



IT Project Management

Lecture 3-1 – Classical Approach Strategy

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Classical approach – Strategy



Contents

1. Introduction
2. Objective/Results
3. Situation Analysis
4. Environment Analysis
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6. Project Order
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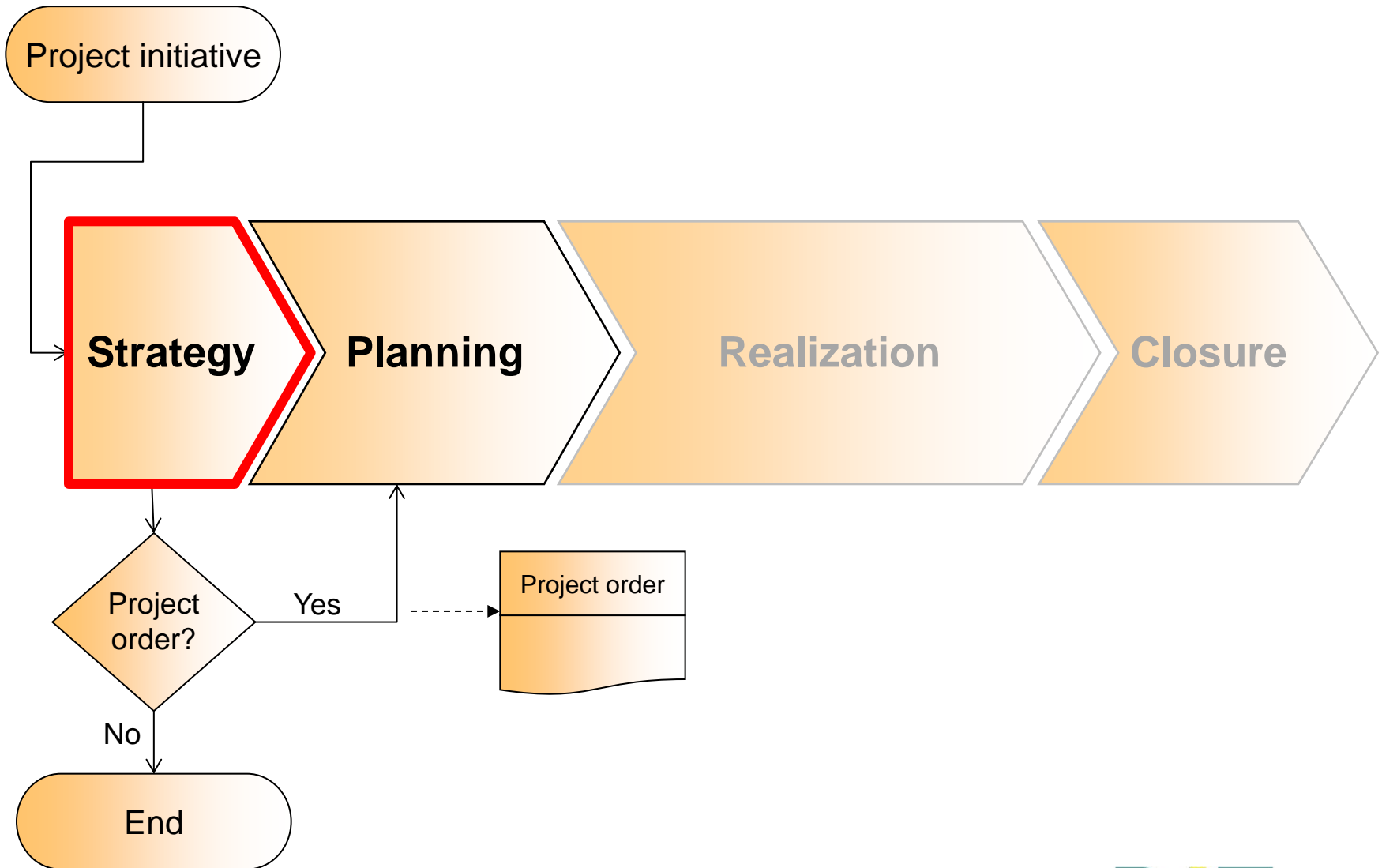
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Introduction

- Project stage: Strategy phase
Synonyms: *conception phase, initial phase, project or preparation phase*
 - fundamental, initial project phase
 - comprises typically the analysis and clarification of the problem situation
 - completed with a project order.

