring progress and making adjustments to the running of stages as necessary.
- Warning the board if he projects that the stage or project will stray beyond set limits

7.6 Development Team

- Cross functional development team

8. Quality Management Strategy

8.2 Introduction

The purpose of Quality Strategy is to assure that the final product respects the quality standards of software products.

The Quality assurance process will be coordinated by the Project Manager together with the Testing Leader

8.3 Quality management procedure

The quality process will be assured by implementing the agile methodology as the product development is based on the agile approach.

8.4 Quality planning

Quality expectations and methods to assure them:

Quality Expectations	DB portability	Priority	H
Acceptance Method	Use of a ORM (Hibernate)		
Tolerance	none		
Acceptance Responsible			

Quality Expectations	Portability	Priority	H
Acceptance Method	Java + JRE runs on any operating system that supports the Java standard		
Tolerance			
Acceptance Responsible			

Quality Expectations	Browser portability	Priority	H
Acceptance Method	Runs on Explorer, Safari, Firefox, Chrome		
Tolerance			
Acceptance Responsible			

Quality Expectations	Easy to maintain	Priority	H
Acceptance Method	Separation of Concern, Folder structure match Content structure, follow coding and folder conventions, code is either self-explainable or commented, low coupling – high coherence		
Tolerance	none		
Acceptance Responsible			

Quality Expectations	Installability	Priority	H
Acceptance Method	Use of Maven		
Tolerance			
Acceptance Responsible			

Quality Expectations	Findability	Priority	
Acceptance Method	Search engine optimization		
Tolerance			
Acceptance Responsible			

Quality Expectations	Download speed	Priority	
Acceptance Method	Minimize HTTP requests, reduce server response time, optimize images		
Tolerance			
Acceptance Responsible			

8.5 Quality control

Test cases will be defined and developed. For each Test Case will be established a passing criteria and an exit criterion. At the end of each release cycle a report of passed and failed Test Cases will be reported and presented to the management team to take next decisions.

8.6 Quality assurance

We will designate one person per quality expectation to be responsible to assure it to meet the standards.

8.7 Tools and techniques

For the Production version of the product performance and security tools specific for Web Applications will be used. At this date Testing Team is analyzing and establishing the tools portfolio, thus Management Team will agree which tools will be used.

- We will use [Cargo](#) and [Maven Failsafe](#) for integration testing.
- We will use Test Cases for Functional testing
- We will use Unit Tests for critical parts

8.8 Records

Not established at this moment.

8.9 Reporting

The Reporting will contain ratio between passed and failed Test Cases during each iterations.

The final version of the Report will include the Performance and Security report to assure a big view of the product quality to the Project Board.

8.10 Timing of quality management activities

Each user story in a sprint have two Test Cases assigned to it. The deliverables will be tested according to them before the Sprint Review to assure they fulfil their functionality.

Integration Testing will occur each deployment.

8.11 Roles and responsibilities

The main role in Quality Management is allocated to the Project Manager and the Testing Leader.

9. Configuration Management Strategy

We use GitHub as configuration management tool.

[Link to documents](#)

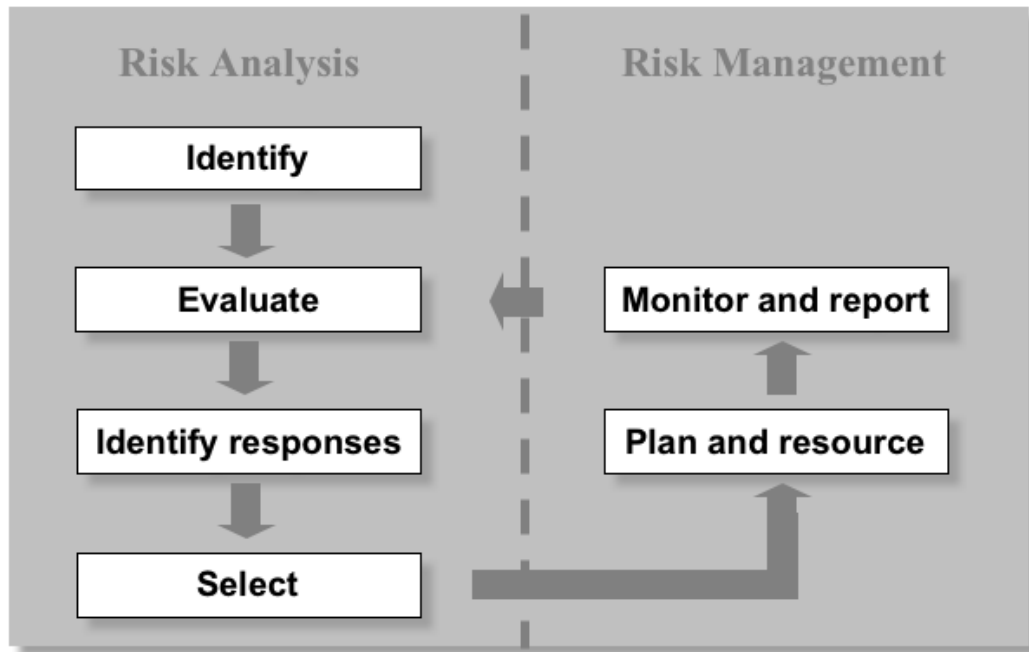
[Link to code](#)

