

# Project Scope Management

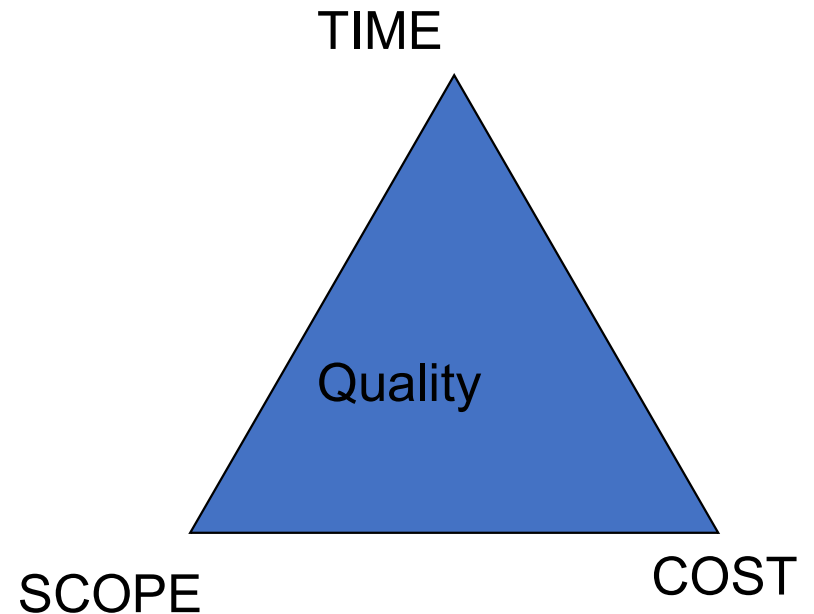
Sections of this presentation were adapted from A  
Guide to the Project Management Body of Knowledge  
4<sup>th</sup> Edition, Project Management Institute Inc., ©  
2009

# Project Scope Management

- “The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully”
- Answers the question – “What will the project produce in the end”.

# Why Do We Manage Scope?

- Can't manage schedule and budget if scope is out of control (Triple Constraint)
- Scope docs are used to manage expectations

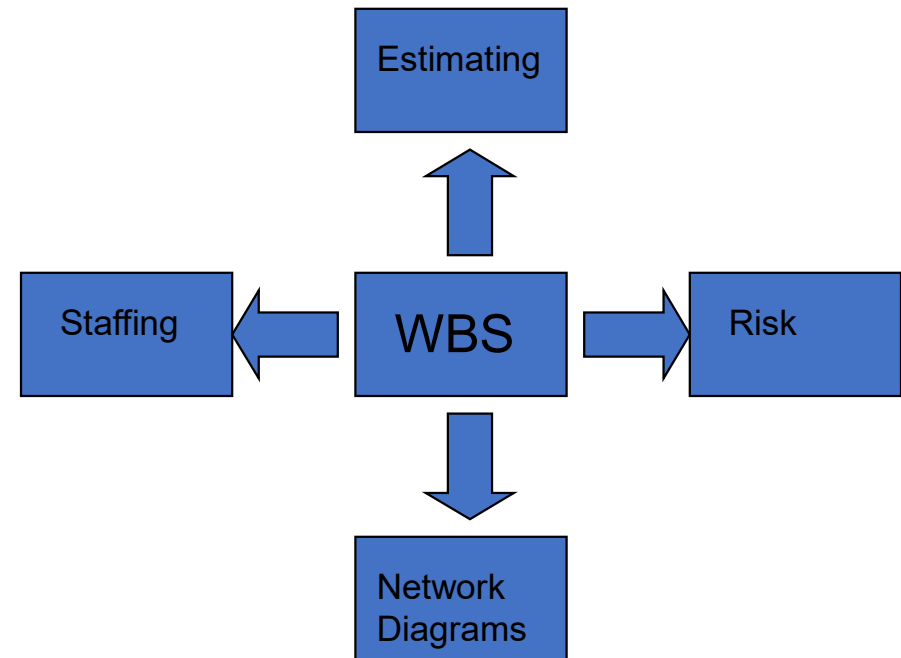


# Scope Management Key Points

- What is scope management
  - Checking to ensure that one is completing work
  - Saying No to additional work not in the charter
  - Preventing extra work/gold plating