Introduction



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Objective/Results

- Goal of the strategy phase is to achieve a project order
- Resulting working products:
 - Project order
 - (Initial) specification documents
 - Requirements specification document
 - Technical specification document

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Situation Analysis

- What is the situation?
 - Understanding the subject
- Why are we doing the project?
 - The larger the project the more important
 - Identification of reason/actual problem
 - In case: root cause analysis
- Trying to find several solutions
The best solution should be realized
- Proceeding
 - Initialization of a workshop with stakeholders,
 - Interviews,
 - Consulting experts,
 - Research and investigation

Situation Analysis

- Typically a project should solve an issue.
- Questions to be answered
 - What are the facts?
 - Which information, which data are available?
 - Which opinions do exist?
 - Which problems are known already?
 - Which ideas and which requirements are available?
 - What are the causes for the given issue?
 - Which impact resolves out of the issue?
 - Which tasks, processes, and methods are related?
 - What are the priorities?

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Environment Analysis

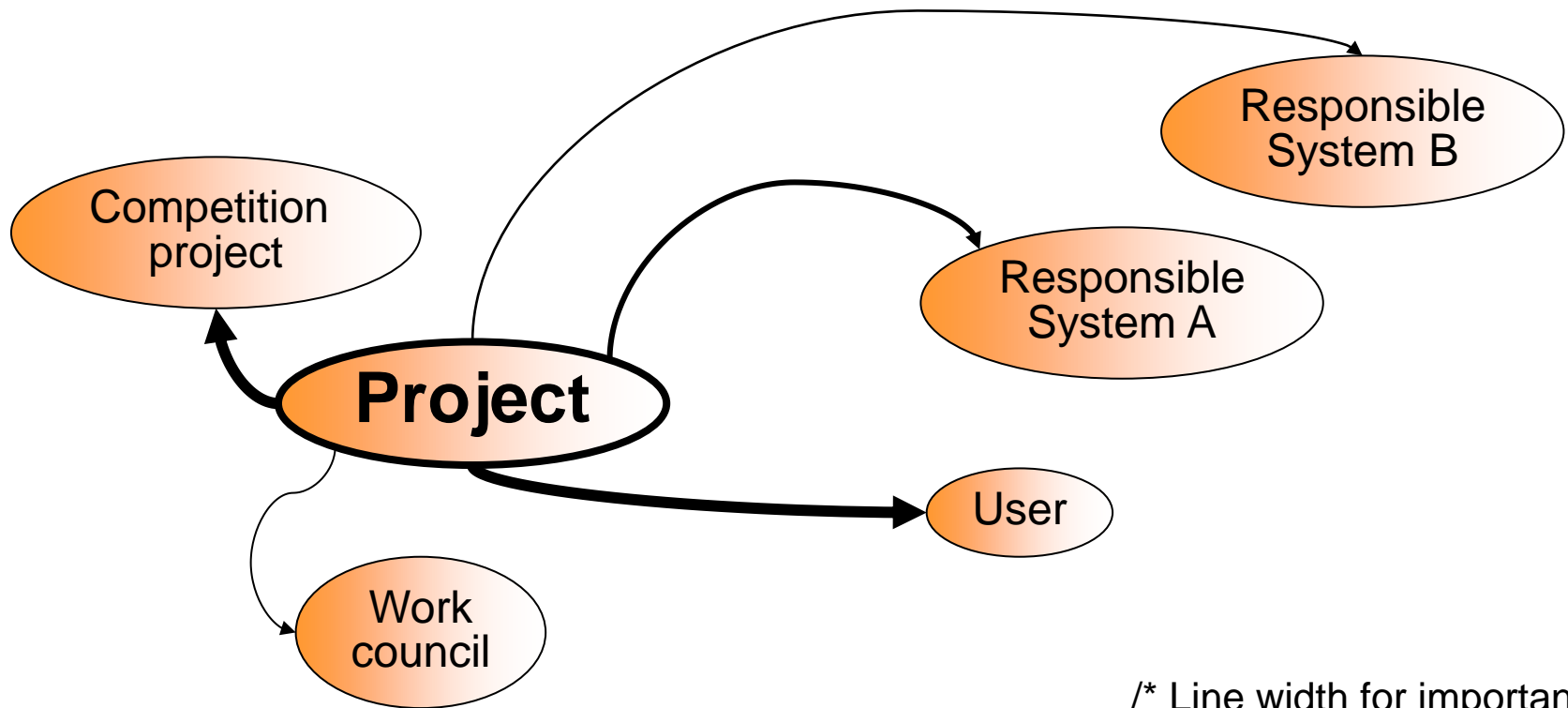
- Synonyms: Project environment analysis, stakeholder analysis
- Goal: Identifying of all involved people, who (could) play a role in the project, and involving them
- Ideas
 - Who is confronted with the project, who is affected, who has to be integrated how?
 - Are there projects working on the same topic?
 - Are there projects needing the same resources?
 - Which systems, processes are involved?
 - Political situation: Are there sponsors, competitors?