10. Risk Management Strategy

10.2 Introduction

The purpose of the strategy is to provide a structured and coherent approach to identifying, assessing and managing risk.

10.3 Risk Management Procedure



The image is from the book Prince2 for Dummies by Nick Graham and gives a picture of the procedure we will use. The reason it is divided in analysis and management is that it might be we decide to not manage a risk, that is to ignore it.

10.4 Tools and Techniques

We are still evaluating if we shall use further techniques or more tools than the ones described in this document.

10.5 Records

We will use a Risk Register to formally manage risk and the Daily Log for those to be informally managed. Risk Registers headers:

- Category = Schedule, Budget, Operational, Technical, Programmatic
- Name
- Probability = Low, Medium, High
- Impact = Low, Medium, High
- Mitigation = Preventive actions
- Contingency = What to do when it occurs

- Action By
- Action When

10.6 Reporting

Risks shall be reported in the Risk Report. The risk report shall be handled at Weekly Project Team Meeting to discuss if any mitigations need to occur. The daily log shall be updated if a risk has occurred. The risk, who handled it and the actions taken shall be inserted.

10.7 Timing of Risk Management activities

There will be time put aside at Weekly Project Team Meeting to manage risk.

Risk management is an inherent part of the daily scrum meetings since you tell what obstacles you have and thereby give the Scrum Master and the Development Team a chance to help solving them.

You mitigate schedule risks during Sprint Planning meeting and Sprint Retrospective.

It is a good idea to embrace Backlog Pruning meetings for risk mitigation

10.8 Roles and Responsibilities

- Risks related to the Business case is the Executives responsibility
- Risks related to the Usability is the Senior Users responsibility
- Risk related to the staff is the Senior Suppliers responsibility
- Risk related to scheduling is the Project Managers responsibility

10.9 Scales

Failure to deliver in time to Hard Deadlines have a big impact on the Project. Three failures will kill the project and lead to that none of the members will graduate.

10.10 Proximity

Each time we have a delivery on Fronter is a proximity for failure.

10.11 Risk Categories

Schedule: Time-Related, Delivery Related Planning Risks

Budget: Financial Risks

Operational: Procedural Risks

Technical: Functional, Performance Risks

Programmatic: Other Unavoidable Risks

10.12 Risk Response Categories

- Avoid,
- Share,
- Reduce,
- Accept,
- Fallback,
- Transfer,
- Exploit,
- Enhance

10.13 Early Warning Indicators

- Tasks with a short upcoming deadline are still in the backlog
- Result with a short upcoming deadline are still not uploaded on GitHub
- Long time between uploads on GitHub
- Burndown charts with improper slant

10.14 Risk Tolerance

Hard Deadlines on Fronter have no risk tolerance.

10.15 Risk Budget

We will not have a separate risk budget. The project has a pool of man-hours and it is a fixed budget.

11. Communication Management Strategy

11.2 Introduction

This document describes how communication will be done during the project. First part will cover our internal communication strategy. The second part will cover stakeholders and our communication strategy concerning them.

11.3 Communication procedure

Skype meeting

We will have one Skype meeting per week during the first stages up until 17-03-2016. This since the project is part time up until the last weeks before delivery. We will have best probability for everyone to participate if it is an online meeting.

We point out a secretary at start of the meeting to keep protocol. The protocol shall be simple and brief.

- Date
- Who is attending
- One point for each subject with a brief summary.

The participants tell what they have been working on since last meeting, and if they encountered any problems they need help with.

All protocols from those Skype meetings will be added in a document on GitHub.