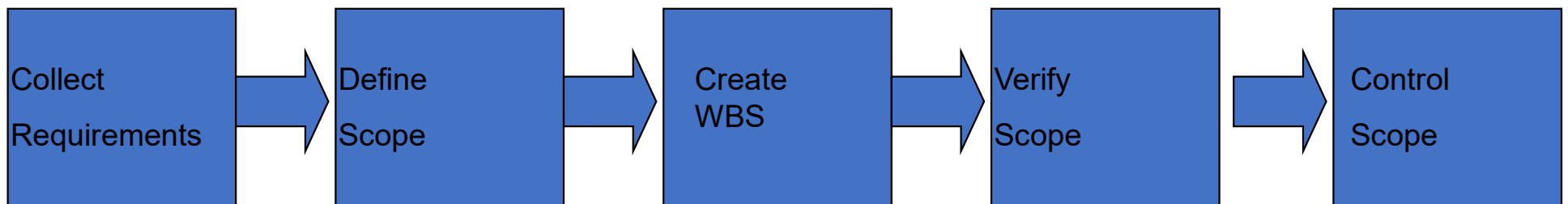
- Work Breakdown Structure (WBS)

- Foundation of the project, all planning and controlling is based on the WBS
- Identifies all work to be performed, if it is not in the WBS it does not need to be done
- Graphical picture of work

