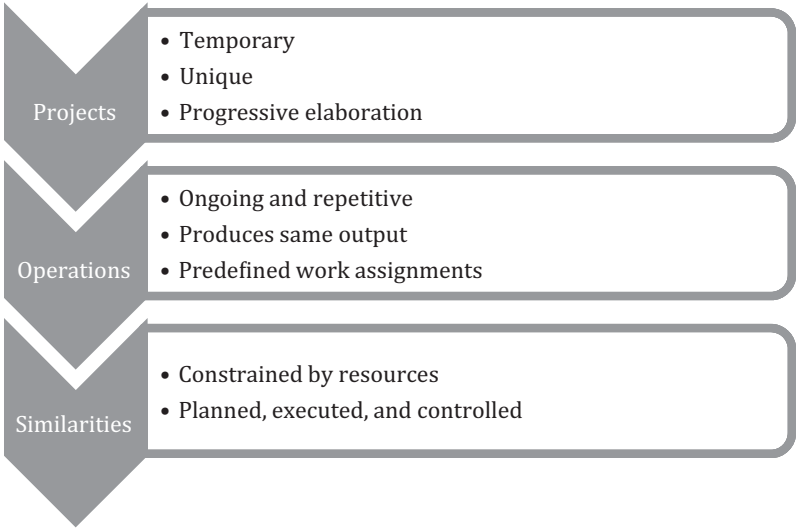

Figure 1.1: Projects and operations comparison

Statement of Work

Request Date	Project Name	
1/21/XX	Project Management Training	
Project Sponsor	Prepared By	Project Type
Mary Willie	Mary Willie	Small

Business Information

Business Area
Project Management Training Department
Business Need
Project management training to allow for consistent use of the project management methodology, and to demonstrate how to effectively and efficiently use the project management processes, tools, and techniques.
Product Scope Description
To develop and deliver 10 project management courses: two introductory or beginning level, three intermediate level, and five advanced level.
Link to Strategic Objective
Increase operational efficiency and effectiveness by implementing project management processes and provide project management training.

Figure 4.1: Statement of work

Project Request

Request Date	Project Name	
1/21/XX	Project Management Overview course	
Project Sponsor	**Prepared By**	**Project Type**
Mary Willie	Yvette Bennett	Small

Business Information

Business Area
Project Management Training Department
Business Need
Project management training to allow for consistent use of the project management methodology, and to demonstrate how to effectively and efficiently use the project management tools and techniques.
Link to Strategic Objective
Increase operational efficiency and effectiveness by implementing project management processes and provide project management training.
Customer
Training department

Project Description

Objective
Develop a beginning level project management course that can be offered to the general public beginning third quarter 20XX.
Scope
The project scope includes: classroom training materials for the facilitator and participants. A blended training solution is desired; however, solutions must work with existing technology. Out of scope: purchase of new technology.
Desired Completion Date
5/31/XX
Preliminary Funding Estimate
$100,000 from training budget

Figure 4.2: Project request

Project Information

Assumptions
No outside resources will be required to develop the course materials. Blended solution will work with existing technology.
Issues
None at this time.
Risks
Existing technology may not support the blended training solution.
Acceptance Criteria
Course materials are approved by the pilot team.

Approvals

Project Sponsor: _____

Business Owner: _____

Figure 4.2: (continued)

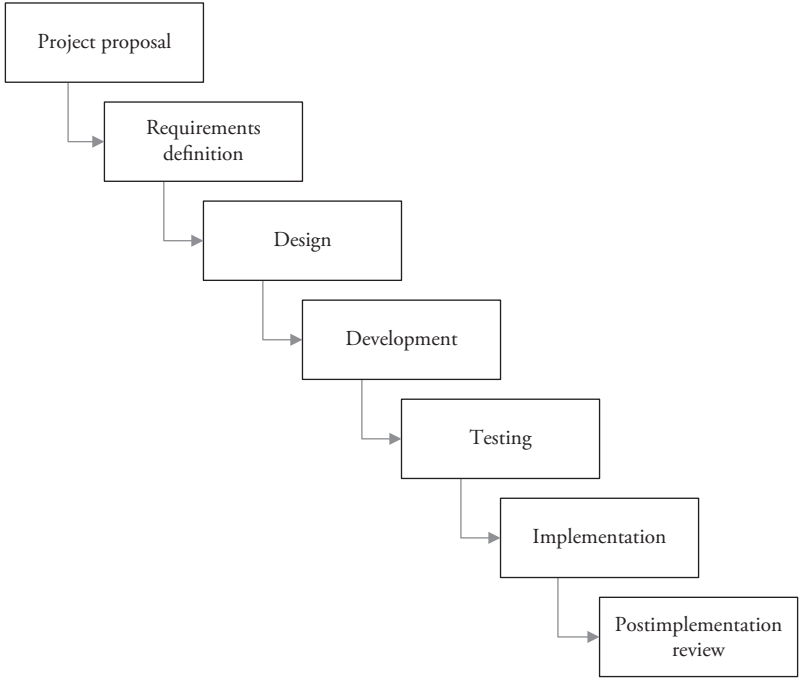

Figure 5.1: Generic project life cycle

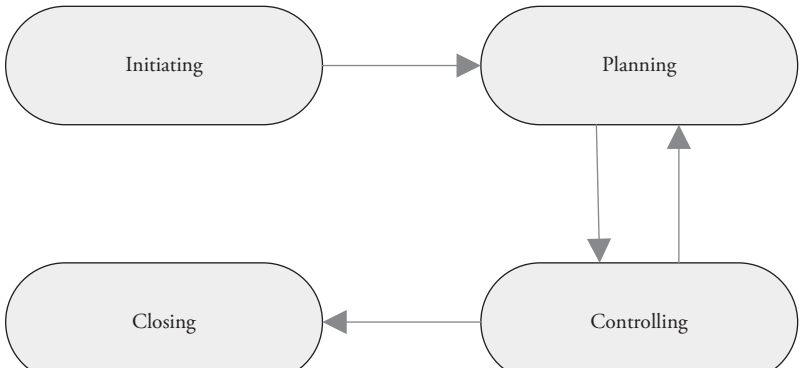

Figure 5.2: SPM Project Management Process

Plan project activities.

Analyze the situation and ask questions.

Lead the project activities.

Monitor and control time and resources.

Figure 5.3: PALM principle

Project Charter

Project Number	Project Name	
S107	Project Management Overview course	
Prepared by	**Date**	**Project Type**
Symone Lewis	1/21/XX	Small

Project Description

Background Information—Project Purpose
Jackson Project Management Group will begin offering project management training courses later this year. A training department was established to develop and deliver training courses. The Project Management Overview course will be the first course.
Project Objectives
Develop a beginning level project management course that can be offered to the general public beginning third quarter 20XX.
Project Scope
In scope: classroom training materials for the facilitator and participants. Out of scope: web-based training solutions and course delivery to the public.
Project Budget
$100,000 from training budget.

Project Information

High Level Deliverables	
Participant's manual, facilitator's manual, presentation slides, case study	
Milestone Summary	
• Requirements defined	1st quarter
• Instructional design completed	1st quarter
• Course developed	2nd quarter
• Pilot started	2nd quarter
• Course materials finalized	2nd quarter
Assumptions	
• No outside resources will be required to develop the course materials.	
Constraints	
• JPMG consultants must be available to participate in the pilot. • Course materials must be completed in time for third quarter delivery.	

Figure 6.1: Project charter

Technical Decisions
No new technology will be included in this project.
Dependencies with Other Projects
None
Overall Project Risk
Existing technology may not support the blended training solution.

Key Project Stakeholders

Project Sponsor
Mary Willie, JPMG Training Vice President
Business Owner
Yvette Bennett, JPMG Training Director
Project Manager
Symone Lewis
Other Project Stakeholders
Faye Jackson, JPMG President
Core Team Members
Instructional designer, trainer, administrative assistant, JPMG consultants

Supporting Information

Business Process Impact
None
Acceptance Criteria
Course materials are approved by the pilot team.

Approvals

Project Sponsor: _____

Business Owner: _____

Figure 6.1: (continued)

Assumption Log

ID	A/C	Category	Assumption/Constraint	Responsible Party	Due Date	Actions	Status	Comments
1	A	Resources	No outside resources will be required to develop the course materials.	Symone Lewis	2/14/XX		Active	
2	C	Resources	JPMG consultants must be available to participate in the pilot.	Rachel Thompson	4/1/XX		Active	
3	C	Delivery	Course materials must be completed in time for third quarter delivery.	Caleb Lett	6/30/XX		Active	

Figure 6.2: Assumption log

Project Charter Lite

Project Number	Project Name	
A-TJ06	Project Management Process presentation	
Prepared by	**Date**	**Project Type**
Herman Edwards	5/1/XX	Simple

Project Description

Project Objectives
Develop a project management process presentation to serve as a marketing tool for the JPMG project management introduction course.
Stakeholders
Yvette Bennett, training director and project sponsor Pilot team from project management training project
Project Scope
In scope: project management process overview Out of scope: project management tools and techniques
Major Deliverables
Presentation slides, activities, handouts
Assumptions
The pilot team from the project management overview course will review the presentation.
Constraints
Material must be consistent with the project management overview course
Risk Factors
Significant changes resulting from the project management overview course pilot cause rework for the project management process presentation.
Dependencies with Other Projects
Project Management Overview course project
Acceptance Criteria
Presentation approved by the pilot team

