Scope Management

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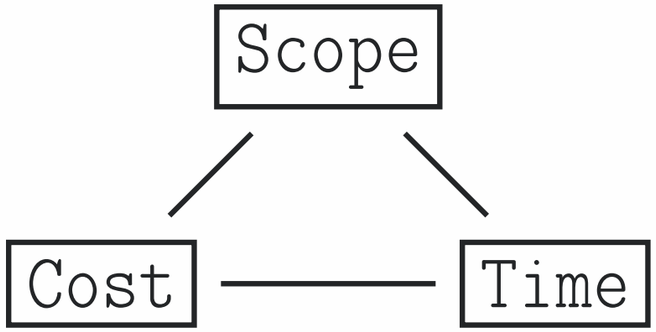
Lecture #2 out of 10
80 minutes

Management Triangle



Your responsibility, as a project manager, is to control that all three elements of the triangle are in sync: when one of them changes, you have to change the other two. If you don't know how much the project will cost, how long will take, or how much functionality it will implement—you are not a project manager. Maybe a leader, a mentor, or ... a scapegoat.

1. Even though it was not required by the customer, a programmer suggests to implement an additional feature in the product, because it is obvious that users will love it; what do you say, as a PM?

1. “Definitely, not!”
2. “Maybe we should discuss with the customer first?”
3. “Only if it doesn’t delay all other features”
4. “Sure, customer first!”

#gold-platting

2. Which definition of a task for a programmer sounds perfect for you?

1. “Make sure `FooTest#test15()` passes in the `master` branch!”
2. “Fix the build, make sure it’s green!”
3. “Together with the team, resolve the problem ASAP!”
4. “Make sure the customer is happy!”

#d-o-d

3. Which one is the right formulation of a functionality in a Use Case?

1. User can download a picture
2. User downloads a picture
3. User will download a picture
4. User should download a picture

#use-case

4. A customer asks you how much work is left to be done. Where do you find this information?

1. You ask your team
2. Use Cases
3. Backlog
4. Traceability Matrix

#scope-control

5. Which one isn't a Non-Functional Requirement (NFR)?

1. When "Send" is clicked, email must be sent in less than 500ms
2. The "Settings" page must be intuitively easy to use
3. A picture of 100Kb downloads in less than 1.5s
4. In case of a security breach at any web server, user passwords won't leak

#use-case

6. After six months of hard work, your team releases the product to customer's servers. The customer says: "This is not what I wanted :(" Whose fault is it?

1. The project manager didn't validate it earlier
2. The customer didn't explain what they wanted
3. Testers didn't verify it earlier
4. It's nobody's fault! We don't blame! We learn and improve!

#V&V

7. A project of one year and five programmers can be decomposed into how many Work Packages?

1. Nobody knows
2. Seven
3. 25 sprints, 5 coders, 1 WPs per week $\rightarrow$ 250 WPs
4. Hundreds

#use-case

8. Which estimate of project scope is the most reasonable?

1. 100 Function Points implemented
2. 500 Pull Requests merged
3. 50,000 Lines of Code written
4. 10,000 hours of hard work, including weekends

#estimate

Homework:

“A Vision document defines the high-level scope and purpose of a program, product, or project. A clear statement of the problem, proposed solution, and the high-level features of a product helps establish expectations and reduce risks.” — IBM Engineering Lifecycle Management

Read this:

SSD 2/16: Lecture about Requirements Engineering (2022)

Wikipedia: COSMIC, Function Point, MoSCoW method

Karl Wiegers et al., Software Requirements (1999)

Alistair Cockburn, Writing Effective Use Cases (1999)

Incremental Requirements With Requs (2014)

10 Typical Mistakes in Specs (2015)

How We Write a Product Vision (2014)