Project Scope Management

Vedavit Project Solutions

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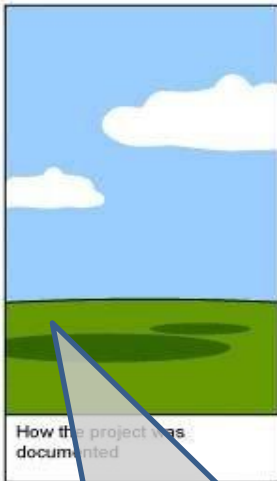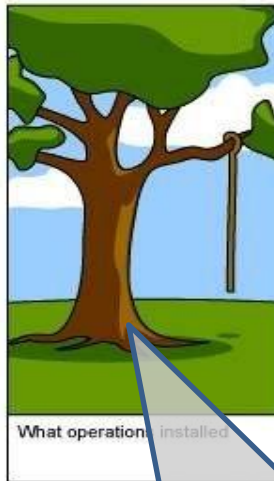How the customer explained it — How the Project Leader understood it — How the Analyst Designed it — How the Programmer wrote it — How the Business Consultant described it
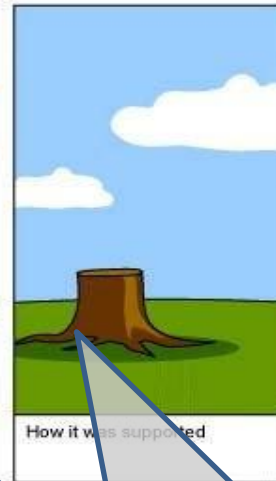
How the project was documented — How operations installed it — How the customer was billed — How it was supported — What the customer really needed

- **Project Scope** "The work that needs to be accomplished to deliver a product, service, or result with the specified features and functions."

- **Product Scope** "The features and functions that characterize a product, service, or result."

Project Scope Management

Definition

Processes required to ensure that the project includes all the work required, and ONLY the work required to complete the project successfully

Project Scope Management

7. Collect Requirements [PLANNING]

8. Define Scope [PLANNING]

9. Create WBS [PLANNING]

10. Verify Scope [M&C]

11. Control Scope [M&C]

Definition

Defining and documenting stakeholders' needs to meet the project objectives.

Collect Requirement

Knowledge Area	:	**Project Scope Management**
Process Group	:	**Planning Process Group**

Input

1. Project charter
2. Stakeholder register

Tool & Technique

1. Interviews
2. Focus groups
3. Facilitated workshops
4. Group creativity techniques
5. Group decision making techniques
6. Questionnaires and surveys
7. Observations
8. Prototypes

Output

1. Requirements documentation
2. Requirements management plan
3. Requirements traceability matrix

Collect Requirements

Focus groups

Guided by moderator, group's final opinion is taken

Facilitated workshops

Cross functional stakeholders. Settle their differences like JAD with developers

Group creativity techniques

Brain storming

Nominal group techniques: Brainstorming only on most voted

Delphi Techniques: Only selected experts answers. Who answered what is not shared

