

06 -Defining project scope

Where is this course?

- Google Career Certificates - Project Management

My Notes

My notes for this overall course will be laid out by module in the course, and have subheadings in order to differentiate between different topics/videos that are presented in the courses. I'll add in any extra notes/resources that I use where necessary, and hope it will be helpful for anyone looking!

Defining project scope

- **Project Scope**
 - Boundaries of a project
 - Agreed upon understanding on what is included and excluded from the project
 - Who the project is delivered to
 - Who is using the project
 - The project's complexity
 - Complex or straightforward?
 - Project timeline
 - Budget
 - Resources
- **Office Green**
 - **Plant Pals**
 - Small low maintenance plants such as cacti and ferns
 - Can order online or on a catalogue
 - Will be shipped to them
 - **Scope**
 - Will you provide replacement plants
 - Who will it be offered
 - Catalogue physical, website?
 - How will they order?
 - Dimensions of the catalogue
 - Black and white

- etc.
- Speak with sponsors and stakeholders, to see what they want
- Also learn what is not included in the project
- **Questions**
 - Where did the project come from?
 - Why is it needed?
 - What is the project expected to achieve?
 - What does the project sponsor have in mind?
 - Who approves the final results?

Gathering information to define scope

- Defining scope
 - **Ask scope defining questions**

Stakeholders	How did you arrive at the decision to update the dining space? Did the request originate from the restaurant owner, customers, or other stakeholders? Who will approve the scope for the project?
Goals	What is the reason for updating the dining space? What isn't working in the current dining space? What is the end goal of this project?
Deliverables	Which dining space is being updated? What exactly needs to be updated? Does the dining space need a remodel?
Resources	What materials, equipment, and people will be needed? Will we need to hire any contractors? Will we need to obtain a floor plan and building permits?
Budget	What is the budget for this project? Is it fixed or flexible?
Schedule	How much time do we have to complete the project? When does the project need to be completed?
Flexibility	How much flexibility is there? What is the highest priority: hitting the deadline, sticking to the budget, or making sure the result meets all the quality targets?

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Monitoring and maintaining a project's scope

In-scope - Definition

Tasks that are included in the project plan and contribute to the project's goal

Out-of-scope - Definition

Tasks that are not included in the project plan and don't contribute to the project's goal

Scope creep - Definition

Changes, growth, and uncontrolled factors that affect a project's scope at any point after the project begins

- **Project scope**
 - Point out when things take too much time and too much money
 - Try to avoid scope creep
 - Although it is good to avoid, if it is something small, and can provide a lot of value, can be worth it
 - Sometimes unavoidable, especially when coming from stakeholders and sponsors
 - Although good to be firm, as it can go against the budget and resources
- **Sources**
 - **External**
 - Customer request
 - Environment shifts
 - Tech changes
 - **Solutions**
 - Stakeholders have visibility into the project
 - Know what is being produced, timeline, costs, etc
 - Get clarity on project requirements
 - Set ground rules and expectations for stakeholder involvement
 - Create a plan for dealing with out-of-scope requests
 - Put your agreements and plans in writing
- **Internal**
 - Product improvements
 - Process changes
 - Anytime a team member takes on an extra task, losing time and resources
 - Maintain limits, and keep everything just at the scope
 - Protect it at all costs

