



# **Adventure Works Cycles**

## **Project Structure**

# **Adventure Works Cycles Application Project**

**Sales Automation and Web Site Enhancement**

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## Revision & Sign-off Sheet

### Change Record

Date	Author	Version	Change reference
8/1/02	Heidi Steen	1.0	Draft 1
1/14/03	Yan Li	1.1	Added Project Team Structure table and Resources

### Reviewers

Name	Version approved	Position	Date

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# Purpose of This Document

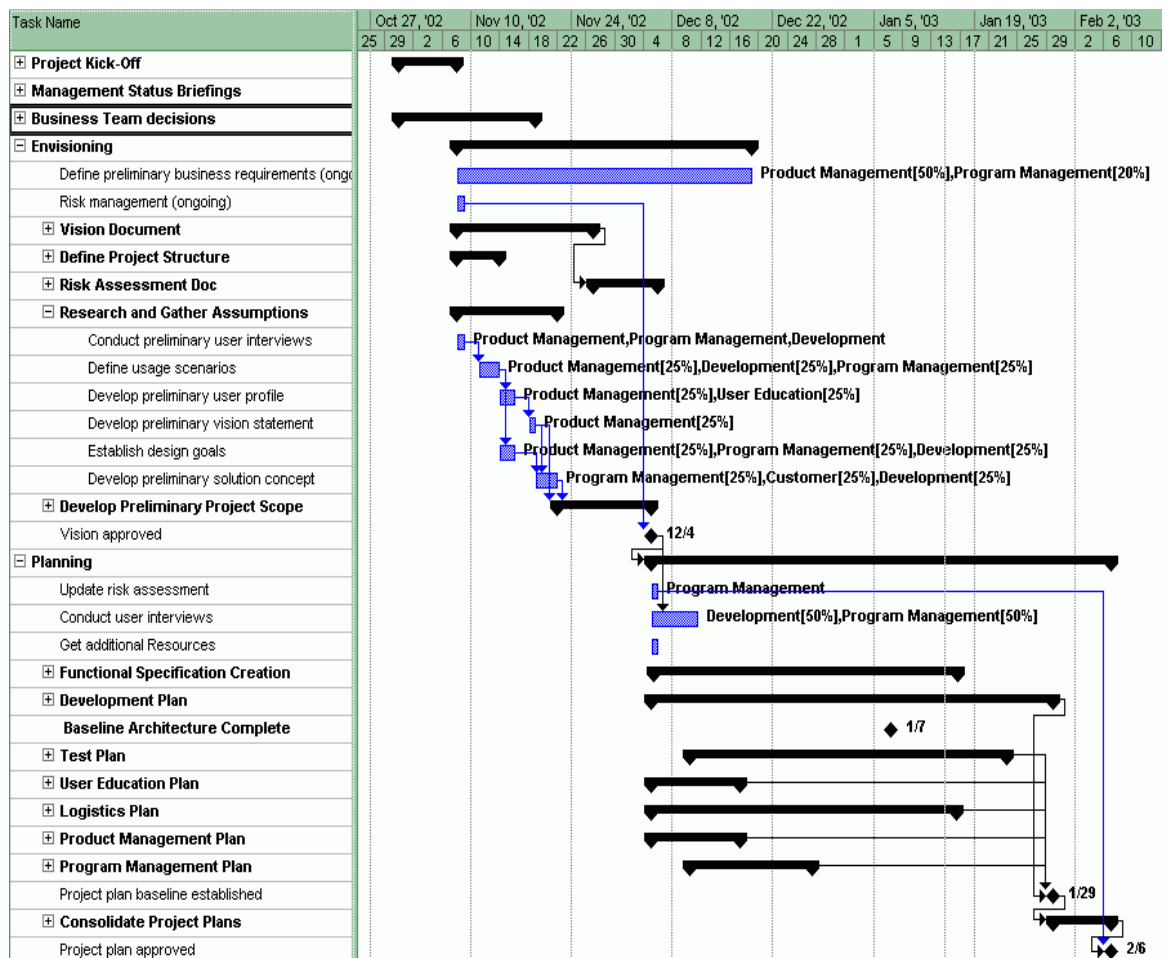
This project structure document defines the approach that the Adventure Works Cycles Application team (including team members from both Contoso, Ltd., and Adventure Works Cycles) will take in organizing and managing the project. It includes the deliverables, initial schedule, team structure, and resource requirements, as well as initial cost estimates for the project. Responsibilities have been assigned to those resources currently identified. This document also identifies the change management process that will be used during application development. The constraints that are known at this time that will affect the project are also documented.