Facebook group

For all daily informal information. It can be someone gets an idea, or need help to solve a task or discover some issue that need to be solved immediately is written in our Facebook group. This to maximize how many sees the information.

Scrum communication

- Each sprint will start with a planning meeting.
- During the sprint there will be daily stand-up meetings
- At the end of each sprint there will be a sprint review
- At the end of each sprint there will be a sprint retrospective

11.4 Tools and techniques

Most communications up until 17-03-2016 will be online to ensure that all have an opportunity to get the information. We will use Facebook, GitHub and Skype.

We will use the backlog during the whole project to communicate the project scope to all.

We will use a sprint board during the sprint phase to communicate the state of the current sprint.

11.5 Records

All records will be kept on GitHub in the Document folder for the project.

11.6 Reporting

Written reports with a deadline to be uploaded at Fronter will be added in the backlog first. All will have an opportunity to choose what report/parts they would prefer to work on. Each team member is responsible to take tasks by themselves. That is, each team member decides for themselves how much they will put in the project. Åsa Wegelius is responsible to see reports are complete and delivered.

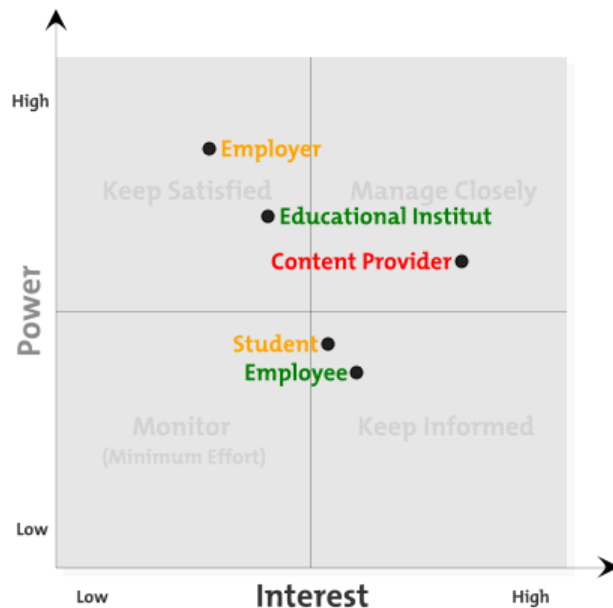
Planned Reports

Report	Delivery Date
Project Brief	16-02-16
Project Initiation Document	04-03-16
Solution Document	11-03-16

11.7 Stakeholder analysis

List of Stakeholders and Stakeholder diagram

- Educational Institutions
- Employers
- Employees
- Students
- Content Providers



Stakeholders Motivation and Concerns

Educational Institutions

Providing samples of courses online can be used as promotions to raise the interest in them. There can also be an interest in offering courses to a wider audience for public utility.

Some educations require specific prior knowledge. Providing online courses containing that knowledge as support to students before the course, will raise their throughput.

Educational Institutions tend to have a tight budget. It is therefore of concern if the system requires investments of expensive infrastructure.

Employers

When you hire new staff they need to get to know the processes and tools that your workplace use. Facilitate with an online library to support the training of new staff can be both time saving and cost effective.

There is a rapid change in technologies and techniques in many fields. Employers today tend to look for cheaper solutions where they put the responsibility on being up to date on the employees. E-learning is therefore a perfect fit for their needs.

Employees

There is an increase pressure on employees to keep update with the latest technologies and techniques from their employers. It can be a Make-or-Break to be able to prove you are educating yourself besides the daily work.

Being cheap, easy to access and convenient is of importance. You cannot plan your time when you study beside the daily work. Work have to come first and to be able to just log in and continue where you last stopped is a big plus. Then you can utilize the spare times at work and home whenever they occur.

Students

Students today tend to not settle with the books and lectures they get from their educations. If they feel they lack information or find it hard to understand they look for online resources to facilitate them to complete their studies.

Taking courses online requires that you are able to both evaluate their quality and your own skill.

Content Providers

They want to create content modules that results in effective learning. They might be commercial motivated by profit; they might have pressure from their employers or they might want to do it for common good.

Their main concern, especially the commercial motivated providers, is with their intellectual rights/copy rights. They are also concerned with how accessible the platform is and technology needed to create content modules.