Idea Mapping techniques: Individuals ideas mapped on single map

Affinity diagrams: Grouping and sorting of ideas for discussion

Group decision making techniques
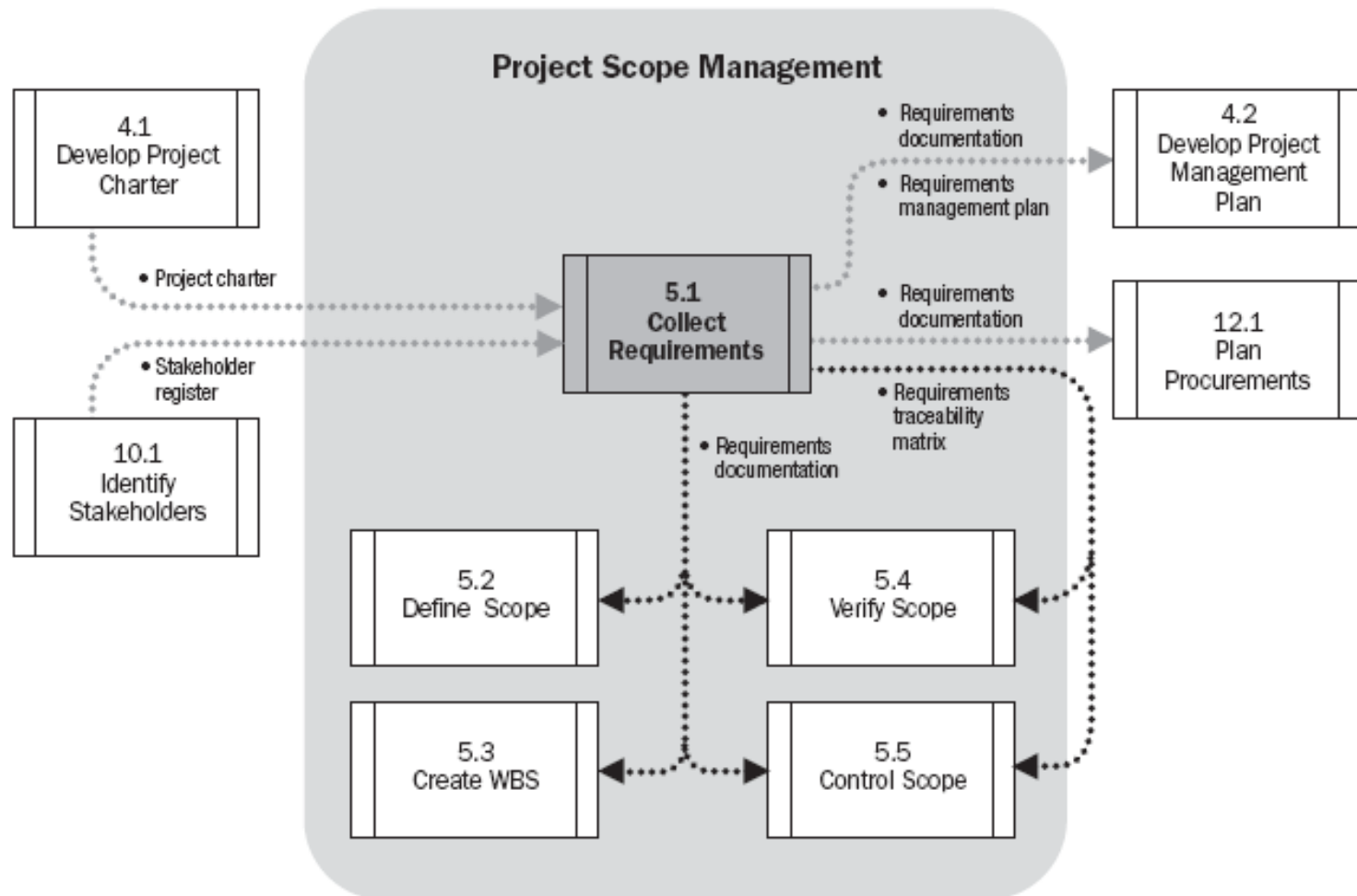
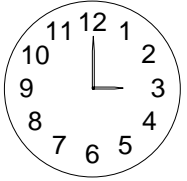Majority, Unanimity, Plurality, Dictatorship

Figure 5-3. Collect Requirements Data Flow Diagram

Discussion/Exercise-7

5 Minutes

How to collect, analyze, document, prioritize, manage req; how change should be initiated and impact analysis done; Tracking changes, configuration management activities, RTM structure

Write Requirement Management Plan for your projects
OR

Write Columns of RTM for your project

8. Define Scope

Definition

Developing a detailed description of the project and product.

Define Scope

Knowledge Area	:	Project Scope Management
Process Group	:	Planning Process Group

Input

1. Project charter
2. Requirements documentation
3. Organizational process assets

Tool & Technique

1. Expert judgment
2. Product analysis
3. Alternatives identification
4. Facilitated workshops

Output

1. Project scope statement
2. Project document updates

Define Scope

- Product Analysis
  - Product breakdown
  - System analysis
  - Requirement analysis
  - System engineering: Deals with multiple complex systems
  - Value engineering: Functions, value, cost
  - Value analysis: Debate the function and its cost
- Alternative Identification
  - Alternative way of doing work

Scope Statement

Scope statement has following sections

- Product Scope Description

- Product Acceptance Criteria

- Project Deliverables

- Project Exclusions

- Project Constraints (budget, imposed date, scheduled milestones, contractual provisions)