# Estimates

This section comprises an initial schedule, a cost model, and deliverable milestones.

# Schedule

An initial schedule is shown in the following Gantt chart.



## Cost Model

An initial cost model is shown in the following Microsoft Excel spreadsheet.

	Phase 0 (3mo)	Phase 1 (2mo)	Phase 2 (2mo)	Phase 3 (5mo)	line totals	group totals	NOTES
BIF	40,000	-	-	-			
Total	40,000	-127,090	-389,150	-587,210	-1,063,450		Money available or short at the beginning of each phase
<i>Application:</i>							
Developers						600,000	
dev 1	30,000	60,000	60,000	150,000	300,000		based on 30 hours per week
dev 2	30,000	60,000	60,000	150,000	300,000		based on 30 hours per week
SQL Teams						204,000	
labor	32,000	96,000	32,000	32,000	192,000		2 people @ 200 per hour
facility	3,000	2,000	2,000	5,000	12,000		1k per mo ?? power, AC, floorspace, etc ...
Sales							
dkaehler	-	-	-	-	-		no time charged to project
Management						68,460	
mgr 1	-	-	-	-	-		no time charged to project
mgr 2	17,340	11,560	11,560	28,000	68,460		5hrs per week at 282 per hour
Travel						82,000	
dev 1	12,000	8,000	8,000	-	28,000		2 trips a month
dev 2	12,000	8,000	8,000	-	28,000		2 trips a month
mgr 1	2,000	2,000	2,000	-	6,000		1 trip per phase
mgr 2	2,000	2,000	2,000	-	6,000		1 trip per phase
QA 1	6,000	4,000	4,000	-	14,000		1 trip a month
Equipment						7,000	
miscellaneous	2,000	4,000	1,000	-	7,000		
Software License							
SQL Server							
Total Cost per phase	167,090	262,060	198,060	372,000	<u>999,210</u>	999,210	
Shortage	-127,090	-389,150	-587,210	-959,210	-2,062,660		Money available or short at the beginning of each phase

The cost model is based on the following resource estimates:

Name	Cost per month	Number of months	Total cost
Developers – 3	1,800	10	54,000
Test staff – 3	1,200	1 for 10 2 for 4	12,000 9,600
Program Manager – 1	1,400	10	14,000
Product Manager – 1	1,400	10	14,000
User Education – 1	1,300	4	5,200
Logistics Manager – 1	1,600	10	16,000
<b>TOTAL</b>			<b>124,000</b>

## Deliverables

This vision/scope document is the first deliverable of the process. In summary, the major project deliverables are as follows.

<b>Deliverable</b>	<b>Approximate baseline date</b>
Vision/Scope Document	11/24/02
Project Structure Document	11/20/02
Master Project Plan	1/29/03
Functional Specification (NOTE: All subsequent deliverables will be adjusted at this time.)	2/06/03
Master Project Schedule	2/10/03
Risk Assessment	10/3/02 and ongoing
Release Candidate 1	TBD
Adventure Works Cycles Application Version 1.0	Target date to be determined after Master Project plan is baselined, but approximately 9/1/03
User Education/Help Materials	9/1/03
Technical documentation	9/1/03

## **Team Structure**

This section defines the roles and responsibilities of the team members, together with a contact list for key resources.

## **Resource Summary**

The resource model that will be used during this project will follow the Microsoft Solution Framework team model. The following table describes the roles of the key members of the team:

<b>Team role</b>	<b>Description</b>	<b>Team member</b>
Project Sponsor/Client	Responsible for the client involvement	Geoff Grisso
Project Manager/Client	Responsible for the project effort	Mike Danseglio
Product Manager	Responsible for vision/scope	Heidi Steen
Program Manger	Responsible for the plan and spec.	Yan Li
Development Lead	Leads the implementation process	Nicole Holliday
User Education	User interface and user doc. lead	Scott Cooper
QA Lead	Responsible for quality and acceptance	Maria Hammond
Logistics	Responsible for roll out of system	Mary Baker
Technical Architects	Technical expert for system architecture	Mike Danseglio