11.8 Information needed for each interested party

Communication plan Internal

Communication type	Description	Frequency	Format	Participants
Informal messages	Tips, help requests, reminders etc.	When needed	Facebook	Team
Weekly project team meeting	Meeting to review status and action	Weekly	Skype	Team
Daily stand-up meeting	Meeting to review status and action	4 times/week after 17-03-2016.	In person	Team
Sprint planning meeting	Present status and action	Before each sprint	In person	Team, Project Sponsor
Sprint review	Present milestones and deliverables	After each sprint	In person	Team, Project Sponsor
Sprint retrospective	Review the work process last sprint	After each sprint	In person	Team

Communication plan Stakeholders

Stakeholder	Power/interest	Expectations/issues	Specific Key Messages	Communication Tactics
Educational Institutions	Keep satisfied	Increase pool of students Avoid overload budget	-Platform easy to access for students -Platform easy to access for content providers -Low investment cost	Mass email or newsletter Social media surveys
Employers	Keep satisfied	Increase employee education	-Platform easy to access for employees -Platform easy to access for content providers -Low investment cost	Mass email or newsletter Social media surveys
Employees	Keep informed	Increase their market value Save time	-Platform easy to access -Manage your own time	Social media surveys
Students	Keep informed	Complete their studies Save time	-Platform easy to access -Manage your own time	Social media surveys
Content Providers	Manage closely	Publish course modules Protect intellectual rights	-Platform easy to access -License strategy	Social media Surveys workshops

12 Project Plan

12.2 Purpose

The Project Plan shall establish a basis for the cost, management stages and control points in Online Learning Platform.

12.3 Plan Description

The Student Application shall be up and running in 06-06-16. The stages in the project will be managed as Scrum Sprints. This gives time for three sprints before release. Each sprint will have a separate Gantt plan for monitoring the work.

We are going to manage the project according to Prince2 methodology and develop according to Scrum methodology. The project has one backlog linked to Project Management/Prince2 and one linked to Scrum. This is because there are different people involved in the different processes.

All tasks involving Project Management are entered in OnlineLearningPlatformPM backlog. The members choose themselves what task they want to deliver in each sprint. The backlog is divided into Themes where the themes corresponds to Prince2 themes:



We map the controlling theme to the sprints in scrum. That is, there are as many stages in that theme as we have sprints.

Pre-project ends with the approval of a Project Brief and Initiation ends with the approval of a Project Initiation Document. This backlog is not a Scrum Backlog. It is not owned by a Product Owner but is collectively owned by the Project Management team. That is Åsa Wegelius, Tudor Stoica, Adrian Lungeanu and Ionut Vieru. Its purpose is to divide work into manageable tasks that everyone involved can choose from.

OnlineLearningPlatformSD is a Scrum Backlog. The Scrum team consists of Åsa Wegelius, Tudor Stoica, Ionut Vieru and Clovis Lebet. Åsa Wegelius takes the role as Product Owner, that is, she is the sole owner of the backlog. Åsa Wegelius will both have the role of Product Owner and Developer due to shortage of staff even though it violates the Scrum methodology.

12.4 Prerequisites

A Product Brief have been put together and have been approved by the Steering Committee.