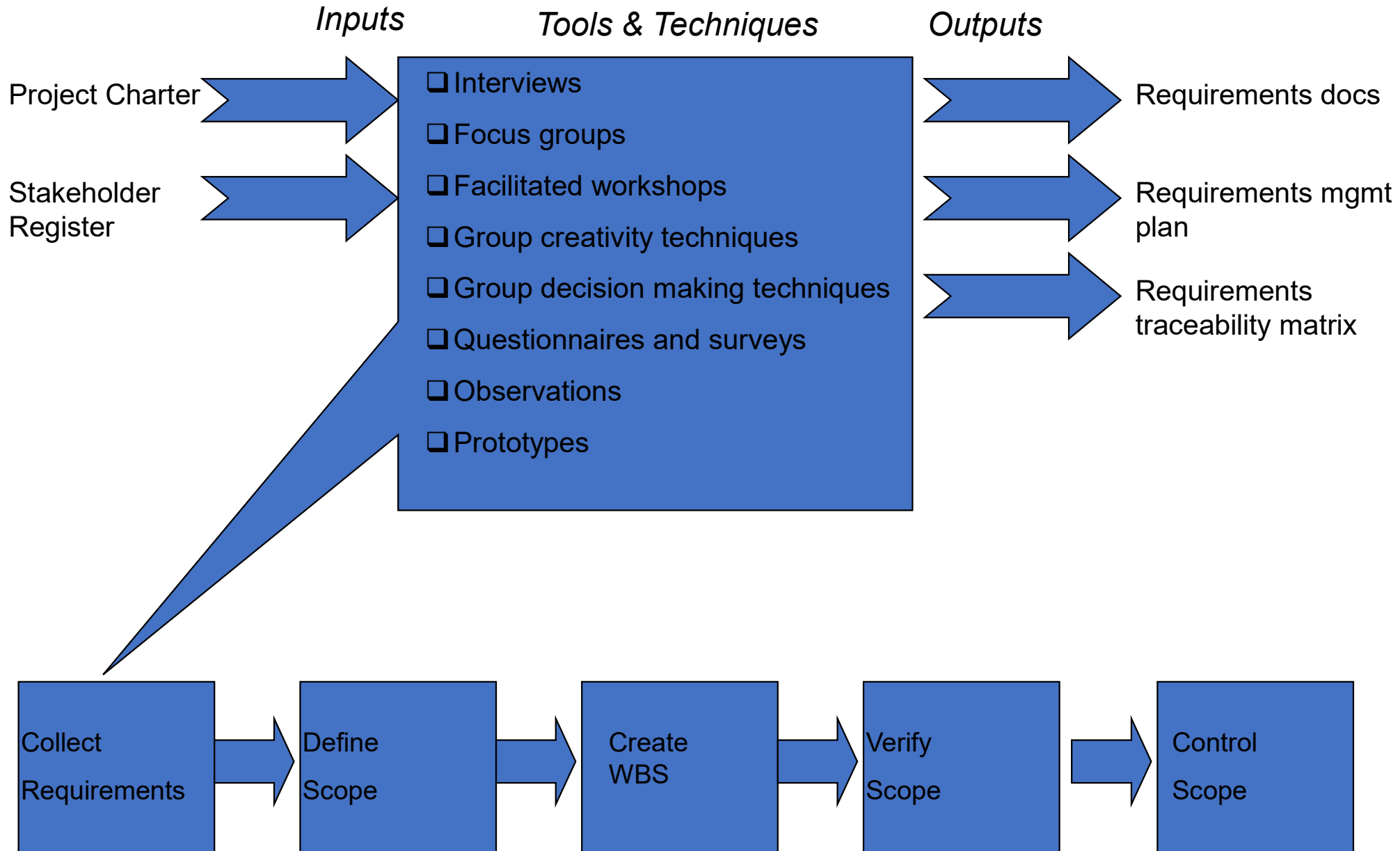


# How Do We Manage Scope?

- Five processes
  - Collect Requirements
  - Define Scope
  - Create WBS
  - Verify Scope
  - Control Scope