## ***Roles and Responsibilities***

<b>Team role</b>	<b>Goal</b>	<b>Functional areas</b>	<b>Responsibilities</b>
Product Manager	Satisfied customers	<ul style="list-style-type: none"> <li>• Marketing</li> <li>• Business value</li> <li>• Customer advocate</li> <li>• Product planning</li> </ul>	<ul style="list-style-type: none"> <li>• Acts as customer advocate</li> <li>• Manages shared project vision/scope</li> <li>• Manages customer requirements definition</li> <li>• Develops and maintains business case</li> <li>• Manages customer expectations</li> <li>• Manages features vs. schedule vs. resources tradeoff decisions</li> <li>• Manages marketing and public relations</li> <li>• Develops, maintains, and executes the communications plan</li> </ul>
Program Manager	Delivering the solution within project constraints	<ul style="list-style-type: none"> <li>• Project management</li> <li>• Solution architecture</li> <li>• Process assurance</li> <li>• Administrative services</li> </ul>	<ul style="list-style-type: none"> <li>• Manages development process to ship product on time</li> <li>• Manages product specification, serves as primary project architect</li> <li>• Facilitates communication and negotiation within the team</li> <li>• Maintains the project schedule and reports project status</li> <li>• Manages implementation of critical tradeoff decisions</li> <li>• Develops, maintains, and executes the project master plan and schedule</li> <li>• Manages risk assessment and risk management</li> </ul>
Development	Create application to specification	<ul style="list-style-type: none"> <li>• Technology consulting</li> <li>• Implementation architecture and design</li> <li>• Application development</li> <li>• Infrastructure development</li> </ul>	<ul style="list-style-type: none"> <li>• Specifies the features of physical design</li> <li>• Estimates time and effort to complete each feature</li> <li>• Builds features or supervises building of features</li> <li>• Prepares product for deployment</li> <li>• Provides technology subject matter expertise to the team</li> </ul>
QA Lead	Approves application for release	<ul style="list-style-type: none"> <li>• Test planning</li> <li>• Test engineering</li> <li>• Test reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Ensures that all issues are known</li> <li>• Develops testing strategy and plans</li> <li>• Conducts testing</li> </ul>



Team role	Goal	Functional areas	Responsibilities
			<ul style="list-style-type: none"> <li>Approves product for release only after all product quality issues are identified and addressed</li> </ul>
User Education	Enhanced user effectiveness	<ul style="list-style-type: none"> <li>Technical communications</li> <li>Training</li> <li>Usability</li> <li>Graphic design</li> <li>Internationalization</li> <li>Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Acts as user advocate on team</li> <li>Manages user requirements definition</li> <li>Designs and develops performance support systems</li> <li>Manages usability and user performance enhancement tradeoff decisions</li> <li>Provides specifications for Help features and files</li> <li>Develops and provides user training</li> </ul>
Logistics Manager	Smooth deployment and ongoing operations	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Support</li> <li>Operations</li> <li>Commercial release management</li> </ul>	<ul style="list-style-type: none"> <li>Act as advocate for operations, support, and delivery channels</li> <li>Manage procurement</li> <li>Manage product deployment</li> <li>Manage manageability and supportability tradeoff decisions</li> <li>Manage operations, support, and delivery channel relationship</li> <li>Provide logistical support to the project team</li> </ul>

## Contact List

Team member	Team role	Phone	E-mail
Yan Li Contoso, Ltd., Principal Consultant	Program Manager	425-555-0105, x222	Yan@contoso.com
Heidi Steen Contoso, Ltd., Managing Consultant	Product Manager	425-555-0105, x223	Heidi@contoso.com
Nicole Holliday Contoso, Ltd.	Senior Developer	425-555-0105, x224	Nicole@contoso.com
Syed Abbas Contoso, Ltd.	Architect, Developer	425-555-0105, x225	Syed@contoso.com
Nate Sun Contoso, Ltd.	Developer	425-555-0105, x226	Nate@contoso.com
Cynthia Randall Contoso, Ltd.	QA Lead	425-555-0105, x227	Cynthia@contoso.com
Alan Shen Contoso, Ltd.	Release Management	425-555-0105, x228	Alan@contoso.com
Scott Cooper Contoso, Ltd.	User Experience	425-555-0105, x229	Scott@contoso.com

Mike Danseglio Adventure Works Cycles Application Project Manager	Customer	425-555-0155, x4242	Mike@adventure-works.com
Max Benson Adventure Works Cycles Application Specialist	Customer	425-555-0155, 4253	Max@adventure-works.com
Geoff Grisso Adventure Works Cycles Chief Technology Officer (Customer Sponsor)	Customer	425-555-0155, 4289	Geoff@adventure-works.com

## Change Management Approach

The highest priority for the Adventure Works Cycles application is the delivery of the first feature set before the target date. The actual target date will be determined near the end of requirements development, but it is approximately 9/1/03.

