Monash University

Group of Eight Australia

Information Technology

FIT2002
Week 4 Seminar

Project Scope Management

"Is it too late to add four floors?"

Project Scope Management Summary

Planning
Process: **Plan scope management**
Outputs: Scope management plan, requirements management plan
Process: **Collect requirements**
Outputs: Requirements documentation, requirements traceability matrix
Process: **Define scope**
Outputs: Project scope statement, project documents updates
Process: **Create WBS**
Outputs: Scope baseline, project documents updates

Monitoring and Controlling
Process: **Validate scope**
Outputs: Accepted deliverables, change requests, work performance
         information, project documents updates

Process: **Control scope**
Outputs: Work performance information, change requests, project
         management plan updates, project documents updates,
         organizational process assets updates

Project Start   **Project Finish**

Recap from Video 1

Project scope management includes the processes to ensure that the project addresses all the work required to complete the project successfully.

1. The first step in project scope management is **planning scope management**.

   – The project team reviews information and uses expert judgment and meetings to help create a scope management plan and requirements management plan.

2. The next step is **collecting requirements**, a crucial part of many IT projects.

   – It is important to review the project charter and meet with key stakeholders listed in the stakeholder register when collecting requirements. The main outputs of this process are requirements documentation and a **requirements traceability matrix**.

Recap from Video 2

3. **Scope definition process**

   – A project scope statement is created which includes a product scope description, product user acceptance criteria, detailed information on all project deliverables, and information on project boundaries, constraints, and assumptions.
   – May have several version to keep scope information detailed and up to date.

4. **Creating WBS**

   – The WBS is a deliverable-oriented grouping of the work involved in a project that defines its total scope.
   – The WBS forms the basis for planning and managing project schedules, costs, resources and changes.
   – A **WBS dictionary** is a document that provides detailed information about each WBS item.

Recap from Video 3

5. **Validating scope** involves formal acceptance of the completed project deliverables.

6. **Controlling scope** involves controlling changes to the project scope.

For IT projects, it is important for <mark>good project scope management to have strong user involvement, executive support, a clear statement of requirements, and a process for managing scope changes</mark>
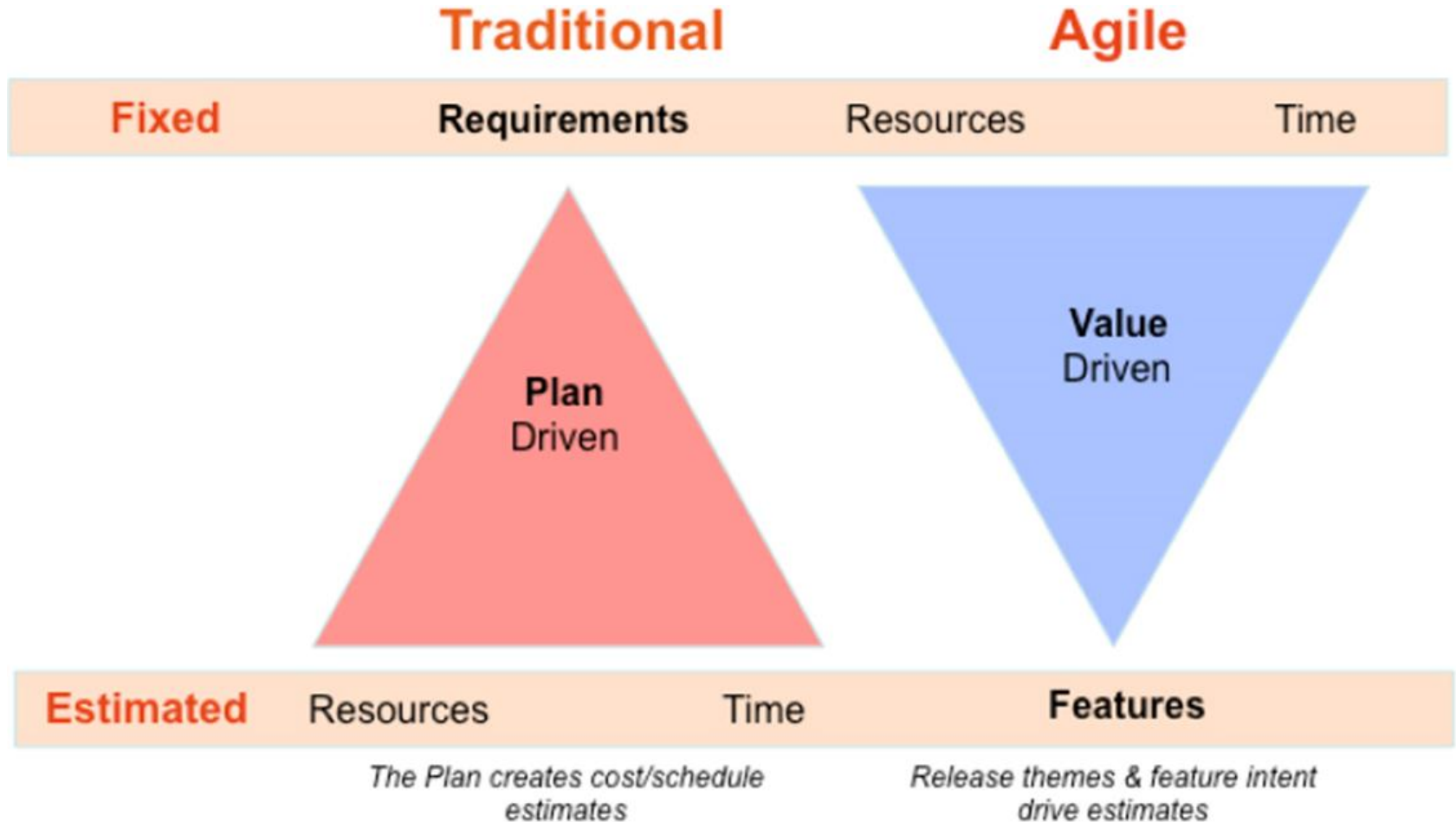
Recap from Video 4 – Scope Management in Agile

The agile principles that relate to scope management:

- (1) The highest priority is to satisfy the customer through early and continuous delivery of valuable software.

- (2) Changing requirements are welcomed – even late in development. Agile processes harness change for the customer's competitive advantage.

- (3) To deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Flipping the Triangle (DSDM Consortium)
(DSDM = Dynamic System Development Method)

Sliger, M. (2010). Goodbye, scope creep—hello, agile! Paper presented at PMI® Global Congress 2010—North America, Washington, DC. Newtown Square, PA: Project Management Institute

Understanding scope throughout the project