12.5 Dependencies

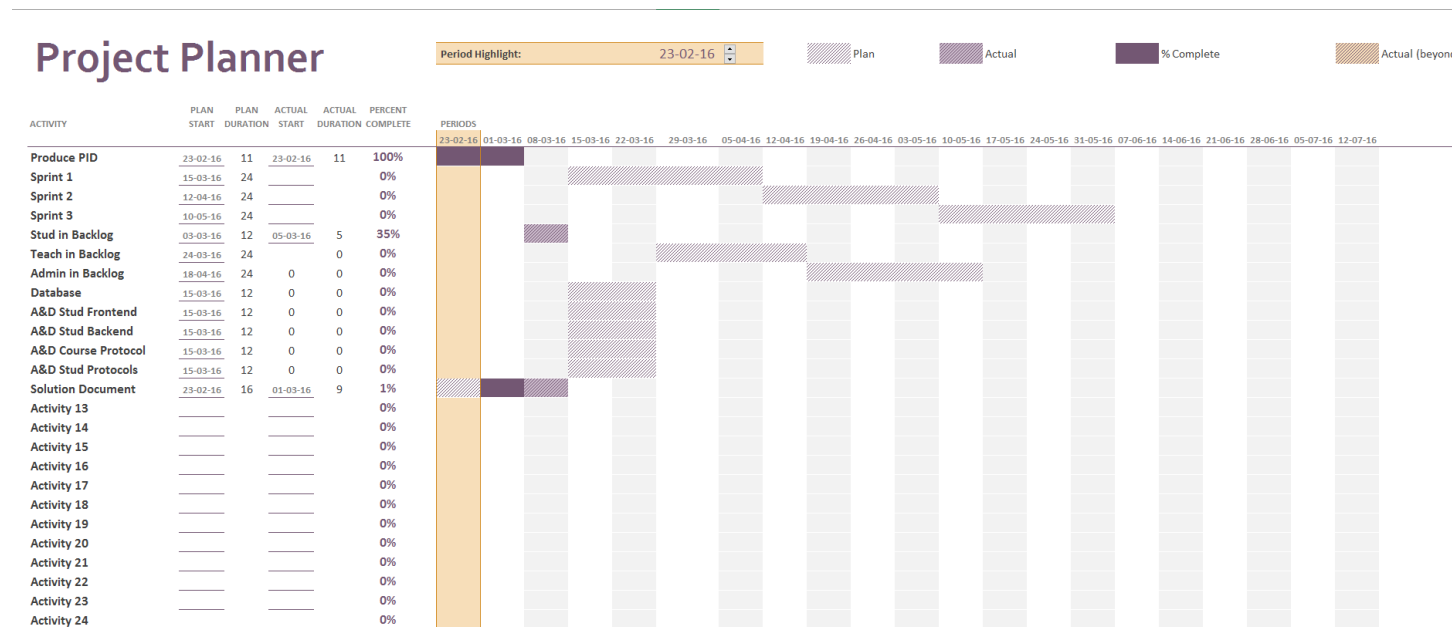
The product depends on gathering a pool of content writers to add relevant courses to the platform. It will just be an empty shell without any course material and as such it will be hard to show its relevance.

12.6 Assumptions

Each team member knows what they can do and in which speed they can deliver. We assume that each one chooses tasks they can complete in time. And that they will give a warning in time if they fail to deliver so it will be possible for the team to find another solution in time.

12.7 Project Plan

Gantt or Bar Chart

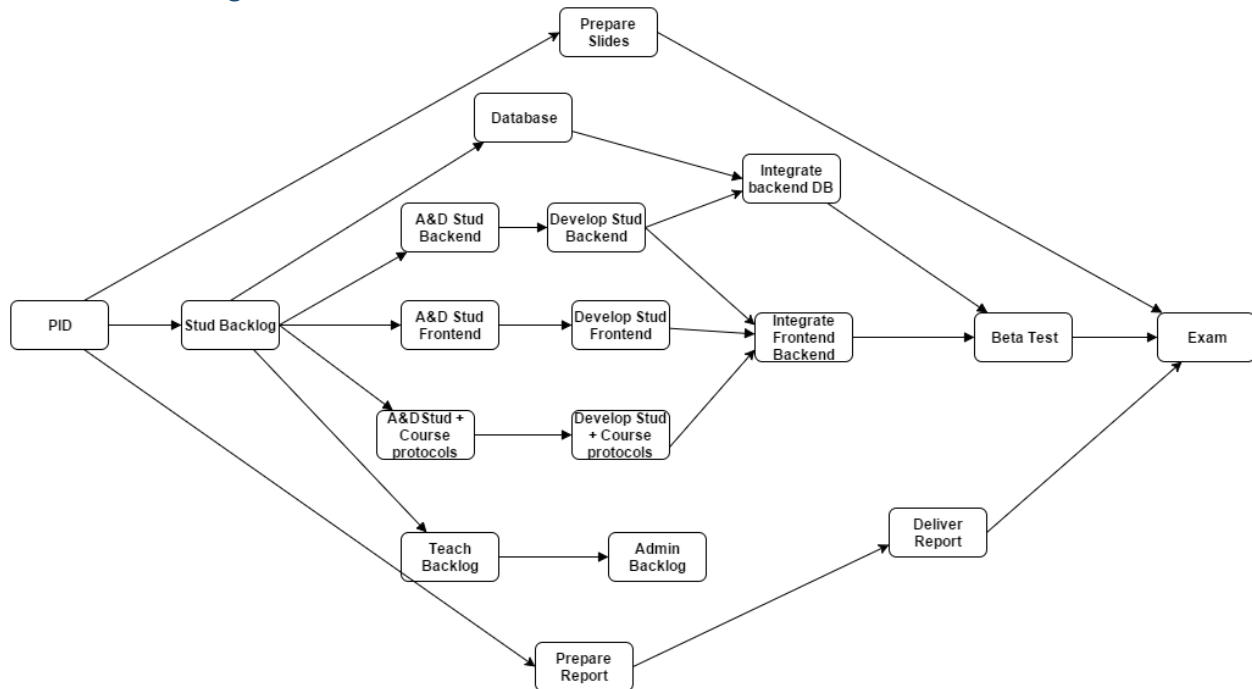


[Link to online plan](#)