Figure 6.3: Project charter lite

Stakeholder Register					
Project Title: Project Management Overview course **Date Prepared**: 1/21/XX					
ID	Name	Position	Project Role	Contact Information	Expectations
1	Faye Jackson	President	Executive		
2	Mary Willie	Vice-President	Sponsor		
3	Yvette Bennett	Director	Business Owner		
4	Symone Lewis	Project Manager	Project Manager		
5	Caleb Lett	Consultant	SME		
6	Rachel Thompson	Consultant	SME		
7	Joseph Moore	Instructional Designer	SME		
8	Robert Christian	Trainer	SME		
9	Edwin Stewart	Analyst	Administrative Assistant		

Figure 6.4: Stakeholder register

Requirements Documentation							
Project Title: Project Management Overview course **Date Prepared:** 1/21/XX							
ID	Requirement	Stakeholder	Type	Priority	Acceptance Criteria	Test or Verification	Phase or Release
1	Initiation process presentation slides, activities, and handouts	Sponsor, Mary Willie	Solution	High	Training materials must align with project initiation process.	Initiation pilot	n/a
2	Planning process presentation slides, activities, and handouts	Sponsor, Mary Willie	Solution	High	Training materials must align with project planning process.	Planning pilot	n/a

Figure 7.1: Requirements documentation

Scope Statement

Project Number	Project Name	
S107	Project Management Overview course	
Prepared by	**Date**	**Project Type**
Symone Lewis	1/21/XX	Small

Project Scope Description
Develop a beginning level project management course that can be offered to the general public beginning third quarter 20XX. The project will include the development of classroom training materials for the facilitator and participants. • Facilitator materials include PowerPoint slides with speaker notes, case study discussion questions and answers, and practice project discussion questions and answers • Participant materials include PowerPoint slides in handout format, case study, discussion questions, and practice project.
Deliverables
• Project management plan • Training requirements document • Instructional design document • Case study materials • Practice project scenario and expected results • Facilitator's manual • Participant's material • Pilot results
Acceptance Criteria
Course materials are approved by the pilot team. The pilot should include a representative of project management consultants and trainers.
Project Exclusions
Web-based training solutions and course delivery to the public.

Figure 7.2: Scope statement

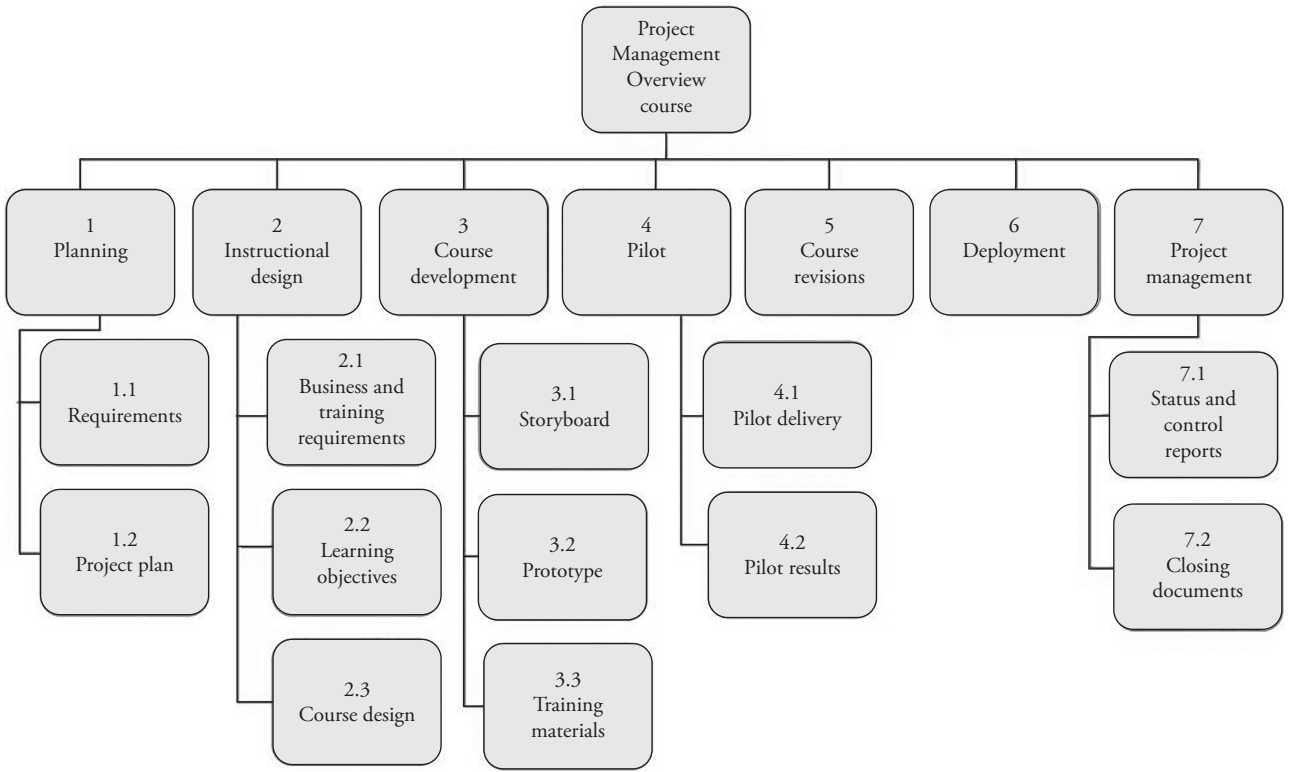

Figure 7.3: WBS—Project Management Overview course

WBS	Deliverable
1	Planning
1.1	Requirements
1.2	Project Plan
2	Instructional Design
2.1	Business and Training Requirements
2.2	Learning Objectives
2.3	Course Design
3	Course Development
3.1	Storyboard
3.2	Prototype
3.3	Training Materials
4	Pilot
4.1	Pilot Delivery
4.2	Pilot Results
5	Course Revisions
6	Deployment
7	Project Management
7.1	Status and Control Reports
7.2	Closing Documents

Figure 7.4: WBS outline format

WBS	Activity Name
1	Planning
1.1	Requirements
1.1.1	Develop project requirements
1.2	Project Plan
1.2.1	Develop subsidiary plans
1.2.2	Consolidate subsidiary plans into project plan
2	Instructional Design
2.1	Business and Training Requirements
2.1.1	Analyze business needs
2.1.2	Analyze training needs
2.1.3	Develop learners' profile
2.1.4	Identify branding requirements
2.2	Learning Objectives
2.2.1	Frame learning objectives
2.2.2	Develop learning objectives
2.3	Course Design
2.3.1	Develop topic list
2.3.2	Develop instructonal approach
2.3.3	Identify activities
3	Course Development
3.1	Storyboard
3.1.1	Create storyboard
3.1.2	Develop related content
3.2	Prototype
3.2.1	Develop functional prototype
3.2.2	Review and approve prototype
3.3	Training Materials
3.3.1	Develop case study
3.3.2	Develop practice project
3.3.3	Develop training materials
4	Pilot
4.1	Pilot Delivery
4.1.1	Schedule pilot
4.1.2	Conduct pilot

Figure 7.5: Activity list—deliverables and activities

WBS	Activity Name
4.2	Pilot Results
4.2.1	Analyze pilot results
4.2.2	Share pilot results with stakeholders
5	Course Revisions
5.1	Revise Course Materials
6	Deployment
6.1	Transition
6.2	Support Training
7	Project Management
7.1	Status and Control Reports
7.1.1	Prepare status and control reports
7.2	Closing Documents
7.2.1	Conduct project closure meeting
7.2.2	Develop project closure document

Figure 7.5: (continued)

WBS	Activity Name	Resource Names	Start	Finish	Status
1	Planning				
1.1	Requirements				
1.1.1	Develop project requirements	Symone Lewis	02/03/20	02/05/20	
1.2	Project Plan				
1.2.1	Develop subsidiary plans	Symone Lewis	02/06/20	02/12/20	
1.2.2	Consolidate subsidiary plans into project plan	Symone Lewis	02/13/20	02/13/20	
2	Instructional Design				
2.1	Business and Training Requirements				
2.1.1	Analyze business needs	Caleb Lett, Rachel Thompson	02/14/20	02/18/20	
2.1.2	Analyze training needs	Robert Christian	02/14/20	02/18/20	
2.1.3	Develop learners' profile	Joseph Moore	02/19/20	02/20/20	
2.1.4	Identify branding requirements	Joseph Moore	02/21/20	02/24/20	
2.1.5	Review and approve requirements	Yvette Bennett	02/25/20	02/27/20	
2.2	Learning Objectives				
2.2.1	Frame learning objectives	Joseph Moore	02/28/20	03/03/20	
2.2.2	Develop learning objectives	Edwin Stewart	03/04/20	03/10/20	
2.3	Course Design				
2.3.1	Develop topic list	Robert Christian	03/11/20	03/12/20	

