**Individual Assignment: Literature Research Paper**

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Master of Science in Project Management PJM 6005: Project Scope Management

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Abstract

The purpose of the paper is to define the essence of the project scope management process, its components, Project scope management is defined in a variety of ways, but it may be characterized as identifying the work that must be accomplished in order to deliver a product with the features and functions that have been specified. The scope of the project is critical because it establishes defined project boundaries. It is described as establishing a shared understanding of what is included in, and what is omitted from, a project. Most people associate project scope with cost and time from the start of the project.

The cost and time to execute and complete the project can be calculated once the scope of the project has been defined. It is inevitable that the scope of the project will vary as it is implemented. The cost and time are then computed and added at this point.

## 1. Introduction

The set of activities that ensure that a project's scope is appropriately defined and mapped is known as project scope management. Scope Management approaches help project managers and supervisors allocate the proper amount of work to accomplish a project successfully, with a focus on managing what is and is not included in the project's scope.

Scope management's main benefit is that it helps to prevent the problems that a project can encounter if it is given an ever-increasing scope and a never-ending set of requirements. The project scope filters out the necessary and viable components of the project and manages all the features stated in the project scope as it is carried out. Scope

management also offers a control system to handle issues that may cause modifications during the project lifecycle.

**2. Steps for defining the scope of a project**

1. Project objectives 2. Goals 3. Sub-phases 4. Tasks 5. Resources 6. Budget 7. Schedule

To define the scope of the project, identify the above parameters. Once these parameters are established, the limitations of the project need to be clarified, and the aspects that are not to be included in the project identified. By doing this, the project scope will make clear to stakeholders, senior management, and team members what will and will not be included in the final product or service.

Handling the expectations of the clients and stakeholders is one of the most challenging tasks for a Project Manager. If there is a definite project scope, Project Managers can remain on track easily by ensuring that all the deadlines are being accomplished throughout the life cycle of the project. In fact, a well-described project scope management aids prevent common problems such as:

- Turning the direction of the project when you are already on the way

- Constantly changing needs

- Dropping the project deadlines

- Increasing the agreed budget

- Knowing that the result is opposite to what expected

Efficient project scope management offers a precise idea about the labor, time, and cost involved in the project. It assists in differentiating between what is required

and what is not to complete the project. Moreover, scope in Project Management even implements the control factors of the project to discover elements that may alter throughout the project life cycle.

## 3. Scope creep

According to my research on to the relevance of scope control for project managers, it is a reality that occasional disruptions (scope creep) occur during the project execution process. For project managers, scope creep is a major source of anxiety. However, by monitoring the project's scope, the project manager may document all resources required to meet the project's objectives and avoid or reduce the risk of scope creep. A clearly specified project scope can aid project managers in avoiding issues such as:

- Demands that are constantly changing
- Excessive spending that exceeds the budgeted amount
- Delays, squandered time, and a persistent failure to meet deadlines

A poorly managed scope may drastically stifle the progress of your project. This method aids project managers in defining and managing what is and isn't part of the project. Project managers would be unable to accurately account for the amount of time, money, and human resources spent on a project without it.

Keeping in mind this real-life example and the scope creep definition, let's look at some examples of scope creep and why scope creep plagues project managers.

**Ill-defined project scope**

Scope creep will occur if there is no clear understanding of the project's scope. If the project manager fails to precisely describe the project, the scope of the project will almost certainly vary and grow drastically.

**Multiple stakeholders**

Any project manager who has dealt with multiple stakeholders will understand the notion of scope creep. There are a lot of opinions when there are a lot of voices. These result in an excessive number of changes for a project manager to handle.

**Last-minute customer feedback**

Client involvement in project planning is critical for project managers who are familiar with the scope creep definition.

### 4. Scope processes

The 6 Project Management Processes are as follows:

4.1 Planning scope management

The first practice of PSM involves planning and developing of Scope Management Plan (SMP). The Scope Management plan describes the project scope and documents how it will be further defined, validated, and controlled.

4.2 Collecting requirements

This method uses a variety of tools and methods, focus group discussions, and observation methods to gather information about a project's stakeholders' needs and expectations.

4.3 Defining scope

Developing a detailed project scope statement. This procedure entails writing a full description of the project as well as its primary deliverables. The scope of the project outlines what the project is expected to accomplish as well as what it will not be able to accomplish.