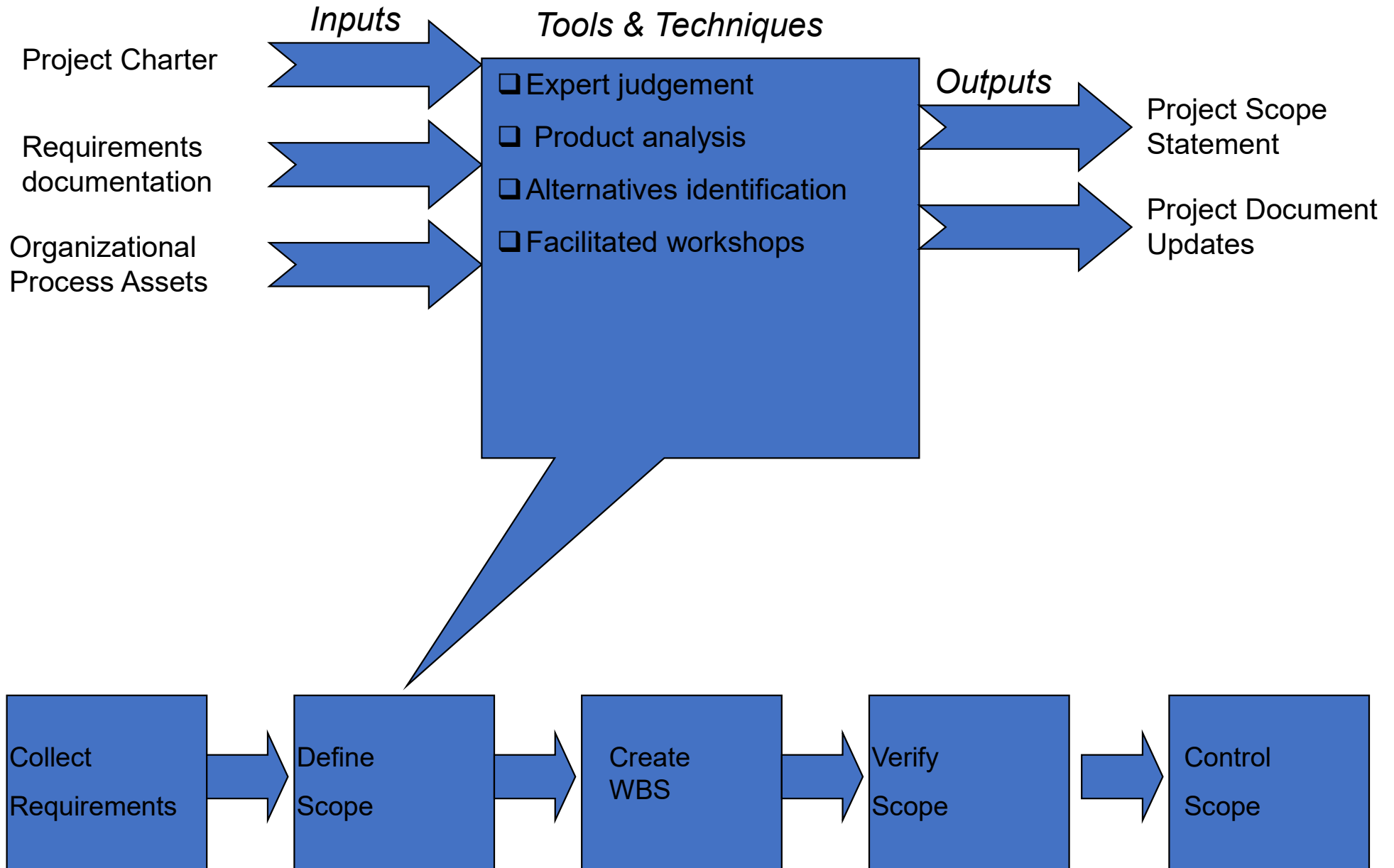
# Collect Requirements



# Collect Requirements

- Determine product of the project requirements
- Make sure all requirements support the business need of the project as described in the charter