Figure 7.6: Detailed activitiy list

WBS	Activity Name	Resource Names	Start	Finish	Status
2.3.2	Develop instructional approach	Joseph Moore	03/13/20	03/16/20	
2.3.3	Identify activities	Robert Christian	03/17/20	03/18/20	
3	Course Development				
3.1	Storyboard				
3.1.1	Create storyboard	Joseph Moore	03/19/20	03/23/20	
3.1.2	Develop related content	Caleb Lett, Rachel Thompson	03/24/20	03/26/20	
3.2	Prototype				
3.2.1	Develop functional prototype	Joseph Moore, Robert Christian	03/27/20	03/31/20	
3.2.2	Review and approve prototype	Yvette Bennett	04/01/20	04/03/20	
3.3	Training Materials				
3.3.1	Develop case study	Caleb Lett	03/24/20	03/30/20	
3.3.2	Develop practice project	Rachel Thompson	03/24/20	03/30/20	
3.3.3	Develop training materials	Robert Christian	04/06/20	04/13/20	
4	Pilot				
4.1	Pilot Delivery				
4.1.1	Schedule pilot	Edwin Stewart	02/14/20	02/20/20	
4.1.2	Conduct pilot	Robert Christian	04/14/20	04/15/20	
4.2	Pilot Results				
4.2.1	Analyze pilot results	Caleb Lett, Rachel Thompson	04/16/20	04/24/20	
4.2.2	Share pilot results with stakeholders	Symone Lewis, Yvette Bennett	04/27/20	04/29/20	
5	Course Revisions				
5.1	Revise Course Materials	Robert Christian	04/30/20	05/13/20	

Figure 7.6: (continued)

WBS	Activity Name	Resource Names	Start	Finish	Status
6	Deployment				
6.1	Transition	Symone Lewis	05/14/20	05/15/20	
6.2	Support Training	Robert Christian	05/15/19	05/21/20	
7	Project Management				
7.1	Status and Control Reports			05/29/20	
7.1.1	Prepare status and control reports	Symone Lewis	02/14/20	05/29/20	
7.2	Closing Documents				
7.2.1	Conduct project closure meeting	Symone Lewis	05/15/20	05/18/20	
7.2.2	Develop project closure document	Symone Lewis	05/19/20	05/29/20	

Figure 7.6: (continued)

Milestone List		
No.	Description	Date
1	Requirements Defined	02/27/20
2	Instructional Design Completed	03/18/20
3	Course Developed	04/13/20
4	Pilot Started	04/15/20
5	Course Materials Finalized	05/13/20

Figure 7.7: Milestone list

WBS	Activity Name	Duration	Start	Finish	Resource Names
1	**Planning**	**9 days**	**02/03/20**	**02/13/20**	
1.1	**Requirements**	**3 days**	**02/03/20**	**02/05/20**	
1.1.1	Develop project requirements	3 days	02/03/20	02/05/20	Symone Lewis
1.2	**Project Plan**	**6 days**	**02/06/20**	**02/13/20**	
1.2.1	Develop subsidiary plans	5 days	02/06/20	02/12/20	Symone Lewis
1.2.2	Consolidate subsidiary plans into project plan	1 day	02/13/20	02/13/20	Symone Lewis
2	**Instructional Design**	**24 days**	**02/14/20**	**03/18/20**	
2.1	**Business and Training Requirements**	**10 days**	**02/14/20**	**02/27/20**	
2.1.1	Analyze business needs	3 days	02/14/20	02/18/20	Caleb Lett, Rachel Thomas
2.1.2	Analyze training needs	3 days	02/14/20	02/18/20	Robert Christian
2.1.3	Develop learners' profile	2 days	02/19/20	02/20/20	Joseph Moore
2.1.4	Identify branding requirements	2 days	02/21/20	02/24/20	Joseph Moore
2.1.5	Review and approve requirements	3 days	02/25/20	02/27/20	Yvette Bennett
2.1.6	Requirements defined	0 days	02/27/20	02/27/20	
2.2	Learning Objectives	8 days	Fri 2/28/20	Tue 3/10/20	
2.2.1	Frame learning objectives	3 days	Fri 2/28/20	Tue 3/3/20	Joseph Moore
2.2.2	Develop learning objectives	5 days	Wed 3/4/20	Tue 3/10/20	Edwin Stewart
2.3	Course Design	6 days	Wed 3/11/20	Wed 3/18/20	

Figure 7.8: Project schedule—Excel version

WBS	Activity Name	Duration	Start	Finish	Resource Names
2.3.1	Develop topic list	2 days	Wed 3/11/20	Thu 3/12/20	Robert Christian
2.3.2	Develop instructional approach	2 days	Fri 3/13/20	Mon 3/16/20	Joseph Moore
2.3.3	Identify activities	2 days	Tue 3/17/20	Wed 3/18/20	Robert Christian
2.3.4	Instructional design completed	0 days	Wed 3/18/20	Wed 3/18/20	
3	Course Development	18 days	Thu 3/19/20	Mon 4/13/20	
3.1	Storyboard	6 days	Thu 3/19/20	Thu 3/26/20	
3.1.1	Create storyboard	3 days	Thu 3/19/20	Mon 3/23/20	Joseph Moore
3.1.2	Develop related content	3 days	Tue 3/24/20	Thu 3/26/20	Caleb Lett, Rachel Thomas
3.2	Prototype	6 days	Fri 3/27/20	Fri 4/3/20	
3.2.1	Develop functional prototype	3 days	Fri 3/27/20	Tue 3/31/20	Joseph Moore, Robert Christian
3.2.2	Review and approve prototype	3 days	Wed 4/1/20	Fri 4/3/20	Yvette Bennett
3.3	Training Materials	15 days	Tue 3/24/20	Mon 4/13/20	
3.3.1	Develop case study	5 days	Tue 3/24/20	Mon 3/30/20	Caleb Lett
3.3.2	Develop practice project	5 days	Tue 3/24/20	Mon 3/30/20	Rachel Thomas
3.3.3	Develop training materials	6 days	Mon 4/6/20	Mon 4/13/20	Robert Christian
3.3.4	Course developed	0 days	Mon 4/13/20	Mon 4/13/20	
4	Pilot	54 days	Fri 2/14/20	Wed 4/29/20	
4.1	Pilot Delivery	44 days	Fri 2/14/20	Wed 4/15/20	

Figure 7.8: (continued)

WBS	Activity Name	Duration	Start	Finish	Resource Names
4.1.1	Schedule pilot	5 days	Fri 2/14/20	Thu 2/20/20	Edwin Stewart
4.1.2	Conduct pilot	2 days	Tue 4/14/20	Wed 4/15/20	Robert Christian
4.1.3	Pilot started	0 days	Wed 4/15/20	Wed 4/15/20	
4.2	Pilot Results	10 days	Thu 4/16/20	Wed 4/29/20	
4.2.1	Analyze pilot results	7 days	Thu 4/16/20	Fri 4/24/20	Caleb Lett, Rachel Thomas
4.2.2	Share pilot results with stakeholders	3 days	Mon 4/27/20	Wed 4/29/20	Symone Lewis, Yvette Bennett
5	Course Revisions	10 days	Thu 4/30/20	Wed 5/13/20	
5.1	Revise Course Materials	10 days	Thu 4/30/20	Wed 5/13/20	Robert Christian
5.2	Course Materials Finalized	0 days	Wed 5/13/20	Wed 5/13/20	
6	Deployment	6 days	Thu 5/14/20	Thu 5/21/20	
6.1	Transition	1 day	Thu 5/14/20	Thu 5/14/20	Symone Lewis
6.2	Support Training	5 days	Fri 5/15/20	Thu 5/21/20	Robert Christian
7	Project Management	76 days	Fri 2/14/20	Fri 5/29/20	
7.1	Status and Control Reports	76 days	Fri 2/14/20	Fri 5/29/20	
7.1.1	Prepare status and control reports	76 days	Fri 2/14/20	Fri 5/29/20	Symone Lewis
7.2	Closing Documents	11 days	Fri 5/15/20	Fri 5/29/20	
7.2.1	Conduct project closure meeting	2 days	Fri 5/15/20	Mon 5/18/20	Symone Lewis
7.2.2	Develop project closure document	9 days	Tue 5/19/20	Fri 5/29/20	Symone Lewis

Figure 7.8: (continued)

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	**Planning**	**9 days**	**Mon 2/3/20**	**Thu 2/13/20**		
1.1	**Requirements**	**3 days**	**Mon 2/3/20**	**Wed 2/5/20**		
1.1.1	Develop project requirements	3 days	Mon 2/3/20	Wed 2/5/20		Symone Lewis
1.2	**Project Plan**	**6 days**	**Thu 2/6/20**	**Thu 2/13/20**		
1.2.1	Develop subsidiary plans	5 days	Thu 2/6/20	Wed 2/12/20	3	Symone Lewis
1.2.2	Consolidate subsidiary plans into project plan	1 day	Thu 2/13/20	Thu 2/13/20	5	Symone Lewis
2	**Instructional Design**	**24 days**	**Fri 2/14/20**	**Wed 3/18/20**		
2.1	**Business and Training Requirements**	**10 days**	**Fri 2/14/20**	**Thu 2/27/20**		
2.1.1	Analyze business needs	3 days	Fri 2/14/20	Tue 2/18/20	6	Caleb Lett, Rachel Thompson
2.1.2	Analyze training needs	3 days	Fri 2/14/20	Tue 2/18/20	6	Robert Christian
2.1.3	Develop learners' profile	2 days	Wed 2/19/20	Thu 2/20/20	10, 9	Joseph Moore
2.1.4	Identify branding requirements	2 days	Fri 2/21/20	Mon 2/24/20	11	Joseph Moore
2.1.5	Review and approve requirements	3 days	Tue 2/25/20	Thu 2/27/20	12	Yvette Bennett
2.1.6	Requirements defined	0 days	Thu 2/27/20	Thu 2/27/20	13	
2.2	**Learning Objectives**	**8 days**	**Fri 2/28/20**	**Tue 3/10/20**		
2.2.1	Frame learning objectives	3 days	Fri 2/28/20	Tue 3/3/20	13	Joseph Moore
2.2.2	Develop learning objectives	5 days	Wed 3/4/20	Tue 3/10/20	16	Edwin Stewart
2.3	**Course Design**	**6 days**	**Wed 3/11/20**	**Wed 3/18/20**		
2.3.1	Develop topic list	2 days	Wed 3/11/20	Thu 3/12/20	17	Robert Christian
2.3.2	Develop instructional approach	2 days	Fri 3/13/20	Mon 3/16/20	19	Joseph Moore
2.3.3	Identify activities	2 days	Tue 3/17/20	Wed 3/18/20	20	Robert Christian
2.3.4	Instructional design completed	0 days	Wed 3/18/20	Wed 3/18/20	21	
3	**Course Development**	**18 days**	**Thu 3/19/20**	**Mon 4/13/20**		
3.1	**Storyboard**	**6 days**	**Thu 3/19/20**	**Thu 3/26/20**		
3.1.1	Create storyboard	3 days	Thu 3/19/20	Mon 3/23/20	21	Joseph Moore
3.1.2	Develop related content	3 days	Tue 3/24/20	Thu 3/26/20	25	Caleb Lett, Rachel Thompson