Environment Analysis

- Recommended methods
 - Mind map
to get an overview
 - RACI-Matrix (Responsibility matrix)
 - **Responsible**, i. e. disciplinary responsible
 - **Accountable**, i. e. responsible concerning the cost center point of view
 - **Consulted**, i. e. giving specialist advice
 - **Informed**, i. e. needs information

Environment Analysis

- Mind Map, example



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Environment Analysis

- RACI matrix, example

Stakeholder	Possible role in project	Attitude concerning project	Possible influence / power	Measures / strategies
Director	A	positive	Very high	<ul style="list-style-type: none">• Regular communication once a week
Project manager	R	positive	High	
Customer	I	negative	High	<ul style="list-style-type: none">• Regular meeting 2 times a week, to be considered in Beta testing
User	C	negative	Low	<ul style="list-style-type: none">• User workshop with demo
Work council	I	positive	Medium	<ul style="list-style-type: none">• Execution of an information event

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Project Goals

- **Project goal** (**Synonyms:** *Project charter, Project objective, Project aim*):
Measurable result under defined constraints of a project [DIN 69901-5:2009-01]
- The complete goal descriptions could be covered by questions like
 - What?
 - When?
 - How much?
 - Where?

Project Goals

- Project goals are necessary
 - control the project
 - measure the project result
- Main goal/sub goals
- Non-goals differentiate the project and describe what the project renounces, means what should not be achieved
- A strategy describes how to achieve the goal

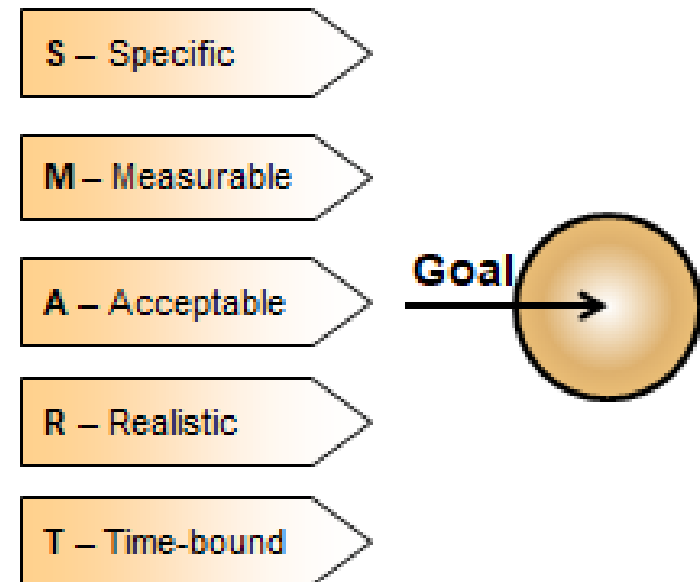
Project Goals

- How do I know the status of my project?
 - Making goals measurable
 - Description of solution concept (first draft)
 - Planning of review dates
- How could I make project goals measurable?
 - Prioritization
 - Definition of acceptance criteria
Describing, when the goal is reached
 - Operationalization of the goals
 - Performance goals
 - Time target
 - Cost target

Project Goals

SMART method to create goals

- **Specific**
The goal is described clearly, precisely, and consistently.
- **Measurable**
The goal is verifiable.
- **Acceptable**
The goal is exigent; it is challenging and positively worded.
- **Realistic**
The goal can be reached with given resources in given time; conditions are clarified.
- **Time-bound**
The goal should be reached by a specific date.



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Project Order

- **Project order** (**Synonyms:** *Project assignment, project brief, project contract, project definition, project scope*):
Agreement about deliveries and services of the parties to a contract [DIN 69901-5:2009-01].
- Typically we talk about a mandatory contract document, where a signing contracting body (customer) instructs a contractor (supplier) to perform the agreed services and commits to pay a corresponding commission