# Define Scope



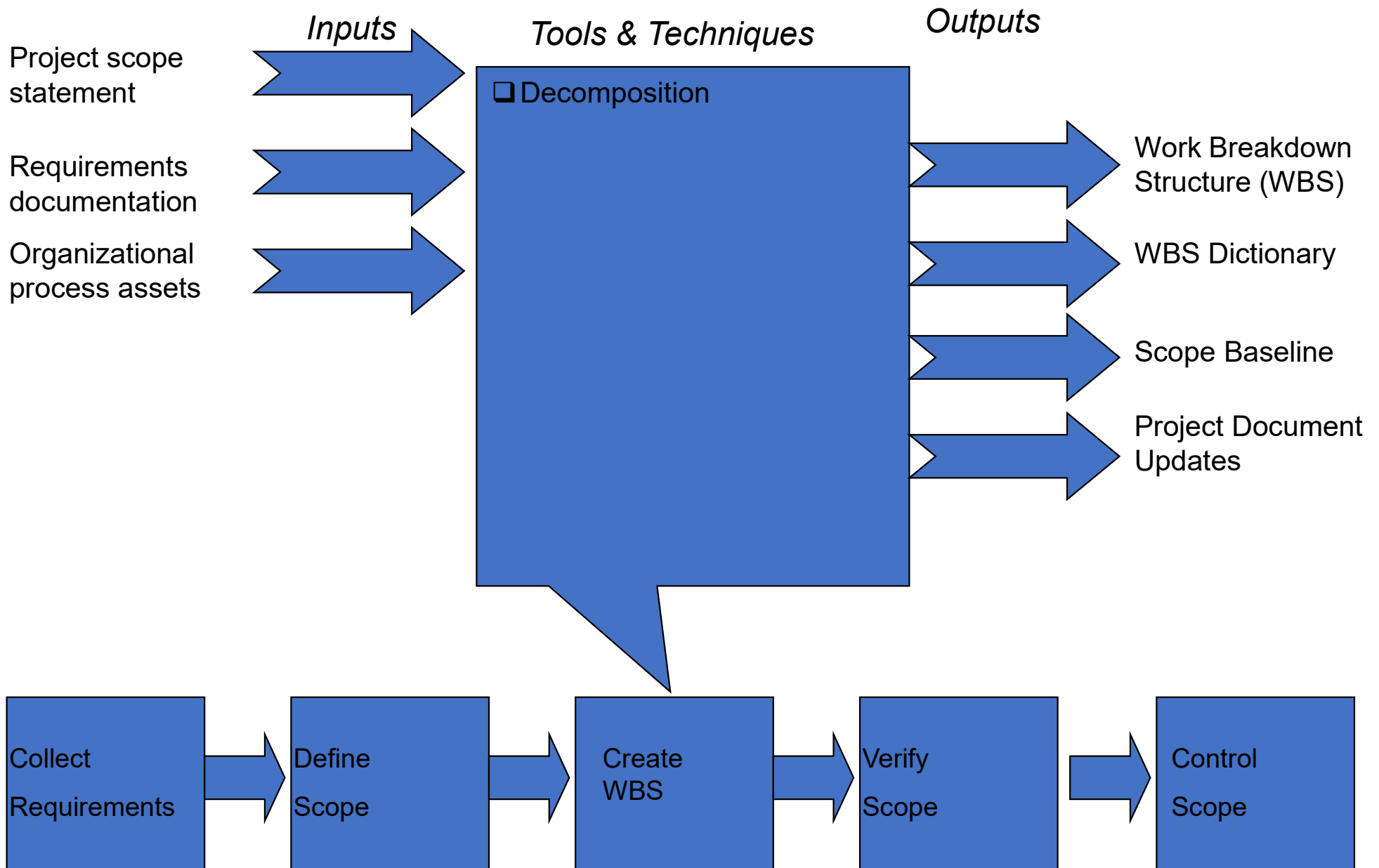


# Project Scope Statement

- Product scope description
- Product acceptance criteria
- Project deliverables
- Project exclusions
- Project constraints
- Project assumptions