4.4 Creating the Work Breakdown Structure

It is subdividing project deliverables into smaller work units. The <u>Work Breakdown Structure</u> (WBS) is an important element of the Scope Management process, and the PMI® places great emphasis on this aspect—many project managers often skip this step, which leads to inaccurate planning.

4.5 Validating scope

This step is more about obtaining project clients to sign off on deliverables. Customers are also asked to provide feedback, suggestions, and guidance on the work. Validating the scope is normally done at the conclusion of each step.

4.6 Controlling scope

This is the ongoing process of monitoring and managing changes to the project scope.

5. **Stages of scope management**

The 3 stages of project scope management are as follows:

5.1 Outlining the project Requirements

The first step is to define the project objectives so that the project timetable and resources may be assigned. Only when these criteria have been discovered can the project's tasks be assigned. As a result, the 'project scope' is defined, and the project team is assigned work roles that are constrained by budget and time constraints.

5.2 Identifying project goals

The next step is to determine project objectives, which are the project's core. A project may have multiple objectives, which the project administrator, along with the team, must accomplish in order to offer high-quality products and services.

5.3 Determining the project scope

The scope of a project is the set of resources and responsibilities assigned to deliver a specific product or service. As a result, the project scope reflects the project aims, which are to produce high-end products.

## 6. Review points for successful project scope management

Understanding the project and the requirements: You must discover and comprehend the client's interests, wants, and objectives, as well as the project's objectives. Scope management should begin with planning ahead of time. Plan how you'll go about collecting requirements and drafting the scope of your project even before you start collecting them. After that, you'll need to put together a team, create roles, and assign responsibilities.

Recruit a qualified project manager: If you don't have the correct project manager, even the finest strategy will fall apart. They should be capable of leading a team, with a clear grasp of how to assign work depending on each person's abilities and personality. Identify team members' strengths and weaknesses - Being aware of team members' strengths and weaknesses can help the team become more efficient, allowing you to achieve project deadlines.

Put Yourself In Your Client's Shoes: As your project progresses through the stages, you may find yourself in a scenario where the scope needs to be adjusted. Consider the client's point of view while making small adjustments to the project or

providing appropriate solutions. Customers will surely feel more confident in your analysis skills as a result of this, and their product will be in capable hands.

Practice risk management: Managing possible risks is critical for identifying threats and avoiding costly mistakes and overruns that can destroy a project.

Maintain effective communication: You must be able to communicate with stakeholders, the project manager, supervisors, contractors, and team members in order to address concerns and modifications and keep everyone on the same page.

Create a work breakdown structure (WBS): This phase will assist in better visualizing the scope and breaking it down into much smaller components. The WBS is a hierarchical structure of deliverables that corresponds to the project's output. When you see the deliverables split down into smaller chunks, it's easier to construct a schedule. You may also develop and assign tasks more easily now that you have a WBS to rely on.

## 7. Results and conclusions

I have answered all the questions that were raised in the initial posts. The most important ones were related to scope creep and if scope creep is really caused by poorly stated requirements. Although project scope creep is usually disastrous, there are times when deviating from the initial plan is acceptable. Because many projects last several years, changes in market dynamics or customer requirements may cause the project scope to grow. I have also explained to scope management processes and stages in detail.

I learned about the scope processes, Stages of scope management, how scope creep plagues project managers. You can't totally avoid scope creep, and in some

circumstances, a minor variation from the initial plan is required for the project's success. You can deal with scope creep in a project where the project manager's purpose is to manage scope creep in such a way that the project succeeds and the clients are satisfied with your service. Implementing scope management in a project is regarded critical and is never a tough undertaking; nonetheless, it does need time, effort, and patience. A project manager can only define, control, and guarantee that the project deliverables are reached with scope management, that there are no issues/risks during the project lifetime, and that the stakeholders are pleased with their investments with scope management.

Researching topics of my peers and giving them insights related to scope management  and the things that I found related to agile were that because scope is intended to evolve, "scope creep" does not exist in agile projects. In agile, scope management is essentially a function of "rolling wave" planning and product backlog management. The client verifies the scope by approving or rejecting the features that have been finished in each iteration. The backlog, rolling wave planning, and iteration protection all help to keep scope under control.

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