- Project Assumptions

- Organizational policies
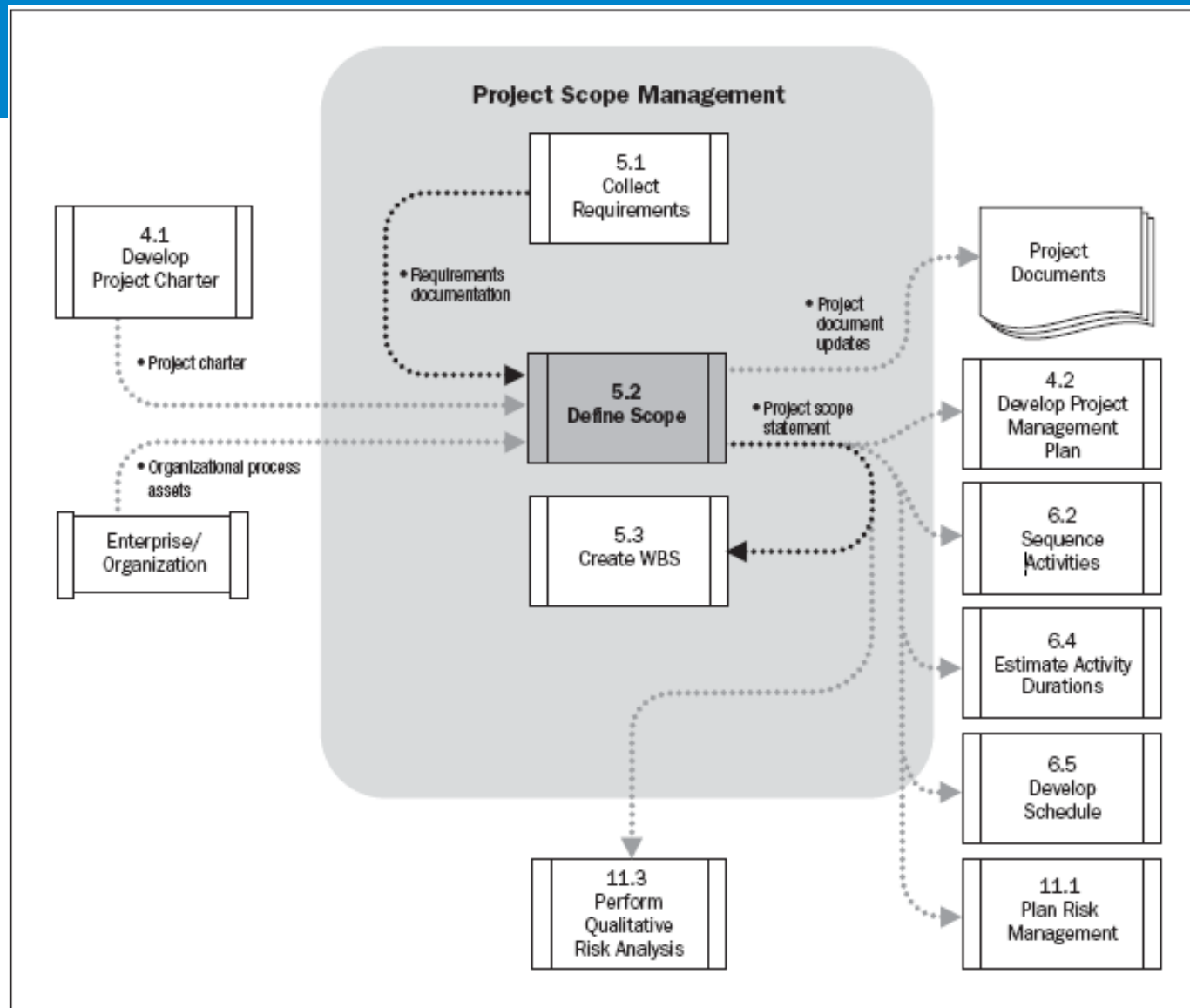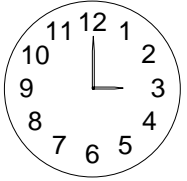
- Available skilled resources

Figure 5-5. Define Scope Data Flow Diagram

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Discussion/Exercise 8

5 Minutes

Product Scope Description, Product Acceptance Criteria, Project Deliverables

Project Exclusions, Project Constraints (budget, imposed date, scheduled milestones, contractual provisions), Project Assumptions, Organizational policies, Available skilled resources
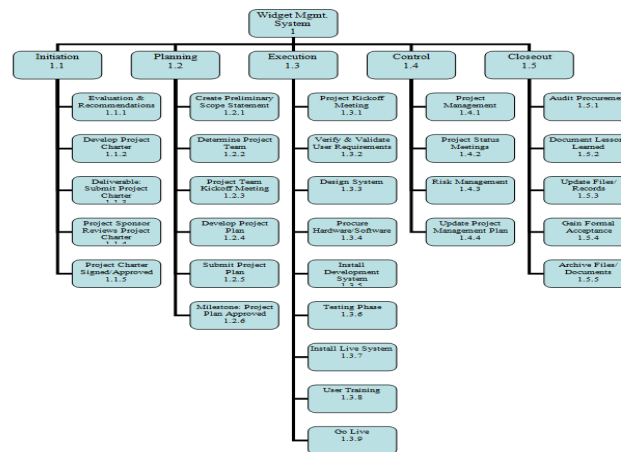
Write Project Scope Statement for your project

9. Create WBS

Definition

Subdividing project deliverables and project work into smaller, more manageable components.