Figure 7.9: Project schedule—task sheet view in Project

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names
3.2	**Prototype**	**6 days**	**Fri 3/27/20**	**Fri 4/3/20**		
3.2.1	Develop functional prototype	3 days	Fri 3/27/20	Tue 3/31/20	26	Joseph Moore, Robert Christian
3.2.2	Review and approve prototype	3 days	Wed 4/1/20	Fri 4/3/20	28	Yvette Bennett
3.3	**Training Materials**	**15 days**	**Tue 3/24/20**	**Mon 4/13/20**		
3.3.1	Develop case study	5 days	Tue 3/24/20	Mon 3/30/20	25	Caleb Lett
3.3.2	Develop practice project	5 days	Tue 3/24/20	Mon 3/30/20	25	Rachel Thompson
3.3.3	Develop training materials	6 days	Mon 4/6/20	Mon 4/13/20	29	Robert Christian
3.3.4	Course developed	0 days	Mon 4/13/20	Mon 4/13/20	33	
4	**Pilot**	**54 days**	**Fri 2/14/20**	**Wed 4/29/20**		
4.1	**Pilot Delivery**	**44 days**	**Fri 2/14/20**	**Wed 4/15/20**		
4.1.1	Schedule pilot	5 days	Fri 2/14/20	Thu 2/20/20	6	Edwin Stewart
4.1.2	Conduct pilot	2 days	Tue 4/14/20	Wed 4/15/20	6, 33	Robert Christian
4.1.3	Pilot started	0 days	Wed 4/15/20	Wed 4/15/20	38	
4.2	**Pilot Results**	**10 days**	**Thu 4/16/20**	**Wed 4/29/20**		
4.2.1	Analyze pilot results	7 days	Thu 4/16/20	Fri 4/24/20	38	Caleb Lett, Rachel Thompson
4.2.2	Share pilot results with stakeholders	3 days	Mon 4/27/20	Wed 4/29/20	41	Symone Lewis, Yvette Bennett
5	**Course Revisions**	**10 days**	**Thu 4/30/20**	**Wed 5/13/20**		
5.1	Revise Course Materials	10 days	Thu 4/30/20	Wed 5/13/20	42	Robert Christian
5.2	*Course Materials Finalized*	0 days	Wed 5/13/20	Wed 5/13/20	44	
6	**Deployment**	**6 days**	**Thu 5/14/20**	**Thu 5/21/20**		
6.1	Transition	1 day	Thu 5/14/20	Thu 5/14/20	44	Symone Lewis
6.2	Support Training	5 days	Fri 5/15/20	Thu 5/21/20	47	Robert Christian
7	**Project Management**	**76 days**	**Fri 2/14/20**	**Fri 5/29/20**		
7.1	**Status and Control Reports**	**76 days**	**Fri 2/14/20**	**Fri 5/29/20**		
7.1.1	Prepare status and control reports	76 days	Fri 2/14/20	Fri 5/29/20	6	Symone Lewis
7.2	**Closing Documents**	**11 days**	**Fri 5/15/20**	**Fri 5/29/20**		
7.2.1	Conduct project closure meeting	2 days	Fri 5/15/20	Mon 5/18/20	47	Symone Lewis
7.2.2	Develop project closure document	9 days	Tue 5/19/20	Fri 5/29/20	53	Symone Lewis

Figure 7.9: (continued)

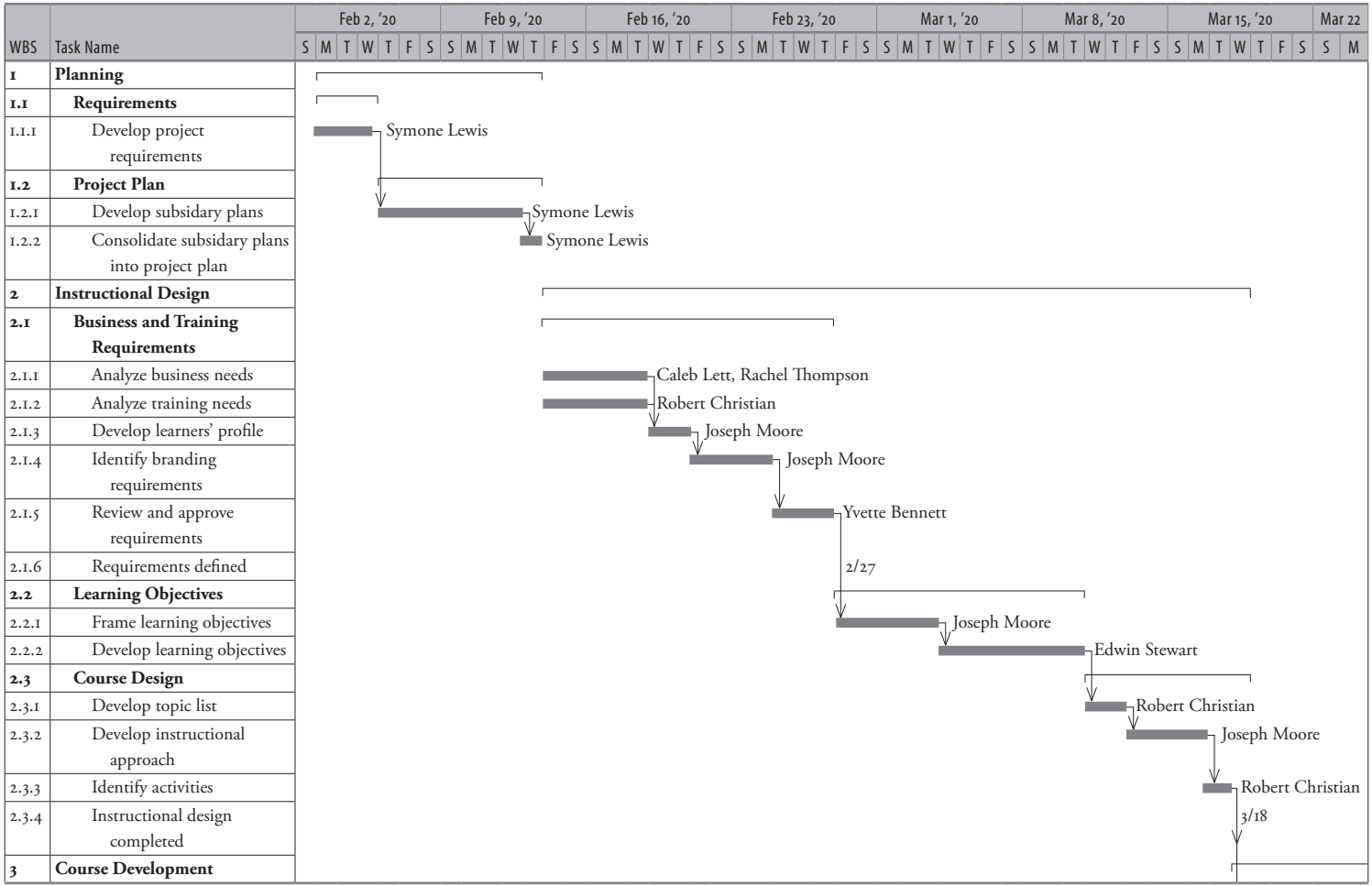

Figure 7.10: Project Schedule—Gantt chart view in Project

Task Name	Date	1st Quarter			2nd Quarter			3rd Quarter		
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Requirements Defined	Thu 2/27		2/27							
Instructional Design Completed	Wed 3/18			3/18						
Course Developed	Mon 4/13				4/13					
Pilot Started	Wed 4/15				4/15					
Course Materials Finalized	Wed 5/13					5/13				

Figure 7.11: Milestone chart in Project

Risk Register								
Number	Status	Category	Risk Event	Probability	Impact	Priority	Risk Response	Owner
1		Technology	If existing technology does not support the blended training solution, then the course development work cannot proceed as planned.					Robert Christian
2		Project Management	The project manager is working on several medium-sized projects. If the project manager does not have time to work on this small project, then the project activities may fall behind schedule.					Symone Lewis
3		Design	The trainer who also has course development expertise is looking for new opportunities. If the trainer leaves the organization, then the project would lose a key resource and the instructional design document may be late or not meet the quality requirements.					Joseph Moore

Figure 7.12: Risk register

Probability Rating	Occurrence	Meaning
Zero	Will not occur	There is no chance that this risk will occur.
Low (L)	Unlikely to occur but could	The probability that this event will occur is between 1 and 40%.
Medium (M)	May occur	The probability that this event will occur is between 41 and 70%.
High (H)	Likely to occur	The probability that this event will occur is between 71 and 99%.
Certainty (Assumption)	Not a risk	If the probability of occurrence is 100%, then that means it is not a risk but an assumption.