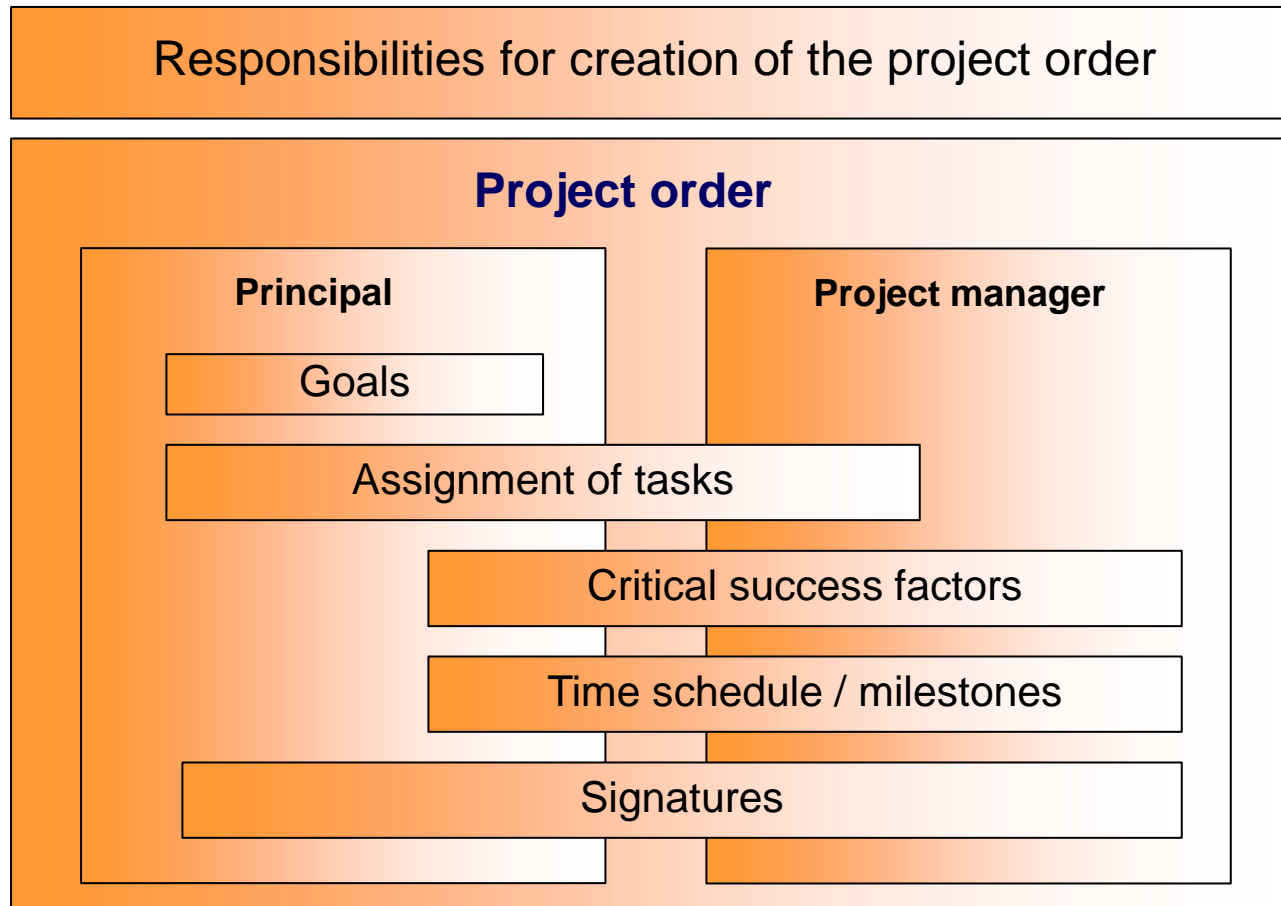
Project Order

- Clarify everything and write it down
- The project order should be confirmed in written form
- The project order is the formal start of a project
From this time on the project life cycle could be traced
- Hint
During this stage you should try to find high ranked sponsors and to inform them regularly

Project Order

- Typical content:
 - People involved, especially principal and contractor
 - Goals
 - Assignment of tasks
 - Expected project results
 - Critical success factors
 - Costs and benefits
 - Time schedule and milestones
 - Organization
 - Signature

Project Order



Project Order

- Example

Project order			
Project name	2 nd edition "Projektmanagement für die Praxis"	Project No.	SV_Bö_2.Aufl
Principal	Mr. xyz, Springer Vieweg, Wiesbaden		
Project manager	Daud Alam, Uwe Gühl		
Version/Date	1.0/31.10.2019	Status	In progress
Steering committee	./.		
Project team	Daud Alam, Uwe Gühl		
Project start	01.06.2019	Project end	30.04.2020
Objectives	Extension and revision of "Projektmanagement für die Praxis"		
Non-goals	The English edition will not be updated		
Project scope	<ol style="list-style-type: none"> 1. Additional chapter: Agility 2. Additional section: Change management 3. All templates available electronically 4. Revision and more exercises with solutions 		
Milestones	Regular communication every 2 months with discussion of status and proceeding.		
Contract value	1.000 Euro		