Create WBS

Knowledge Area	:	**Project Scope Management**
Process Group	:	**Planning Process Group**

Input	Tool & Technique	Output
1. Project scope statement	1. Decomposition	1. Work breakdown structure
2. Requirements documentation		2. WBS dictionary
3. Organizational process assets		3. Scope baseline
		4. Project document updates
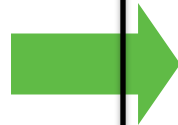
Scope baseline

Scope baseline is part of PMP, Scope baseline includes

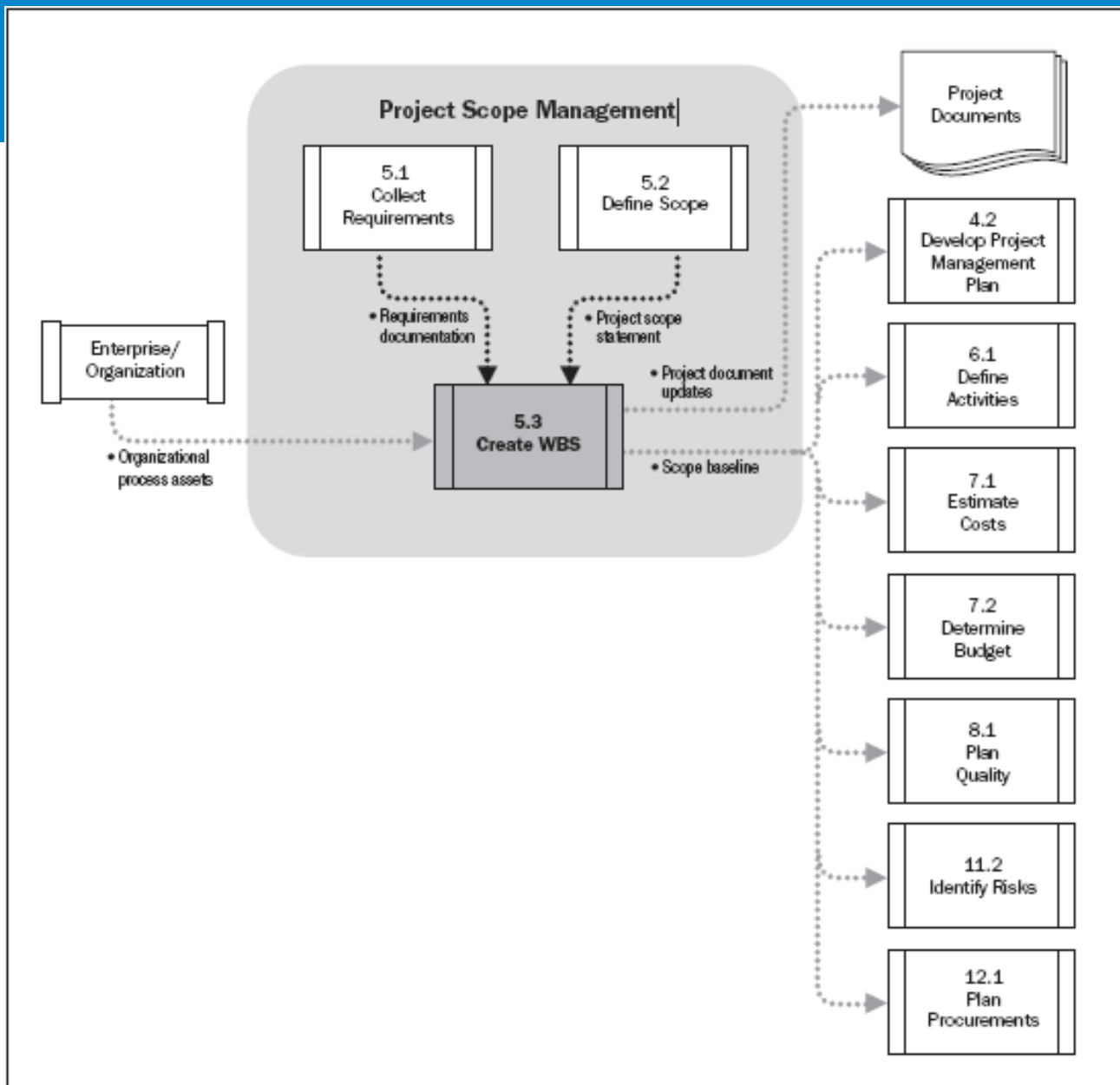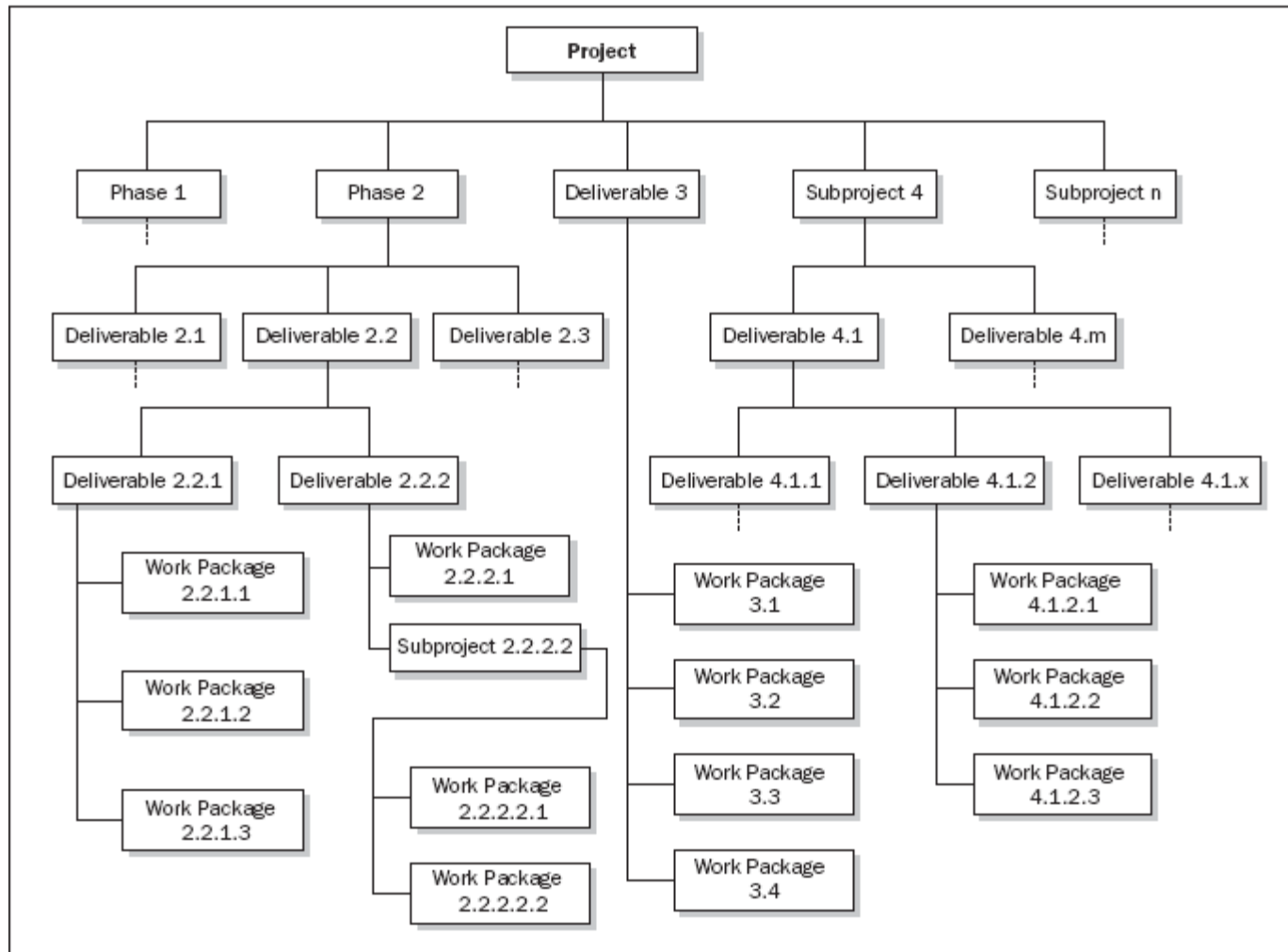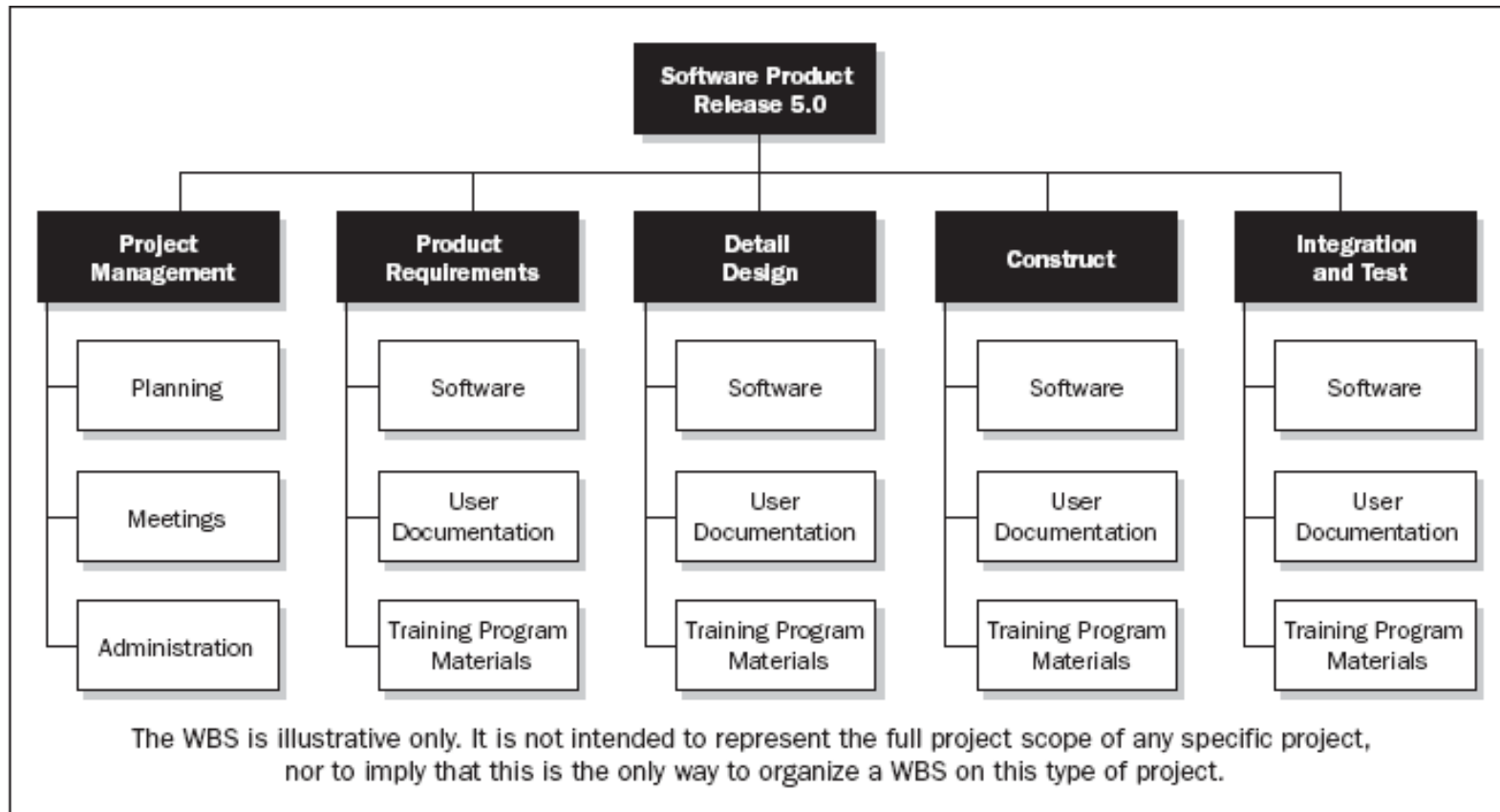- Project Scope Statements
- WBS
- WBS Dictionary