*Remember the difference between product and project?*

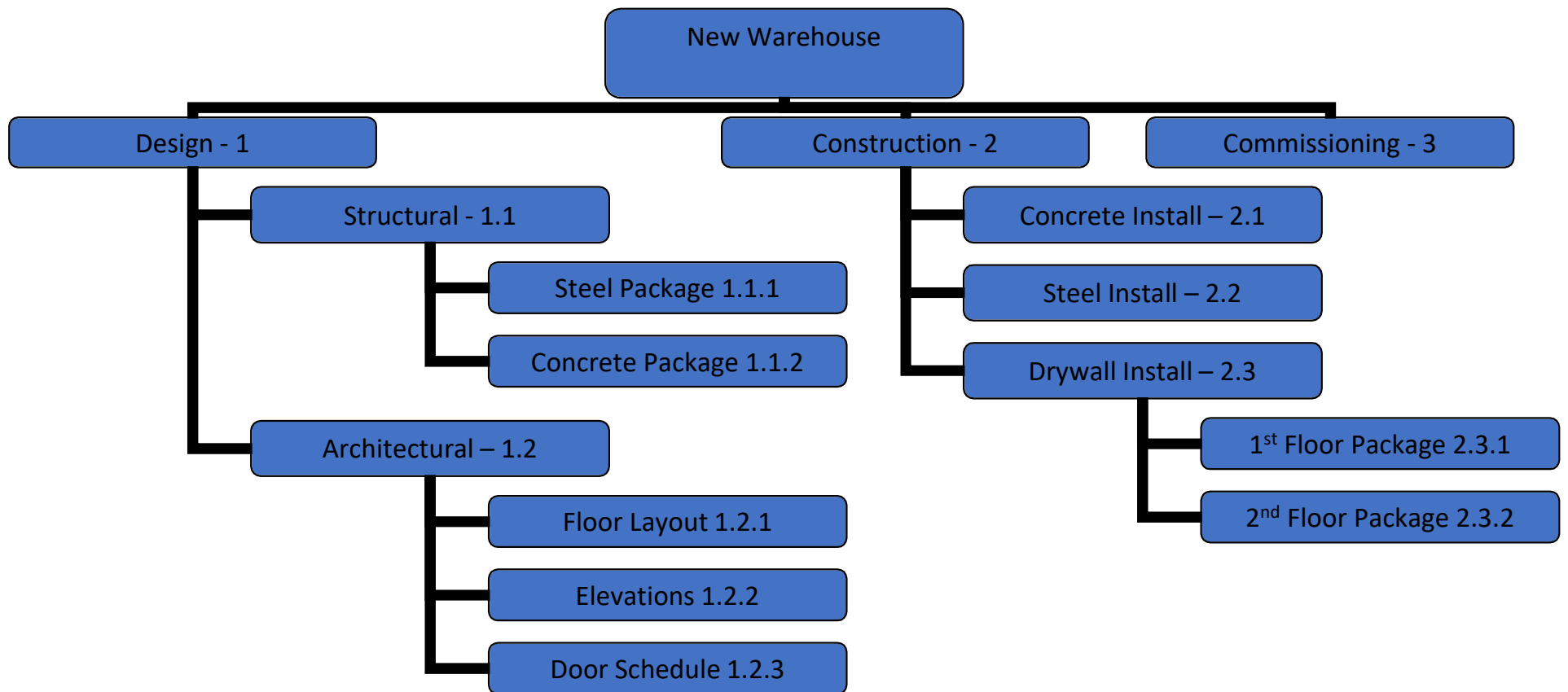
# Create WBS



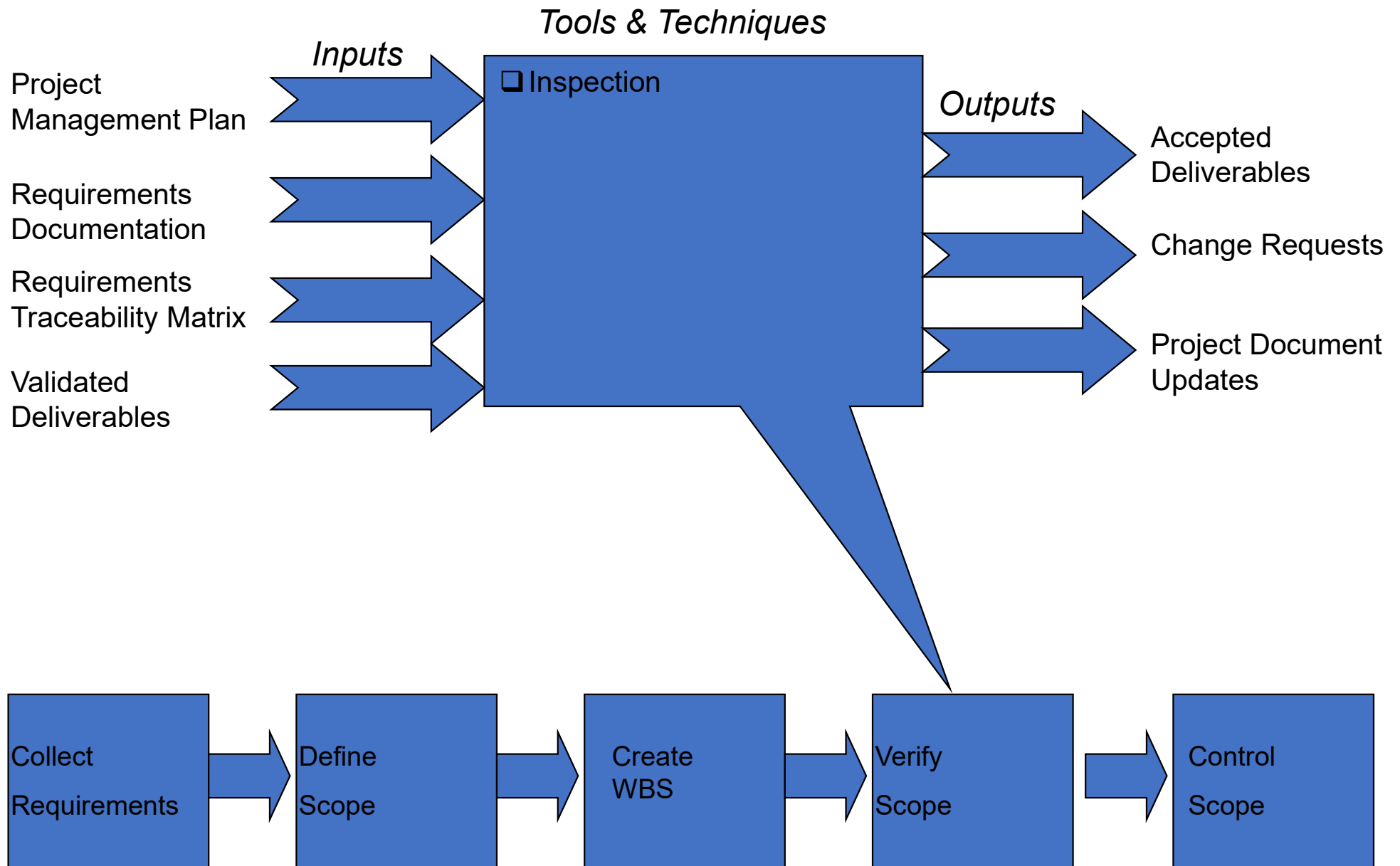
# Work Breakdown Structure

- Start with major project deliverables or phases
- “Decomposition” is breaking down the deliverables into more manageable parts
  - Not all branches need the same level of decomposition!
- Decompose into “Work Packages”
  - 8-80 Hour Rule  $\Rightarrow$  Don’t break work down too much