Figure 7.13: Probability rating

Level of Impact	Meaning
Zero	There is no impact if this risk should occur. Therefore, it is not truly a risk.
Low—Little impact	The impact on the project is minor but would be noticed by the customer or sponsor and would create minor customer dissatisfaction. More than 5% time increase or <10% cost increase.
Medium—Some impact to the project schedule	The impact to the project is moderate and would create customer and/or sponsor dissatisfaction with the project. Five percent to 10% time increase or 10–20% cost increase.
High—Major impact to the project schedule	The impact is major and could create significant customer or corporate dissatisfaction. It could jeopardize the project. Less than 10% time increase or >20% cost increase.

Figure 7.14: Impact levels

Probability	Impact	Priority
Low	Low	Low
Low	Medium	Medium
Low	High	Medium
Medium	Low	Medium
Medium	Medium	Medium
Medium	High	High
High	Low	Medium
High	Medium	Medium
High	High	High

Figure 7.15: Risk priority

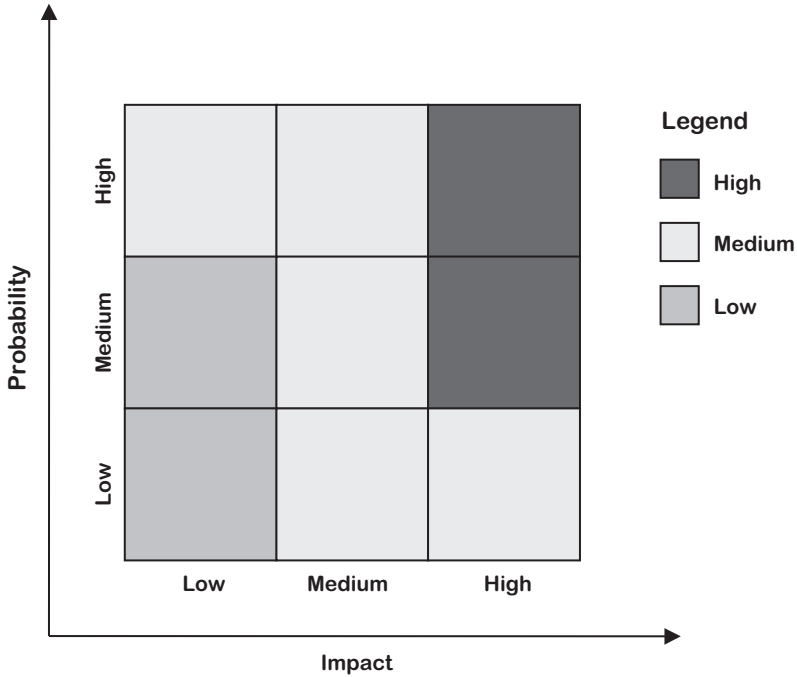

Figure 7.16: Probability impact risk matrix

Risk Response	Risk Response Type	Definition	When to Use	Example
Escalation	Shift Responsibility	Risks that are outside the scope of the project and should be managed at the program level, portfolio level, or other relevant part of the organization. After escalation, these risks are not monitored further by the project team; however, they may be recorded for information.	Use when the project team or project sponsor agrees that risk is outside the scope of the project and that the proposed risk response could exceed the project manager's authority.	Five projects are part of a data warehouse program. The same risk has been reported by three of the projects in the program. This risk should be escalated to the program manager and managed at the program level.
Avoidance	Preventive	Risk avoidance is changing the project plan to eliminate the risk or condition or to protect the project objectives from its impact. Risk avoidance eliminates the threat of a specific risk by eliminating its cause.	Always use as the first line of defense. Use with all risks whenever possible.	Clarifying requirements, obtaining information, improving communication, reducing scope to avoid high-risk activities, adding resources or time, adopting a familiar approach instead of an innovative one.
Mitigation	Preventive	To mitigate a risk is to reduce the probability or impact of the risk to an acceptable level.	If the risk cannot be avoided, then it may be possible to reduce its probability or impact.	Adopting less complex processes, incorporating additional processes for new activities, adding resources or time to the schedule.

Figure 7.17: Risk responses

Risk Response	Risk Response Type	Definition	When to Use	Example
Transference	Shift Responsibility	Risk transfer is seeking to shift the risk to a third party together with ownership of the response. Transferring the risk simply gives another party responsibility for its management; it does not eliminate it.	When outsourcing is a possibility.	Insurance, performance bonds, warranties, guarantees, and contracts.
Acceptance	Reactive	Acceptance indicates that the project team has decided not to deal with a risk or is unable to identify any other suitable response strategy. Active acceptance may involve having a contingency plan should a risk occur. Passive acceptance requires no action, leaving the project team to deal with the risks as they occur.	When there is no practical way to reduce or eliminate the risk, or when it is cost-prohibitive to do so.	Externally imposed constraints, regulations, or mandatory tasks. Dependent projects over which you have no control.

Figure 7.17: (continued)

Risk Register								
Number	Status	Category	Risk Event	Probability	Impact	Priority	Risk Response	Owner
1		Technology	If existing technology does not support the blended training solution, then the course development work cannot proceed as planned.	Medium	High	Medium	Evaluate the technology and research the options.	Robert Christian
2		Project Management	The project manager is working on several medium-sized projects. If the project manager does not have time to work on this small project, then the project activities may fall behind schedule.	Medium	High	Medium	Determine if some of the work can be transferred to the analyst on the project. Determine if an administrative assistant can support some of the routine project management activities.	Symone Lewis
3		Design	The trainer who also has course development expertise is looking for new opportunities. If the trainer leaves the organization, then the project would lose a key resource and the instructional design document may be late or not meet the quality requirements.	High	High	High	Make sure knowledge transfer is occurring at every phase of the project.	Joseph Moore

Figure 7.18: Updated risk register

Communications Matrix				
No.	Purpose/Description of Communication	Document / Medium Used	Audience	Frequency
1	Monitor project progress to plan	Monthly project status report	Sponsor Business owner	Monthly
2	Provide overall project status	Detailed weekly status report	Sponsor Business owner	Weekly
3	Manage project issues	Issues log	Project team	Weekly
4	Meeting management	Agenda and meeting minutes	Project team	Weekly

Figure 7.19: Communications matrix

Responsibility Assignment Matrix							
A = Approves, C = Creates	PM	Business Owner	Inst Des	Trainer	Consultant	Consultant	Analyst
I = Informs, R = Reviews, S = Supports	Symone Lewis	Yvette Bennett	Joseph Moore	Robert Christian	Caleb Lett	Rachel Thompson	Edwin Stewart
WBS Deliverable							
1.1 Requirements	C	A	I	I	I	I	I
1.2 Project Plan	C	A	I	I	I	I	I
2.1 Business and Training Requirements	R	A	C	S	S	S	
2.2 Learning Objectives	I		C	S	R	R	C
2.3 Course Design	R	A	C	S	S	S	
3.1 Storyboard	I		C	S	S	S	
3.2 Prototype	I		R	C			
3.3 Training Materials	R		S	C	R	R	S
4.1 Pilot Delivery	S	I	S	C	S	S	S
4.2 Pilot Results	I	I	S	S	C	C	
5 Course Revisions	R	A	S	C	S	S	
6 Deployment	C	I	I	C	I	I	