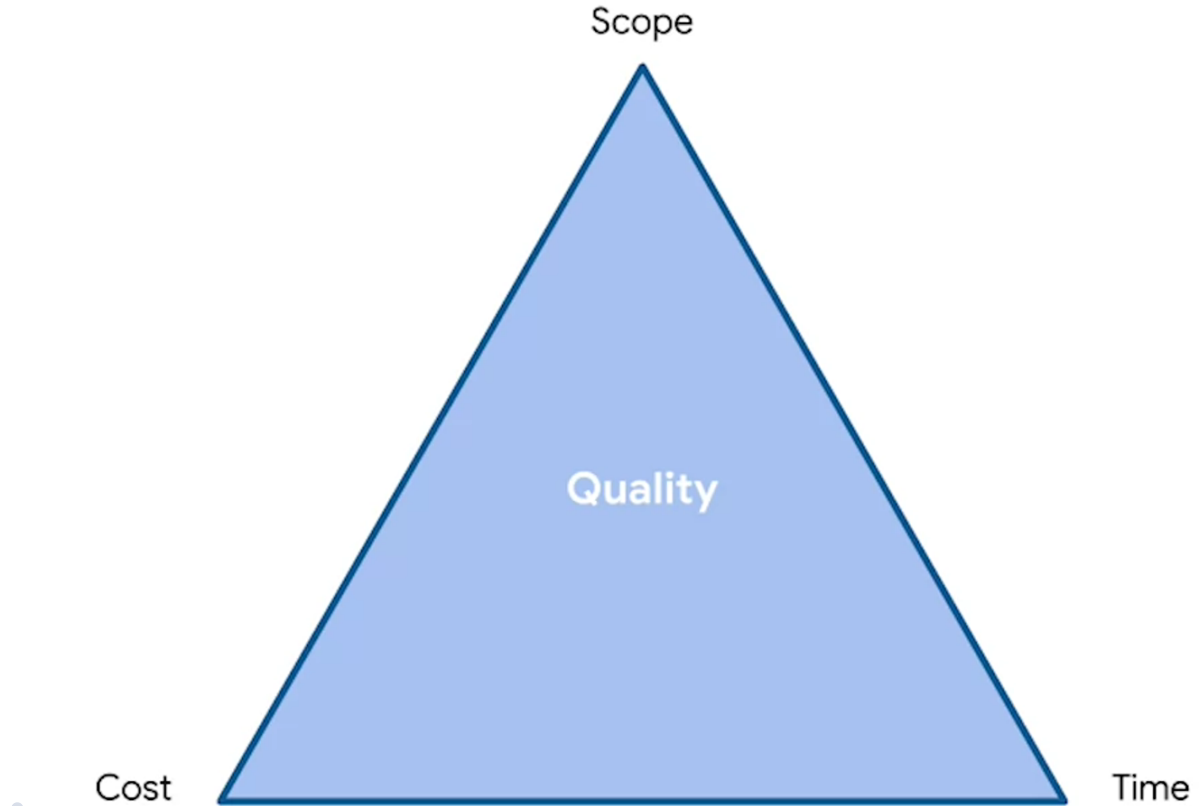
Strategies for controlling scope creep

- **Best practices**
 - **Define your project's requirements.**
 - Communicate with your stakeholders or customers to find out exactly what they want from the project and document those requirements during the initiation phase.
 - **Set a clear project schedule.**
 - Time and task management are essential for sticking to your project's scope. Your schedule should outline all of your project's requirements and the tasks that are necessary to achieve them.
 - **Determine what is out of scope.**
 - Make sure your stakeholders, customers, and project team understand when proposed changes are out of scope. Come to a clear agreement about the potential impacts to the project and document your agreement.
 - **Provide alternatives.**
 - Suggest alternative solutions to your customer or stakeholder. You can also help them consider how their proposed changes might create additional risks. Perform a cost-benefit analysis, if necessary.
 - **Set up a change control process.**
 - During the course of your project, some changes are inevitable. Determine the process for how each change will be defined, reviewed, and approved (or rejected) before you add it to your project plan. Make sure your project team is aware of this process.
 - **Learn how to say no.**
 - Sometimes you will have to say no to proposed changes. Saying no to a key stakeholder or customer can be uncomfortable, but it can be necessary to protect your project's scope and its overall quality. If you are asked to take on additional tasks, explain how they will interfere with the budget, timeline, and/or resources defined in your initial project requirements.
 - **Collect costs for out-of-scope work.**
 - If out-of-scope work is required, be sure to document all costs incurred. That includes costs for work indirectly impacted by the increased scope. Be sure to indicate what the charges are for.

Managing changes to a project's scope

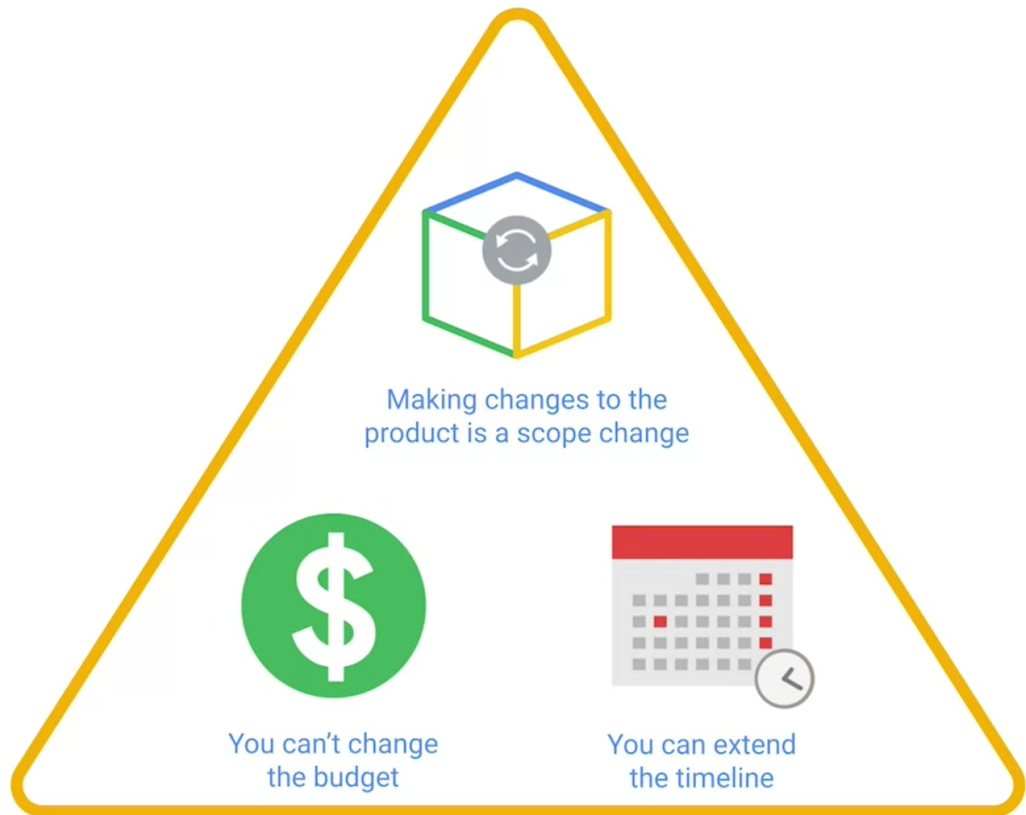
- **Project Scope**
 - Deliver within the project's scope agreements
 - Within the given deadline, and approved budget
 - May need to make compromises, and weigh up trade offs, as situations arise