Therefore, change control procedures will be implemented as follows:

### 1. Change Control Process and Documentation Owners

The program manager will be responsible for the change-control process and documents, as conformant with Adventure Works Cycles corporate standards. The application project manager for Adventure Cycle Works will be the primary decision maker in the change-control process from the customer.

### 2. Features by Version

During the planning, requirements gathering, and feature specification development, features will be identified as Critical V1.0, Want V1.0, Critical V2.0, Want V2.0, Critical V3.0, and Want V3.0.

### 3. Change Advisory Board

The Adventure Works Cycles Change Advisory Board is made up of the development team (Contoso, Ltd.), the program manager (Contoso, Ltd.), and the Adventure Works Cycles team (project manager and developers), all of whom can make feature-set change requests. Other team members can take their feature-set suggestions to any of these individuals. The individual (developer, program manager, or Adventure Works Cycles team member) can then add the suggestion to the list for discussion at the next status meeting. If the individual deems the item critical enough, he or she can bring it up as an alert and start the evaluation before the next status meeting.

### 4. Feature Evaluations

The feature definition, impact on the design, impact on the solution, value to version 1.0 (or other version), and risk will be evaluated by the team.

5. **Tradeoffs**

Features will be evaluated against other features and any possible tradeoffs will be determined.

6. **Resource Tradeoffs**

The tradeoff triangle will be reviewed, and the appropriate element (resources or feature) added or deleted, because the schedule is fixed.

7. **Resolved Feature to Design**

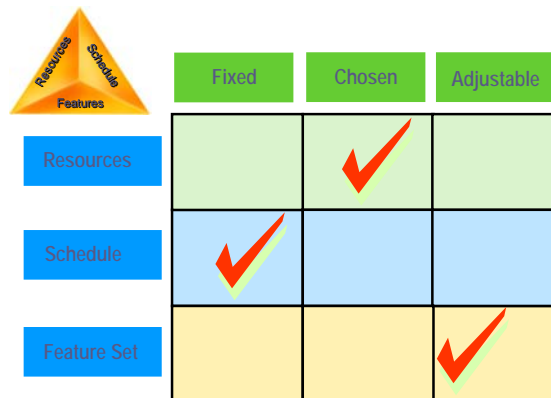
After the feature is resolved (as Critical V1, V2, or V3; or Want V1, V2, or V3) and resources are added or other features are deleted or reduced, the feature enters the appropriate point in the design process. The budget and contract will be adjusted. (If Adventure Works Cycles decides that adding the feature is worth adjusting the schedule, they can make that suggestion, and then appropriate changes to the contract, design, budget, and schedule can occur.)

8. **Change Cutoff**

Adventure Works Cycles and Contoso, Ltd., both agree that after the Vision Approved milestone is deemed to be 70 percent completed, any new features will be placed on only the V2 or V3 lists.

**Project Tradeoff Matrix**

Based on the decisions made by Adventure Works Cycles, the project’s schedule is fixed. Using the fixed schedule, the development team will choose resources and adjust the feature set as necessary, as shown in the following diagram.



**Constraints**

Constraints may stem from the business, from the project structure, or from the technologies involved, as defined in the following sections.

### ***Business Constraints***

- Application and data storage designs must allow for development of the data transfer module to be created for the Wide World Importers Acquisition.
- Adventure Works Cycles has approved a Version 1.0 cost of \$2,500,000.
- Adventure Works Cycles has worked with Heidi Steen, Product Manager, previously and has mandated Heidi's assignment to this project.

### ***Project Constraints***

- Sales information is currently shared to locations outside of Bothell by means of replication.
- The CTO and the current SQL administrator will be available to this project for up to 50 percent of their time.

### ***Technical Constraints***

- The Web site cannot experience a lapse in availability.
- The current network, application, and data servers are located in Bothell.
- Development will be based on Microsoft .NET.
- The resulting application will separate transactional functionality from offline analysis.