

Q1: Scope refers to

Answer:

- ▶ all the work involved in creating the products of the project and the processes used to create them
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Q2: **A deliverable is**

Answer:

- ▶ a product produced as part of a project, such as hardware or software, planning documents, or meeting minutes
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Q3: what does includes Project scope management

Answer:

- ▶ **includes the processes involved in defining and controlling what is or is not included in a project**
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Q4: Project Scope Management Processes

Answer:

1. Planning scope
 2. Collecting requirements
 3. Defining scope
 4. Creating the WBS
 5. Validating scope
 6. Controlling scope
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Q5: what's he doing **Planning scope**

Answer:

- ▶ determining how the project's scope
 - ▶ and requirements will be managed
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Q6: what's he doing **Collecting requirements**

Answer:

- ▶ defining and documenting the features and functions of the products produced during the project as well as the processes used for creating them
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Q7: what's he doing Defining scope

Answer:

- ▶ reviewing the project charter, requirements documents, and organizational process assets to create a scope statement

Q8: what's he doing Creating the WBS

Answer:

- ▶ subdividing the major project deliverables into smaller, more manageable components

Q9: what's he doing Validating scope

Answer:

- ▶ formalizing acceptance of the project deliverables

Q10: what's he doing Controlling scope

Answer:

- ▶ controlling changes to project scope throughout the life of the project

Q11: **Project Scope Management Summary**

Answer:

1. Planning
2. Monitoring and Controlling

Q12: Planning:

Answer:

- ▶ 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

Q13: Monitoring and Controlling:

Answer:

- ▶ 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
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Q14: why The project team uses expert judgment and meetings

Answer:

- ▶ to develop two important outputs:
 1. the scope management plan
 2. the requirements management plan
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Q15: The scope management plan is

Answer:

- ▶ a subsidiary part of the project management plan
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Q16: **Scope Management Plan Contents**

Answer:

- ▶ How to prepare a detailed project scope statement
 - ▶ How to create a WBS
 - ▶ How to maintain and approve the WBS
 - ▶ How to obtain formal acceptance of the completed project deliverables
 - ▶ How to control requests for changes to the project scope
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Q17: **The PMBOK® Guide, Fifth Edition, describes requirements as**

Answer:

- ▶ conditions or capabilities that must be met by the project or present in the product, service, or result to satisfy an agreement or other formally imposed specification
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Q18: what does The requirements management plan documents

Answer:

- ▶ how project requirements will be analyzed, documented, and managed
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Q19: **Collecting Requirements**

Answer:

- ▶ IT projects, it is helpful to divide requirements development into categories called elicitation, analysis, specification, and validation
 - ▶ It is important to use an iterative approach to defining requirements since they are often unclear early in a project
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Q20: Results Produced Resource Allocation

Answer:

1. Interviewing
 2. Focus groups and facilitated workshops
 3. Using group creativity and decision-making techniques
 4. Questionnaires and surveys
 5. Observation
 6. Prototyping
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Q21: how to Benchmarking, or generating ideas

Answer:

- ▶ by comparing specific project practices or product characteristics to those of other projects or products inside or outside the performing organization, can also be used to collect requirements
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Q22: Statistics on Requirements for Software Projects (2011 Survey)

Answer:

- ▶ Eighty-eight percent of the software projects involved enhancing existing products instead of creating new ones
 - ▶ Eighty-six percent of respondents said that customer satisfaction was the most important metric for measuring the success of development projects
 - ▶ Eighty-three percent of software development teams still use Microsoft Office applications such as Word and Excel as their main tools to communicate requirements
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Q23: A requirements traceability matrix (RTM)

Answer:

- ▶ is a table that lists requirements, various attributes of each requirement, and the status of the requirements to ensure that all requirements are addressed
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Q24: Project scope statements should include at least

Answer:

1. a product scope description,
 2. product user acceptance criteria,
 3. and detailed information on all project deliverables.
 4. It is also helpful to document other scope-related information
 - such as the project boundaries, constraints, and assumptions.
 5. The project scope statement should also reference supporting documents
 - such as product specifications
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Q25: How should the scope of the project be over time?