Figure 7.20: Responsibility assignment matrix

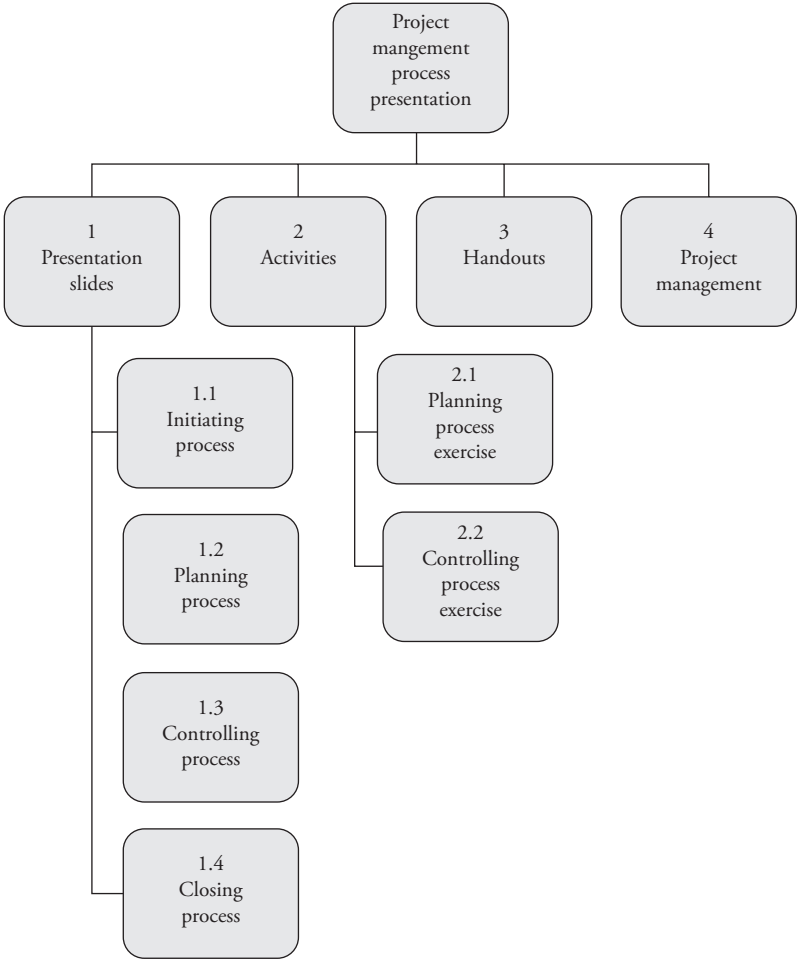

Figure 8.1: WBS for project management process presentation

Project Management Process Presentation
Action Plan

WBS	Activity	Resource	Start	Finish	Status
1	Presentation Slides				
1.1	Initiating Process				
	Develop Initiation Process Slides	Herman Edwards	5/2	5/2	
	Finalize Initiation Process Slides	Herman Edwards	5/8	5/12	
1.2	Planning Process				
	Develop Planning Process Slides	Herman Edwards	5/2	5/5	
	Finalize Planning Process Slides	Herman Edwards	5/8	5/12	
1.3	Controlling Process				
	Develop Controlling Process Slides	Herman Edwards	5/2	5/3	
	Finalize Controlling Process Slides	Herman Edwards	5/9	5/12	
1.4	Closing Process				
	Develop Closing Process Slides	Herman Edwards	5/4	5/5	
	Finalize Closing Process Slides	Herman Edwards	5/9	5/12	
2	Activities				
2.1	Planning Process Exercise				
	Develop Planning Process Exercises	Caleb Lett	5/8	5/10	
	Finalize Planning Process Exercises	Herman Edwards	5/13	5/14	
2.2	Controlling Exercise				
	Develop Controlling Process Exercises	Rachel Thomas	5/8	5/10	
	Finalize Controlling Process Exercises	Herman Edwards	5/13	5/14	
3	Handouts				
3.1	Develop Handouts	Edwin Stewart	5/8	5/10	
	Finalize Handouts	Herman Edwards	5/13	5/14	
4	Project Management				
	Plan Project Activities	Herman Edwards	5/1	5/2	
	Monitor & Control Project Activities	Herman Edwards	5/3	5/14	

Figure 8.2: Action plan

Status Report

Project Objective
Develop a beginning level project management course that can be offered to the general public beginning third quarter 20XX. The project will include the development of classroom training materials for the facilitator and participants.

Overall Project Status

Scope	G	Meeting requirements, no scope changes
Schedule	G	On schedule
Budget	G	On budget
Resources	Y	The trainer may be leaving the project.

Milestone Status

No.	Milestone	Planned End	Actual End	Comments
1	Requirements defined	2/27/20	2/25	Complete
2	Instructional design completed	3/18/20	3/18	Complete
3	Course developed	4/13/20		Concern-see issue No. 1
4	Pilot started	4/15/20		Not started
5	Course materials finalized	5/13/20		Not started

Issue

No.	Description	Action
1	The trainer was offered another position within this company and may not be available to complete the training materials.	Knowledge transfer sessions are occurring within the team. The project sponsor will meet with both department managers to determine if trainer can continue working on this project.

Accomplishments This Period

- Created storyboard
- Developed content for storyboard
- Developed functional prototype

Figure 9.1: Status report

Plans for Next Period

- Finalize the case study.
- Finalize the practice project.
- Begin development of training materials.

Late Activities

- Develop case study and develop practice project are both behind schedule and will be completed next week.

Figure 9.1: (continued)

Deliverable Review and Approval

Project Objective
Develop a beginning level project management course that can be offered to the general public beginning third quarter 20XX.

WBS	Milestone	Date Received	Review Status	File Name and Location
2.1	Business and Training Requirements	2/25	Reviewed by business owner: Yvette Bennett	• PMOC Business Requirements • Project team site
2.2	Learning Objectives	3/10	Reviewed by PM: Symone Lewis	• PMOC Learning Objectives • Project team site
2.3	Course Design	3/18	Reviewed by business owner: Yvette Bennett	• PMOC Course Design • Project team site
3.1	Storyboard			
3.2	Prototype			
3.3	Training Materials			
4.1	Pilot Delivery			
4.2	Pilot Results			
5	Course Revisions			
6	Deployment			

Figure 9.2: Deliverable review and approval

Change Request

Change Number	Change Title
7	Project Management Overview Course Technology for Blended Training

Change Description
The existing technology does not provide the capabilities needed for the blended training solution. To achieve the business and training requirements, the project will need to purchase additional technology and hire a technical resource to support the implementation.

Assessment
The training needs analysis revealed the significance of the blended training solution. The existing tools do not work with the proposed solution. The team reviewed options and selected a technical solution; however, a technical resource is needed to implement the solution in a timely manner.

Impacts
The budget will have to be increased by $20,000 to cover the technology and technical resource. The timeline will need to be extended by 30 days to accommodate the implementation and training material development.

Decision	Comments
■ Approved	
❒ Deferred	
❒ Rejected	

Approved by: Yvette Bennett, Training Director, Business Owner
Mary Willie, Training Vice-President, Project Sponsor

Figure 9.3: Change request

Project Closure Checklist

Project Management

No.	Description	Cmpl
1	Project Deliverables Approved	Yes
2	Issues Resolved	Yes
3	Final Status Report Produced	Yes
4	Achieved Success Criteria	Yes
5	Resources Released	Yes
6	Completed Project Survey	Yes
7	Conducted Lessons Learned	Yes
8	Produced Project Closure Report	Yes
9	Project Data Archived	Yes

Rationale for Items Not Completed

No.	Rationale

Figure 10.1: Project closure checklist

Project Survey

Project Management

No.	Description	SA	A	N	D	SD
1	The project followed the methodology.					
2	The project used the appropriate tools.					
3	Adequate time was spent planning project activities.					
4	Adequate time was spent controlling project activities.					
5	Changes in the project scope were managed.					
6	Project meetings were organized and productive.					
7	The project met its objectives.					
8	There was clear communication for all stakeholders.					

Project Development

No.	Description	SA	A	N	D	SD
1	The appropriate development methodology was used.					
2	Project requirements were clearly defined.					
3	The design followed the requirements.					
4	Project deliverables were reviewed and approved.					
5	Appropriate tests were conducted.					
6	Acceptance criteria were agreed on and documented.					

Key: SA = Strongly Agree, A = Agree, N = No Opinion, D = Disagree, SD = Strongly Disagree

Figure 10.2: Project survey

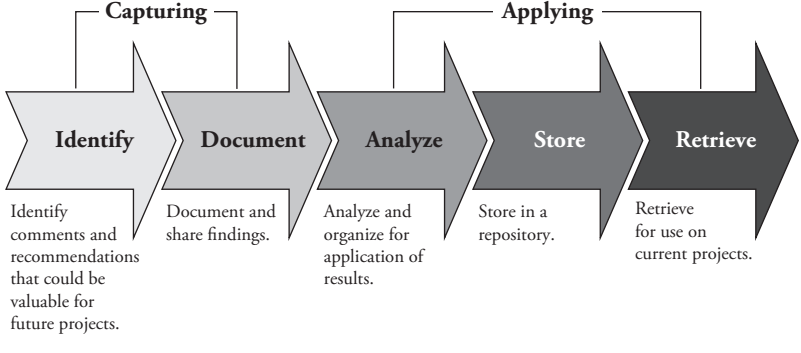

Figure 10.3: Lessons learned process

Lessons Learned Report

Project Management Process	
Initiation (project charter, project roles and responsibilities)	
What went well	The project charter clarified the objective and scope of the project.
What went wrong	
What can be improved	
Required action	None

Planning (WBS, project schedule, risk planning, communications, resources)	
What went well	
What went wrong	
What can be improved	
Required action	

Controlling (plan maintenance, issues management, risk management, performance reports, change control, stakeholder management, teambuilding)	
What went well	Change control prevented scope creep.
What went wrong	Not all issues were documented.
What can be improved	A separate issues log should be used to better track the issue status.
Required action	Create a separate issues log.

Closing (project evaluation, lessons learned, project archives)	
What went well	Lessons learned session
What went wrong	
What can be improved	A more structured document versioning process
Required action	

Figure 10.4: Lessons learned report

Development Process	
Requirements	
What went well	Requirements were clear.
What went wrong	
What can be improved	
Required action	

Design	
What went well	
What went wrong	
What can be improved	
Required action	

Development	
What went well	
What went wrong	
What can be improved	
Required action	

Implementation	
What went well	
What went wrong	
What can be improved	
Required action	

Postimplementation	
What went well	
What went wrong	
What can be improved	
Required action	

Figure 10.4: (continued)

Project Closure Report

Reason for Closing the Project
Project deliverables were completed.

Postproject Responsibilities
The training department will make future revisions on project course materials.

Project Performance	
Performance Against Objectives	The beginning level project management course was available to be offered to the public beginning third quarter 20XX.
Performance Against Success Criteria	Course materials were approved by the pilot team.
Performance Against Schedule	The project completed on schedule.
Performance Against Budget	The project finished $1,000 under budget.

Lessons Learned	
What Went Well	The use of the project charter clarified the scope. The change control process prevented scope creep.
What Went Wrong	Not all issues were documented.
What Can Be Improved	Issues management.
Recommendations	Develop an issues log.