Product Breakdown Structure

[Link to online WBS](#)

Product Flow Diagrams



Product Descriptions

Frontend will be browser interface, backend will be Java Servlet, database will be MySQL

Administrator - should be able to:

- login into the system
- register Content Providers
- create, edit, remove courses and description of the courses
- add/remove videos
- add, edit, delete exercises files
- create/edit/remove payment plans

Content Providers - should be able to:

- login into the system
- create, edit, remove courses and description of the courses they own
- add, edit, delete exercises files they own
- add/remove videos and courses they own

Students - should be able to:

- register into the system
- login into the system / logout
- edit profile (personal info, password, etc.)
- choose payment plans and make payments
- view courses and videos
- create playlists
- view progress of the courses, history, related or recommended videos
- submit done exercises and receive result
- search for specific courses

Financial Budget and Change Budget

We have no funding. All involved work pro-bono. We have no separate change budget.

Resource Requirements

WBS Activity	Skill needed	Name	Deliverable	Effort days
Create use cases	Domain knowledge	Ionut Vieru	Use Case document	3 days
Create Backlog	Domain knowledge	Åsa Wegelius	Backlog	15 days
Capture Furps+	Domain knowledge	Åsa Wegelius	Supplementary Specification	2 days
A & D Student Application	Object oriented analysis	The Dev Team	UML Diagrams	9 days
Prepare Stud App Test	Test Analyst	Tudor Stoica	Test cases	5 days
Test Stud Application		The Dev Team	Test Report	5 days
Write Guides		Tudor Stoica	User guide Maintenance guide	5 days
Develop Student Browser interface	HTML/JSP/ JavaScript/CSS/ LESS/Bootstrap	Ionut Vieru	A Web Interface	Three Sprints
Develop Student Server Application	Java, Json	Clovis Lebre Åsa Wegelius	A Java Servlet	Three Sprints
Develop Database	MySQL	Åsa Wegelius	A database	1 Sprint

Specific Resources

There are no specific resources planned apart from the above mentioned.

Tolerance

Time: $\pm 0\%$ | Cost: $\pm 0\%$ | Quality: $\pm 20\%$ | Scope: $\pm 10\%$

Contingency Plans

We have no funding and no time to negotiate with. The two parameters left are quality and scope. Both parameters require changes. It will be handled as all changes:

- Insert suggestion in change log.
- Discuss it on appropriate meeting (Weekly team meeting, Sprint Planning, Daily standup etc)
- Decide reaction (=pending, approved, denied, abandoned)
- Carry out decision

13 Project Controls

- Progress reporting occur on the Skype Weekly Meetings
- Risk reporting occur on the Skype Weekly Meeting
- Change negotiation occur during Sprint Planning

14 Appendices

14.2 Revision Histories

Project Approach

version	Revision date	Implemented by	Reason
1.0.0	01-03-2016	Åsa Wegelius	First draft.
1.0.1	17-03-2016	Åsa Wegelius	Added Project Approach and Development environment
1.0.2	17-03-2016		Rewrote project approach

Quality Management Strategy

version	Revision date	Implemented by	Reason
1.0	04-03-2016	Tudor Stoica	Quality Assurance
1.0.1	16-03-2016	Åsa Wegelius	Adjusted to fit the project.

Risk Management Strategy

version	Revision date	Implemented by	Reason
1.0.0	03-03-2016	Åsa Wegelius	First draft
1.0.1	04-03-2016	Åsa Wegelius	Filled in missing parts of the report

Communication Management Strategy

version	Revision date	Implemented by	Reason
1.0.0	02-03-2016	Åsa Wegelius	First draft
1.0.1	03-03-2016	Åsa Wegelius	Added Stakeholder Analysis, motivations & concerns, information needed

Project Plan

version	Revision date	Implemented by	Reason
1.0.0	04-03-2016	Åsa Wegelius	First draft
1.0.1	07-03-2016	Åsa Wegelius	Added Gantt Chart, WBS, Flow Diagram and start of Requirements table
1.0.2	17-03-2016	Åsa Wegelius	Added plan description, assumptions, contingency plan