Answer:

- ▶ Inaccurate requirements gathering continues
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Q26: Organizations need to

Answer:

- ▶ develop people, processes, and culture to improve requirements management
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Q27: A WBS

Answer:

- ▶ is a deliverable-oriented grouping of the work involved in a project that defines the total scope of the project
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Q28: WBS

Answer:

- ▶ is a foundation document that provides the basis for planning and managing project schedules, costs, resources, and changes

Q29: Decomposition

Answer:

- ▶ is subdividing project deliverables into smaller pieces

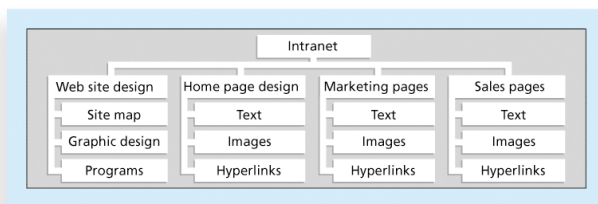
Q30: Note **Creating the Work Breakdown Structure (WBS)**

Answer:

- ▶ A work package is a task at the lowest level of the WBS
- ▶ The scope baseline includes the approved project scope statement and its associated WBS and WBS dictionary

Q31: **Sample Intranet WBS Organized by Product**

Answer:



Q32: **Approaches to Developing WBSs**

Answer:

1. Using guidelines
2. The analogy approach
3. The top-down approach
4. The bottom-up approach
5. Mind-mapping approach

Q33: Using guidelines

Answer:

- ▶ Some organizations, like the DOD, provide guidelines for preparing WBSs

Q34: **The analogy approach**

Answer:

- ▶ Review WBSs of similar projects and tailor to your project...
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Q35: The top-down approach

Answer:

- ▶ Start with the largest items of the project and break them down
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Q36: The bottom-up approach

Answer:

- ▶ Start with the specific tasks and roll them up
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Q37: **Mind-mapping approach**

Answer:

Mind mapping is a technique that uses branches radiating out from a core idea to structure thoughts and ideas

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Q38: Note The WBS Dictionary and Scope Baseline

Answer:

- ▶ Many WBS tasks are vague and must be explained more so people know what to do and can estimate how long it will take and what it will cost to do the work
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Q39: A WBS dictionary

Answer:

- ▶ is a document that describes detailed information about each WBS item
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Q40: Advice for Creating a WBS and WBS Dictionary

Answer:

1. A unit of work should appear at only one place in the WBS.
2. The work content of a WBS item is the sum of the WBS items below it
3. A WBS item is the responsibility of only one individual, even though many people may be working on it

4. The WBS must be consistent with the way in which work is actually going to be performed; it should serve the project team first, and other purposes only if practical
 5. Project team members should be involved in developing the WBS to ensure consistency and buy-in
 6. Each WBS item must be documented in a WBS dictionary to ensure accurate understanding of the scope of work included and not included in that item
 7. The WBS must be a flexible tool to accommodate inevitable changes while properly maintaining control of the work content in the project according to the scope statement
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Q41: Validating Scope

Answer:

1. It is very difficult to create a good scope statement and WBS for a project
 2. It is even more difficult to verify project scope and minimize scope changes
 3. Scope validation involves formal acceptance of the completed project deliverables
 4. Acceptance is often achieved by a customer inspection and then sign-off on key deliverables
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Q42: what does Scope control involves

Answer:

- ▶ controlling changes to the project scope
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Q43: Goals of scope control are

Answer:

1. influence the factors that cause scope changes
 2. assure changes are processed according to procedures developed as part of integrated change control, and
 3. manage changes when they occur
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Q44: Variance is

Answer:

- ▶ the difference between planned and actual performance
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Q45: Suggestions for Improving User Input

Answer:

- ▶ Develop a good project selection process and insist that sponsors are from the user organization
 - ▶ Have users on the project team in important roles
 - ▶ Have regular meetings with defined agendas, and have users sign off on key deliverables presented at meetings
 - ▶ Deliver something to users and sponsors on a regular basis
 - ▶ Don't promise to deliver when you know you can't
 - ▶ Co-locate users with developers
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Q46: Suggestions for Reducing Incomplete and Changing Requirements

Answer:

- ▶ Develop and follow a requirements management process
 - ▶ Use techniques such as prototyping, use case modeling, and JAD to get more user involvement
 - ▶ Put requirements in writing and keep them current
 - ▶ Create a requirements management database for documenting and controlling requirements
 - ▶ Provide adequate testing and conduct testing throughout the project life cycle
 - ▶ Review changes from a systems perspective
 - ▶ Emphasize completion dates to help focus on what's most important
 - ▶ Allocate resources specifically for handling change requests/enhancements like NWA did with ResNet
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Q47: advantages Using Software to Assist in Project Scope Management

Answer:

- ▶ Word-processing software helps create several scope-related documents
 - ▶ Spreadsheets help to perform financial calculations, weighed scoring models, and develop charts and graphs
 - ▶ Communication software like e-mail and the Web help clarify and communicate scope information
 - ▶ Project management software helps in creating a WBS, the basis for tasks on a Gantt chart
 - ▶ Specialized software is available to assist in project scope management
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