Figure 10.5: Project closure report

	Projects	Programs	Portfolios
Definition	A project is a temporary endeavor undertaken to create a unique product, service, or result.	A program is a group of related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.	A portfolio is a collection of projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a scope that encompasses the scope of the program components. Programs produce benefits to an organization by ensuring that the outputs and outcomes of program components are delivered in a coordinated and complementary manner.	Portfolios have an organizational scope that changes with the strategic objectives of the organization.
Change	Project managers expect change and implement processes to keep change managed and controlled.	Programs are managed in a manner that accepts and adapts to change as necessary to optimize the delivery of benefits as the program's components deliver outcomes and/or outputs.	Portfolio managers continuously monitor changes in the broader internal and external environment.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Programs are managed using high-level plans that track the interdependencies and progress of program components. Program plans are also used to guide planning at the component level.	Portfolio managers create and maintain necessary processes and communicate relative to the aggregate portfolio.

Figure 11.1: Overview of projects, programs, and portfolios

	Projects	Programs	Portfolios
Management	Project managers manage the project team to meet the project objectives.	Programs are managed by program managers who ensure that program benefits are delivered as expected by coordinating the activities of a program's components.	Portfolio managers may manage or coordinate portfolio management staff or program and project staff that may have reporting responsibilities into the aggregate portfolio.
Monitoring	Project managers monitor and control the work of producing the products, services, or results that the project was undertaken to produce.	Program managers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.	Portfolio managers monitor strategic changes and aggregate resource allocation, performance results, and risk of the portfolio.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	A program's success is measured by the program's ability to deliver its intended benefits to an organization and by the program's efficiency and effectiveness in delivering these benefits.	Success is measured in terms of the aggregate investment performance and benefit realization of the portfolio.

Figure 11.1: (continued)

	Projects	Programs
Definition	A project is a temporary endeavor undertaken to create a unique product, service, or result.	A program is a group of related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.
Scope	Projects have defined objectives. Scope is progressively elaborated throughout the project life cycle.	Programs have a scope that encompasses the scope of its program components. Programs produce benefits to an organization by ensuring that the outputs and outcomes of program components are delivered in a coordinated and complementary manner.
Change	Project managers expect change and implement processes to keep change managed and controlled.	Programs are managed in a manner that accepts and adapts to change as necessary to optimize the delivery of benefits as the program's components deliver outcomes and/or outputs.
Planning	Project managers progressively elaborate high-level information into detailed plans throughout the project life cycle.	Programs are managed using high-level plans that track the interdependencies and progress of program components. Program plans are also used to guide planning at the component level.
Management	Project managers manage the project team to meet the project objectives.	Programs are managed by program managers who ensure that program benefits are delivered as expected, by coordinating the activities of a program's components.
Monitoring	Project managers monitor and control the work of producing the products, services, or results that the project was undertaken to produce.	Program mangers monitor the progress of program components to ensure the overall goals, schedules, budget, and benefits of the program will be met.
Success	Success is measured by product and project quality, timeliness, budget compliance, and degree of customer satisfaction.	A program's success is measured by the program's ability to deliver its intended benefits to an organization, and by the program's efficiency and effectiveness in delivering these benefits.