Figure 5-7. Create WBS Data Flow Diagram

Phase oriented WBS

Department oriented WBS

The WBS is illustrative only. It is not intended to represent the full project scope of any specific project, nor to imply that this is the only way to organize a WBS on this type of project.
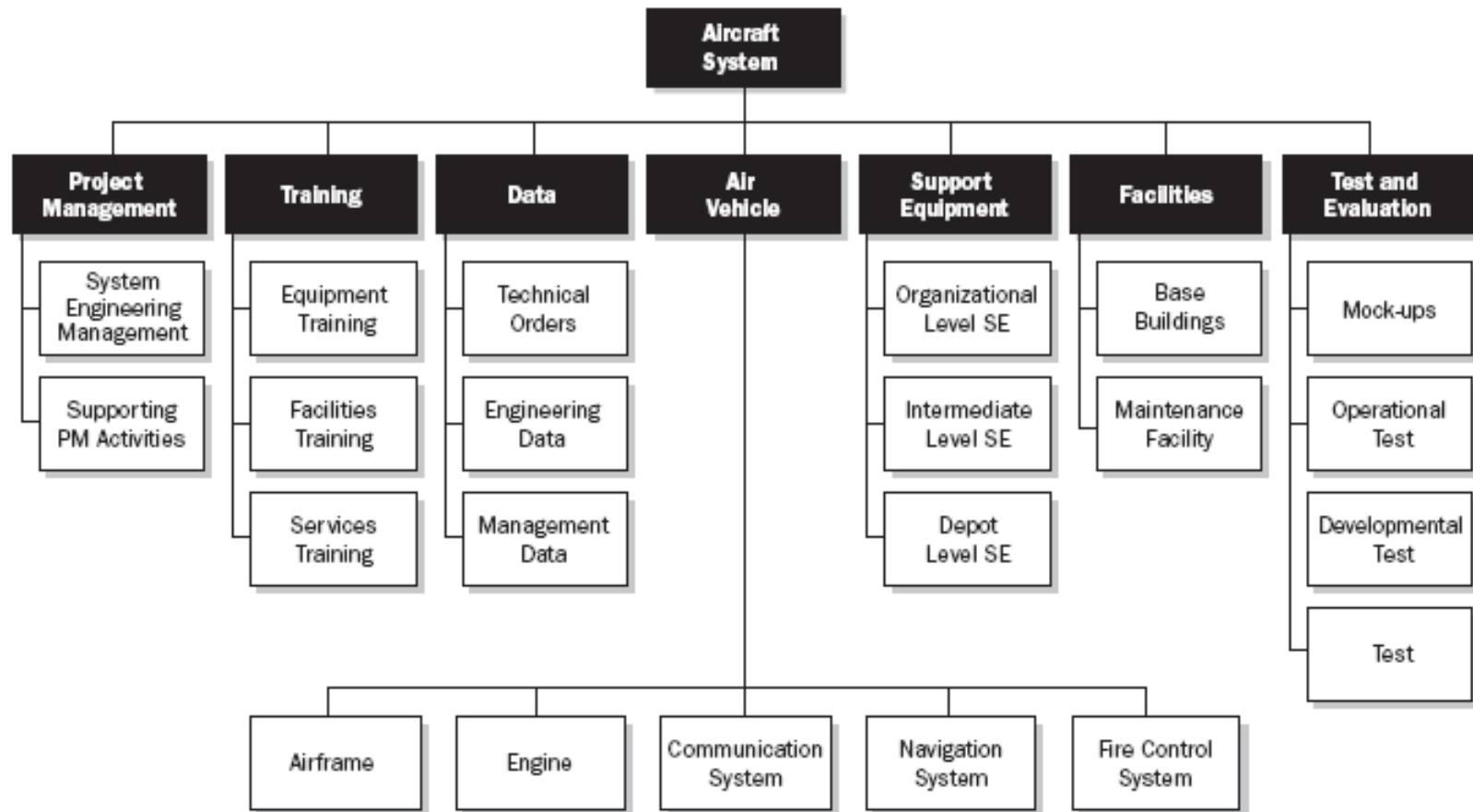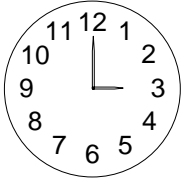
Subproject Oriented WBS

The WBS is illustrative only. It is not intended to represent the full project scope of any specific project, nor to imply that this is the only way to organize a WBS on this type of project.

Discussion/Exercise 9

5 Minutes

- **Write 2 Level WBS & WBS Dictionary with min 5 deliverables for your project**

10. Verify Scope

Definition

Formalizing acceptance of the completed project deliverables.