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Requirements Specification Document

- **Requirements specification document**
(**Synonyms:** *Statement of work, terms of reference, product requirements document*): describes the requirements by the customer concerning the deliveries and services of a contractor in a contract [DIN 69901-5:2009-01].
 - contents the expectations and desires concerning the planned product or service

Requirements Specification Document

- The principal should write the requirement specification, at least he should be responsible
- It is the basis to ask contractors for "Request for proposals"
- **What** should be created and delivered?
- Contents
 - Specification of the product to be created
 - Product requirements
 - General conditions for the product and requested services
 - Contracted conditions
 - Contractor requirements

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Technical Specification Document

- **Technical specification document**
(**Synonyms:** *Target specification, to-be-concept, feature specification, design specification*):
covers the developed realization plan by the contractor based on the requirements specification document by the customer [DIN 69901-5:2009-01].
 - contracted, detailed description of a service to be fulfilled

Technical Specification Document

- The technical specification document contains the "plan how to realize the requirements", developed by the contractor
- It describes how the "functional specification of the principal should be implemented"
- **How** should it be created and delivered?
- Contents
 - Detailed contents of the functional specification
 - Definitions concerning the realization

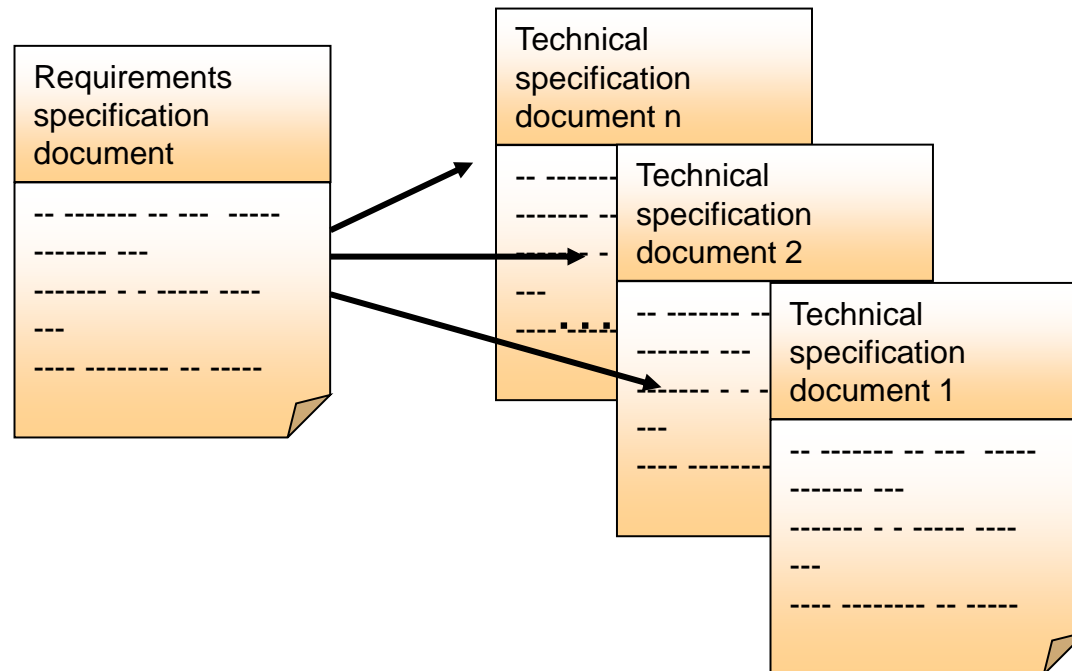
Technical Specification Document

- Depending on the project a collaborated target specification could content additionally the complete project plan, including time schedule and resource plans.

⇒ It is then realized at the end of the planning phase

Technical Specification Document

- It's possible that out of the requirements specification document many technical specification documents result, e.g. if there are competitors



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Summary



- Situation analysis to understand why a project is required
- Environmental analysis
 - helps in understanding the needs and concerns of people involved,
 - is basic for stakeholder management.
- Project goals to
 - be able to control the project,
 - measure the project output.

Summary



- A project order is the fundament of a project
 - Who is the principal, who is the contractor?
 - Project contract with agreement on project goals: Measurable goals, constraints to be considered, non-goals
 - First drafts for
 - project structure/project organization.
 - resource plan and time schedule.
 - communication plan.
 - project team.

Summary



- Requirement specification document:
What should be created and delivered?
... by customer
- Technical specification document:
How should it be created and delivered?
... by contractor