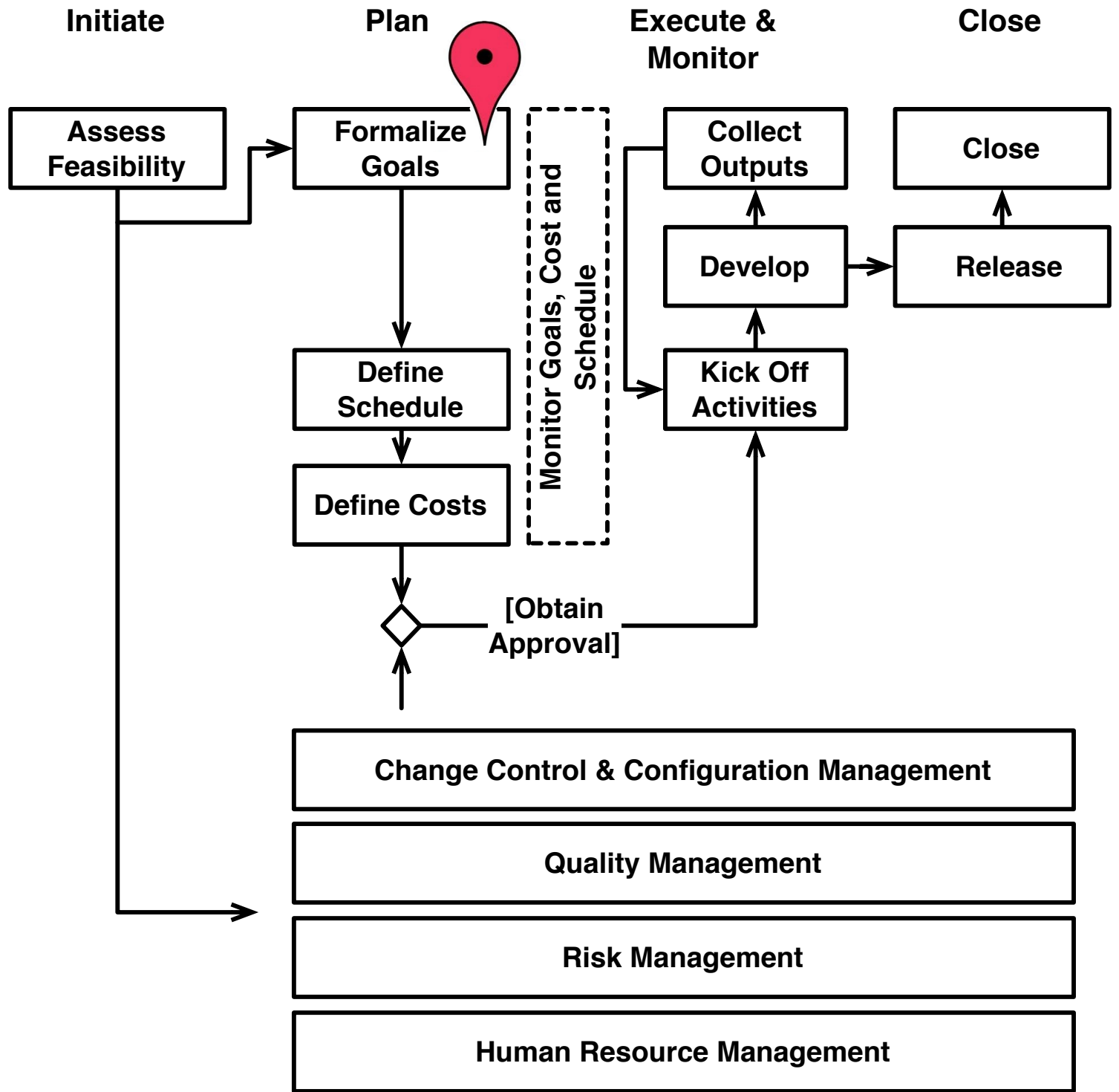


# Formalizing the Project Goals

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# Formalizing the Project Goals

- Defining the project goals (project scope) is one of the first and most important activities in a project
- The project scope:
  - Ensures that the project includes all and only the work necessary
  - Establishes a baseline of the work to be performed.
  - Defines a reference document for project acceptance.
- The definition of the project scope starts during the feasibility study
- The project goals and the alignment of a project with its scope continues throughout the lifecycle of a project

# Project Scope Document

- The project scope is fixed in the project scope document, which contains:
  - **Project goals and requirements**, which describe what we intend to achieve with the project and the main characteristics of the project and its outputs
  - **Assumptions and constraints**, which describe the conditions which have to be met for the project to succeed
  - **Project outputs and control points**, which describe the outputs of the project, and in some cases, a rough timing of their delivery

# Project Goals and Requirements

- The project goals and requirements are the basis to define:
  - The baseline work to be performed (compare Work Breakdown Structure and Change and Configuration Management)
  - The project acceptance criteria (compare Project Closing and Quality Management)
- Strictly related to the software requirements
- Sometimes useful to include also what is **outside** the scope of a project

# Project Objectives/Goals

## Make the objectives **SMART!**

- **Specific**
  - Clear and concise
- **Measurable**
  - Easy to obtain measure to understand whether the goal has been reached. Maybe a date or a number, or a formula (but keep it simple!)
- **Agreed-to**
  - Goals must be specific enough that the team can agree on being able to reach them
- **Realistic**
  - Goals must be realistic. Unrealistic goals set unrealistic expectation and make the team apathetic.
- **Time-bound**
  - Must have a begin and an end. If no end can be set, are you sure we are not talking about operational work?

# Project Objectives/Goals

## Make the objectives ... **russian** **(MoSCoW)!**

- **M:** Must Have
  - essential
- **S:** Should Have
  - important, but we can do without
- **C:** Could Have
  - desirable
- **W:** Won't Have
  - we will not do them (next iteration)

# Project Objectives/Goals

- **Try and make sure class M success criteria depend on factors under your/or the project's control**
- Negative examples (M not under control of the PM):
  - The system will have 1,000 users in the first month.  
(What tools does the PM have to ensure achievement of this goal?)
  - The data entry speed of users will increase tenfold.  
(How can the PM ensure the tenfold increase is actually achieved?)
- ... Sometimes a matter of wording. The consequences might be costly, nevertheless.



# Assumptions

- **Assumptions** are conditions which are considered to be true, but might not in fact be
- Assumptions are not under the control of the project manager, but **they might be under the control of some project stakeholders**
- When this is the case, assumptions can be used to define duties and obligations of project stakeholders
- **Constraints** are known limitations. They explain why we set some goals and not others and why we structure the work in some way rather than another.

# Project Outputs (Milestones and Deliverables)

- The project outputs define what a project will accomplish and when
- **Milestone:** a significant event in the project
  - Identify critical points in the project and in the schedule
  - Often used at “review” or “delivery” times
  - Can be tied to contractual terms, calendar constraints, deliverables
- **Deliverable:** a unique, measurable, and verifiable work product
  - Can be internal or external
  - Can have different dissemination and formality levels
  - In Gantt charts they often interconnect tasks (the output of task is a deliverable which is the input of a subsequent activity)

... in current practice often milestone and deliverable are used interchangeably (both used to identify products - milestones may represent key-products)

... both have zero duration in the plan