- Every time a team member is doing something else apart from the task, more than just time is lost
- **Triple constraint model**

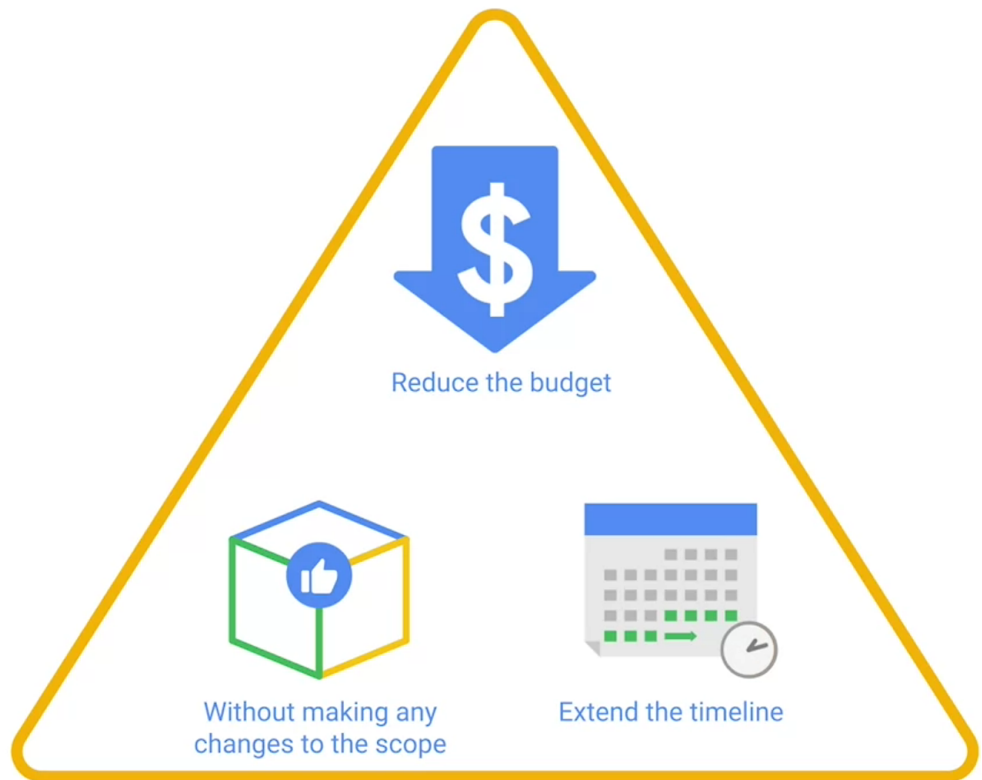


- Three most significant restrictions of any project
- **Time**
 - Timeline
 - Schedule
 - Deadlines
- **Cost**
 - Budget
 - Resources
 - People that will work on it
- **Scope**
 - The limitations of the project's boundaries
- A change in any of the three has an affect on the other
 - A decrease in budget affects the time and scope
- Look at what you are willing to trade off
 - Such as if there is a specific deadline that must be met, need to limit any changes to the scope
 - Must look or function a certain way
 - Scope is a priority, justify changes in time or cost

- Just because you can make a change doesn't mean you should make a change
- You are able to ask stakeholders and project sponsors
- Office Green
 - Wants to have a pot that will tell you when to water it



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- Can extend the timeline to compensate
- A request has been made to reduce budget, without changing scope



- Finish early