Figure 12.1: Comparative overview of projects and programs

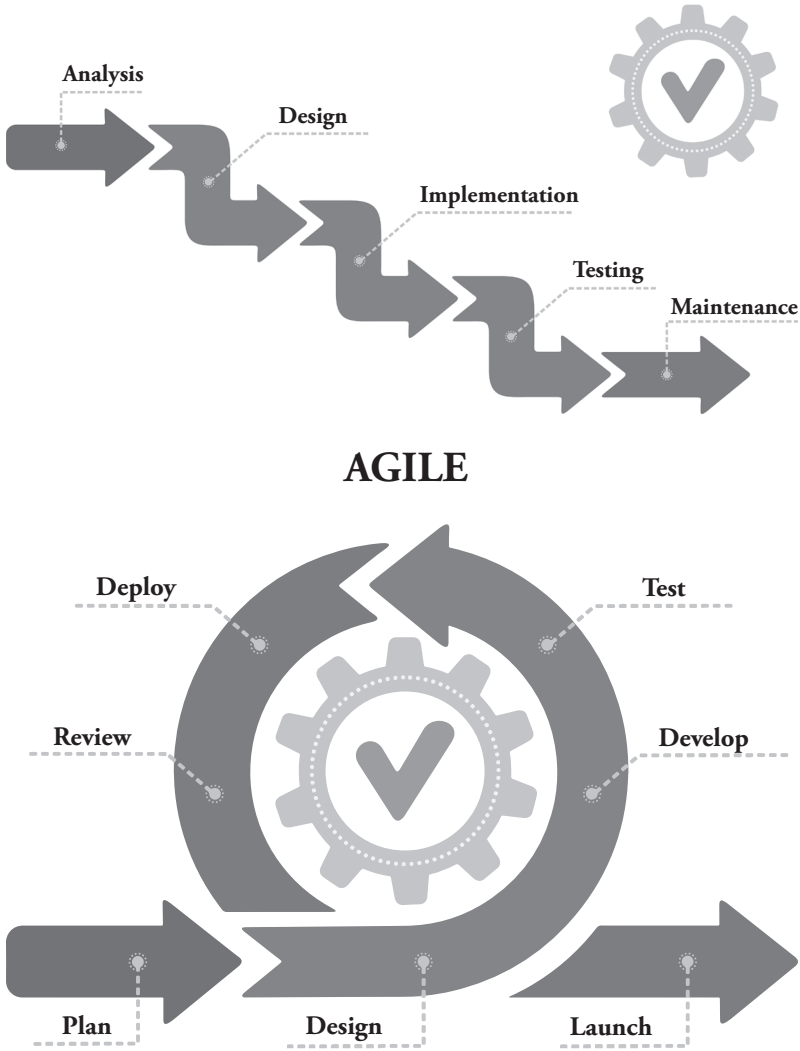

Figure 16.1: Waterfall and Agile life cycles

Figure 16.2: Predictive/Waterfall life cycle

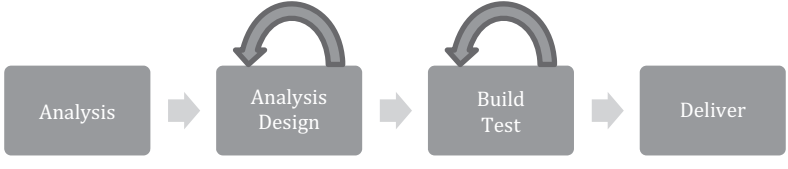

Figure 16.3: Iterative life cycle

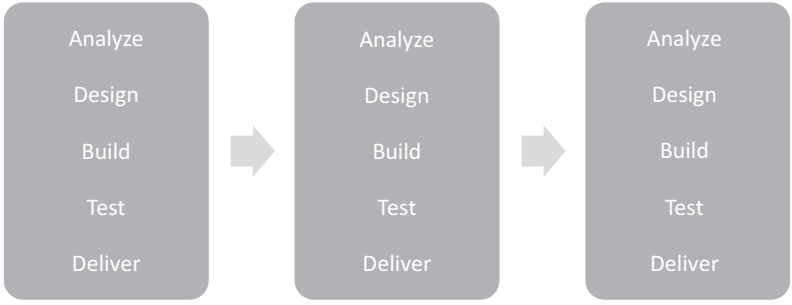

Figure 16.4: Incremental life cycle

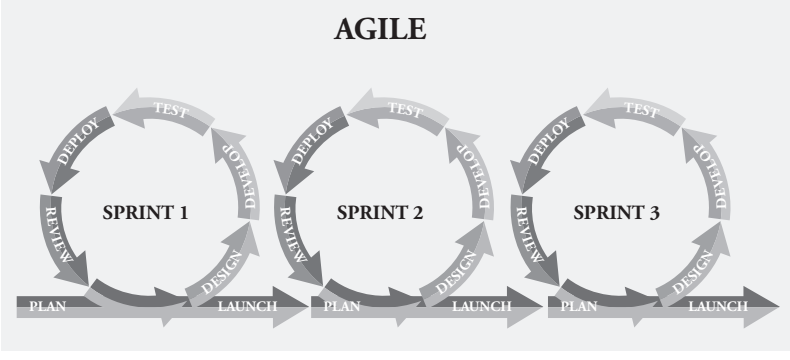

Figure 16.5: Agile life cycle

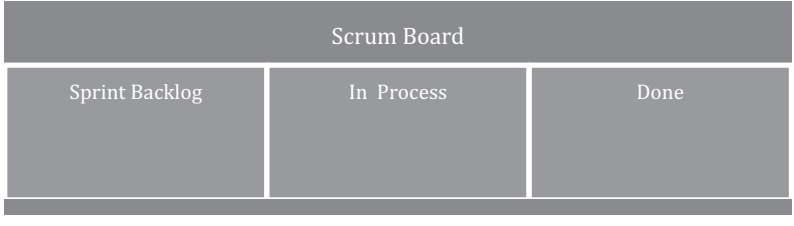

Figure 16.6: Scrum board

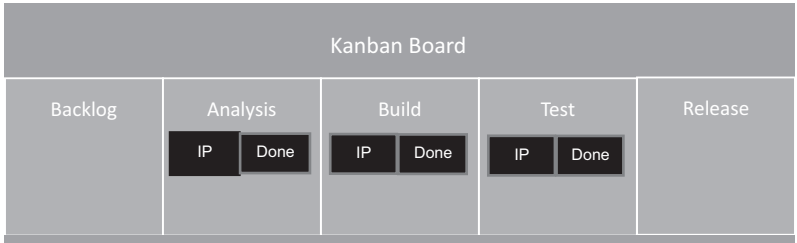

Figure 16.7: Kanban board

WBS	Task Name	Duration	Start	Finish	Predecessors	Resource Names
1	**Software Development**	**196 days**	**Mon 9/9/19**	**Mon 6/8/20**		
1.1	**Project Planning**	**12 days**	**Mon 1/6/20**	**Tue 1/21/20**		
1.1.1	Confirm project scope	1 day	Mon 1/6/20	Mon 1/6/20		Faith Michaels
1.1.2	Develop project plan	10 days	Tue 1/7/20	Mon 1/20/20	3	Dallas Lee
1.1.3	Obtain project plan approval	1 day	Tue 1/21/20	Tue 1/21/20	4	Dallas Lee
1.1.4	Project planning complete	0 days	Tue 1/21/20	Tue 1/21/20	5	
1.2	**Analysis/Software Requirements**	**10 days**	**Wed 1/22/20**	**Tue 2/4/20**		
1.2.1	Draft preliminary software specifications	5 days	Wed 1/22/20	Tue 1/28/20	6	Mellinee Adams
1.2.2	Review software specifications with team	3 days	Wed 1/29/20	Fri 1/31/20	8	Mellinee Adams, Dallas Lee
1.2.3	Incorporate feedback on software specifications	1 day	Mon 2/3/20	Mon 2/3/20	9	Mellinee Adams
1.2.4	Obtain approvals to proceed	1 day	Tue 2/4/20	Tue 2/4/20	10	Faith Michaels, Dallas Lee
1.2.5	Analysis complete	0 days	Tue 2/4/20	Tue 2/4/20	11	
1.3	**Design**	**21 days**	**Wed 2/5/20**	**Wed 3/4/20**		
1.3.1	Review preliminary software specifications	2 days	Wed 2/5/20	Thu 2/6/20	12	Mellinee Adams
1.3.2	Develop functional specifications	10 days	Fri 2/7/20	Thu 2/20/20	14	Mellinee Adams
1.3.3	Review functional specifications	3 days	Fri 2/21/20	Tue 2/25/20	15	Faith Michaels
1.3.4	Incorporate feedback into functional specifications	5 days	Wed 2/26/20	Tue 3/3/20	16	Faith Michaels
1.3.5	Obtain approval to proceed	1 day	Wed 3/4/20	Wed 3/4/20	17	Faith Michaels, Dallas Lee
1.3.6	Design complete	0 days	Wed 3/4/20	Wed 3/4/20	18	
1.4	**Development**	**22 days**	**Thu 3/5/20**	**Fri 4/3/20**		
1.4.1	Review functional specifications	1 day	Thu 3/5/20	Thu 3/5/20	19	Stephen Brown
1.4.2	Identify modular/tiered design parameters	1 day	Fri 3/6/20	Fri 3/6/20	21	Stephen Brown
1.4.3	Develop code	20 days	Mon 3/9/20	Fri 4/3/20	22	Stephen Brown
1.4.4	Developer testing (primary debugging)	15 days	Mon 3/16/20	Fri 4/3/20	23FS-75%	Stephen Brown
1.4.5	Development complete	0 days	Fri 4/3/20	Fri 4/3/20	24	

Figure 16.8: Waterfall project schedule

Sprint	Name	Work	Board Status	Resource Names	Task Summary Name	Deadline	Show on Board
Sprint 1	Confirm project scope	8 hrs	Not Started	Faith Michaels	Project Planning	NA	Yes
Sprint 1	Develop project plan	80 hrs	Not Started	Dallas Lee	Project Planning	NA	Yes
Sprint 1	Obtain project plan approval	8 hrs	Not Started	Dallas Lee	Project Planning	NA	Yes
Sprint 1	Project planning complete	0 hrs	Not Started		Project Planning	NA	Yes
Sprint 2	Draft preliminary software specifications	40 hrs	Not Started	Mellinee Adams	Analysis/Software Requirements	NA	Yes
Sprint 2	Review software specifications with team	48 hrs	Not Started	Mellinee Adams, Dallas Lee	Analysis/Software Requirements	NA	Yes
Sprint 2	Incorporate feedback on software specifications	8 hrs	Not Started	Mellinee Adams	Analysis/Software Requirements	NA	Yes
Sprint 2	Obtain approvals to proceed	16 hrs	Not Started	Faith Michaels, Dallas Lee	Analysis/Software Requirements	NA	Yes
Sprint 3	Review preliminary software specifications	16 hrs	Not Started	Mellinee Adams	Design	NA	Yes
Sprint 3	Release 1: Design	8 hrs	Not Started	Penny Bright	Design	NA	Yes
Sprint 3	Release 1: Develop	8 hrs	Not Started	Stephen Brown	Design	NA	Yes

Figure 16.9: Sprint planning sheet

Sprint	Name	Work	Board Status	Resource Names	Task Summary Name	Deadline	Show on Board
Sprint 3	Release 1: Unit Test	8 hrs	Not Started	Stephen Brown	Design	NA	Yes
No Sprint	Release 1: Integration Test	8 hrs	Not Started	Mellinee Adams	Design	NA	Yes
No Sprint	Release 1: Deploy	8 hrs	Not Started	Dallas Lee	Design	NA	Yes
No Sprint	Release 1: Review	8 hrs	Not Started	Faith Michaels	Design	NA	Yes
No Sprint	Release 2: Design	8 hrs	Not Started	Penny Bright	Design	NA	Yes
No Sprint	Release 2: Develop	8 hrs	Not Started	Stephen Brown	Design	NA	Yes
No Sprint	Release 2: Unit Test	8 hrs	Not Started	Stephen Brown	Design	NA	Yes
No Sprint	Release 2: Integrated Test	8 hrs	Not Started	Mellinee Adams	Design	NA	Yes
No Sprint	Release 2: Deploy	8 hrs	Not Started	Dallas Lee	Design	NA	Yes
No Sprint	Release 2: Review	8 hrs	Not Started	Faith Michaels	Design	NA	Yes
No Sprint	Develop functional specifications	80 hrs	Not Started	Mellinee Adams	Design	NA	Yes

Figure 16.9: (continued)

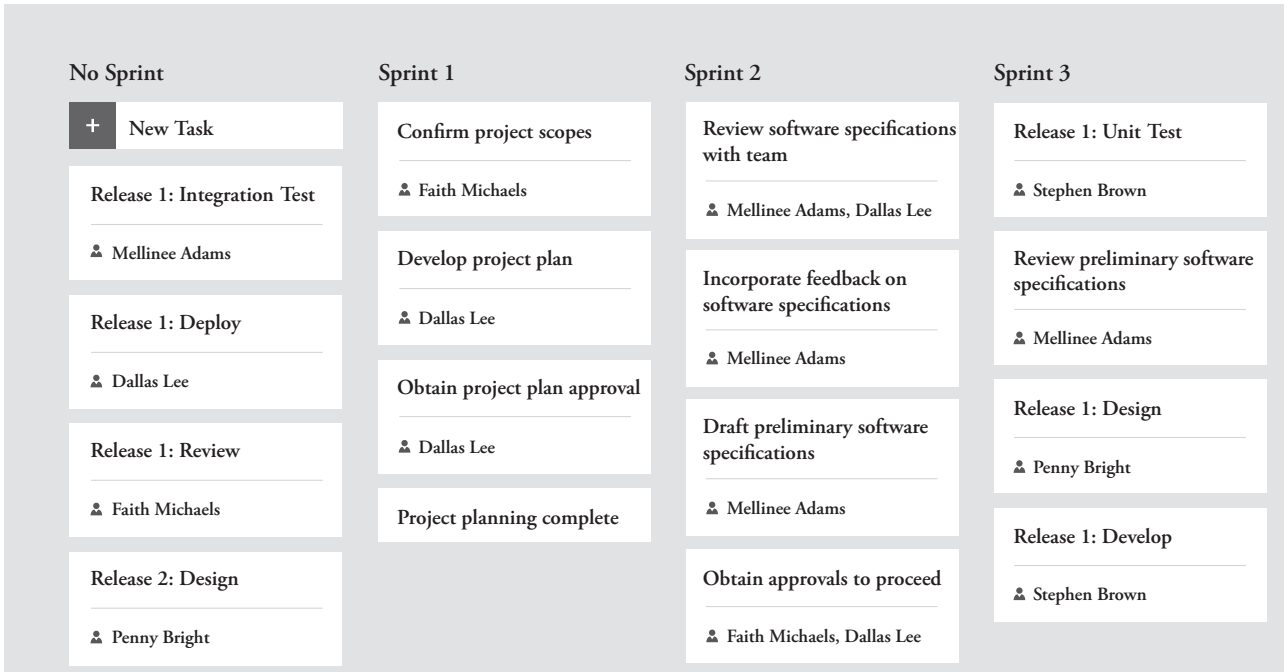

Figure 16.10: Sprint planning board

User Story

Description

As an analyst, I will draft the preliminary software specifications to include the functionality for release 1 and release 2, so that the developers will be able to focus on the requirements for each release.

Anticipated tasks:

- Develop the preliminary software specifications for release 1.
- Develop the preliminary software specifications for release 2.
- Validation: review the preliminary software specifications with the team.

Acceptance criteria:

The preliminary software specification document is reviewed and approved.

Figure 16.11: User story