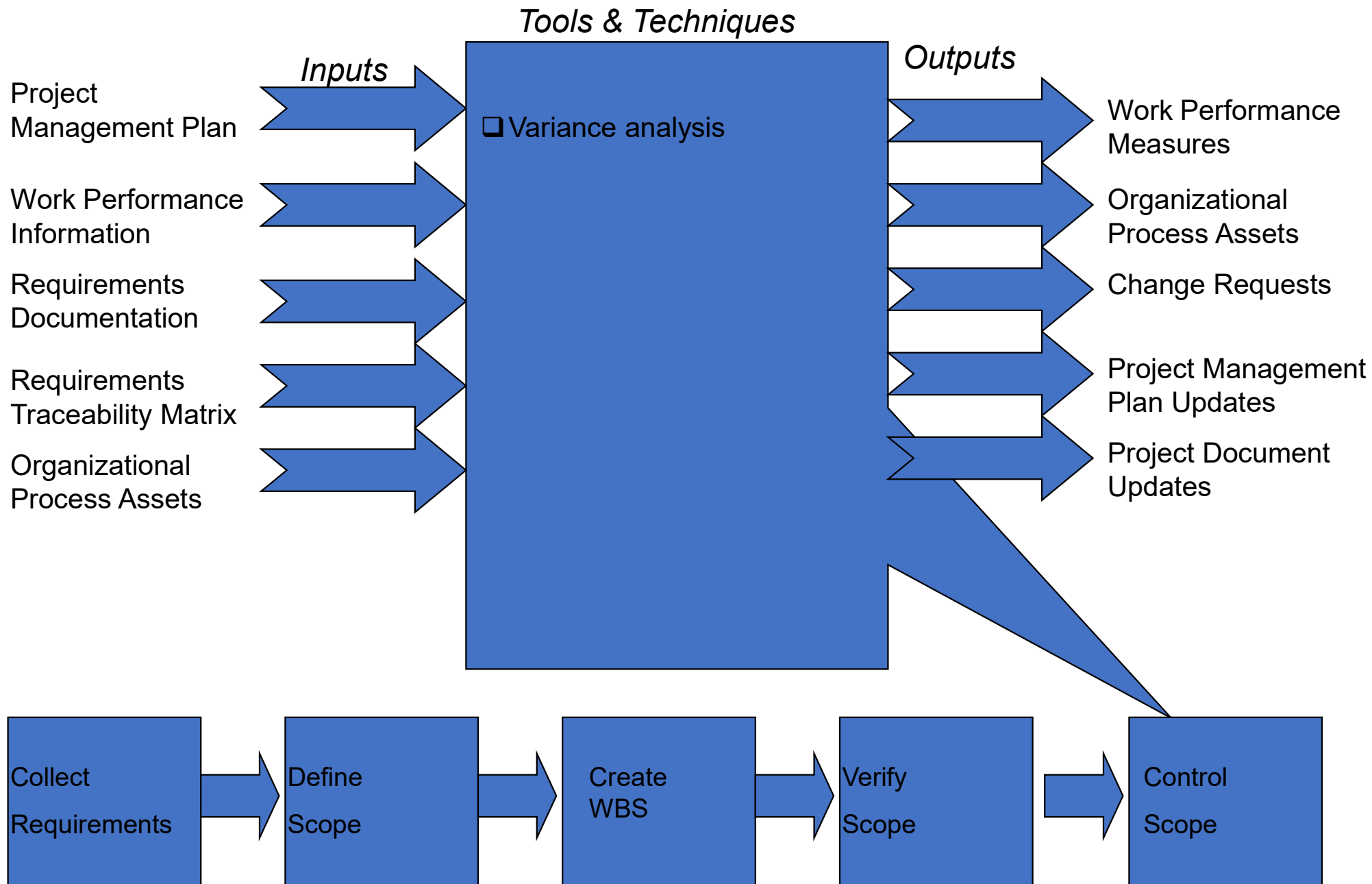
# Work Breakdown Structure



# Verify Scope



# Control Scope



# Scope Definitions

- Change Control System
  - Documentation, tracking, and approvals required to change ***project*** scope
- Configuration Management System
  - Documentation, tracking, and approvals required to change ***product*** scope
- Management by Objectives (MBO)
  - Establish unambiguous and realistic objectives
  - Periodically evaluate if objectives are being met
  - Take corrective action

# Other Topics – Project Selection

- Benefit Measurement Methods (Comparative Approach)
  - Murder Board – Panel that tries to shoot down new ideas
  - Scoring Models
  - Benefit Compared to Cost
- Constrained Optimization Methods (Mathematical)
  - Linear Programming
  - Integer Programming
  - Multi-Objective Programming