Verify Scope

Knowledge Area	:	**Project Scope Management**
Process Group	:	**Monitoring & Controlling Process Group**

Input

1. Project management plan
2. Requirement documentation
3. Requirements traceability matrix
4. Validated deliverables

Tool & Technique

1. Inspection

Output

1. Accepted deliverables
2. Change requests
3. Project document updates

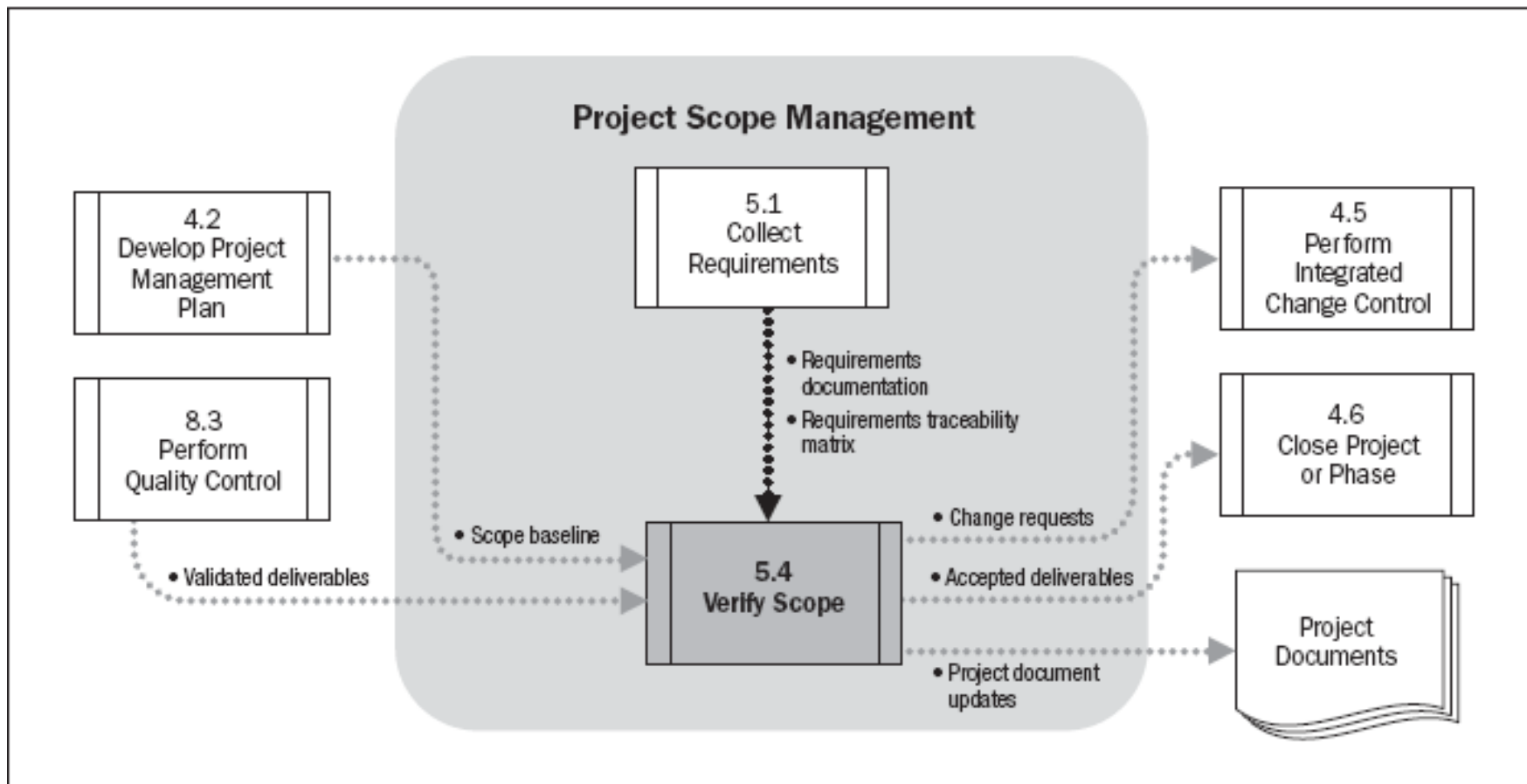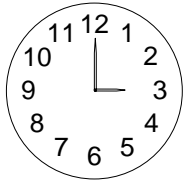**Figure 5-12. Verify Scope Data Flow Diagram**

Discussion/Exercise 10

- **Write verify scope activities for your project; also write the name of deliverables verified.**

Definition

Monitoring the status of the project and product scope and managing changes to the scope baseline.

Control Scope

Knowledge Area	:	**Project Scope Management**
Process Group	:	**Monitoring & Controlling Process Group**

| Input	Tool & Technique	Output
1. Project management plan	1. Variance analysis	1. Work performance measurements
2. Work performance information		2. Organizational process assets updates
3. Requirements documentation		3. Change requests
4. Requirements traceability matrix		4. Project management plan updates
5. Organizational process assets		5. Project document updates
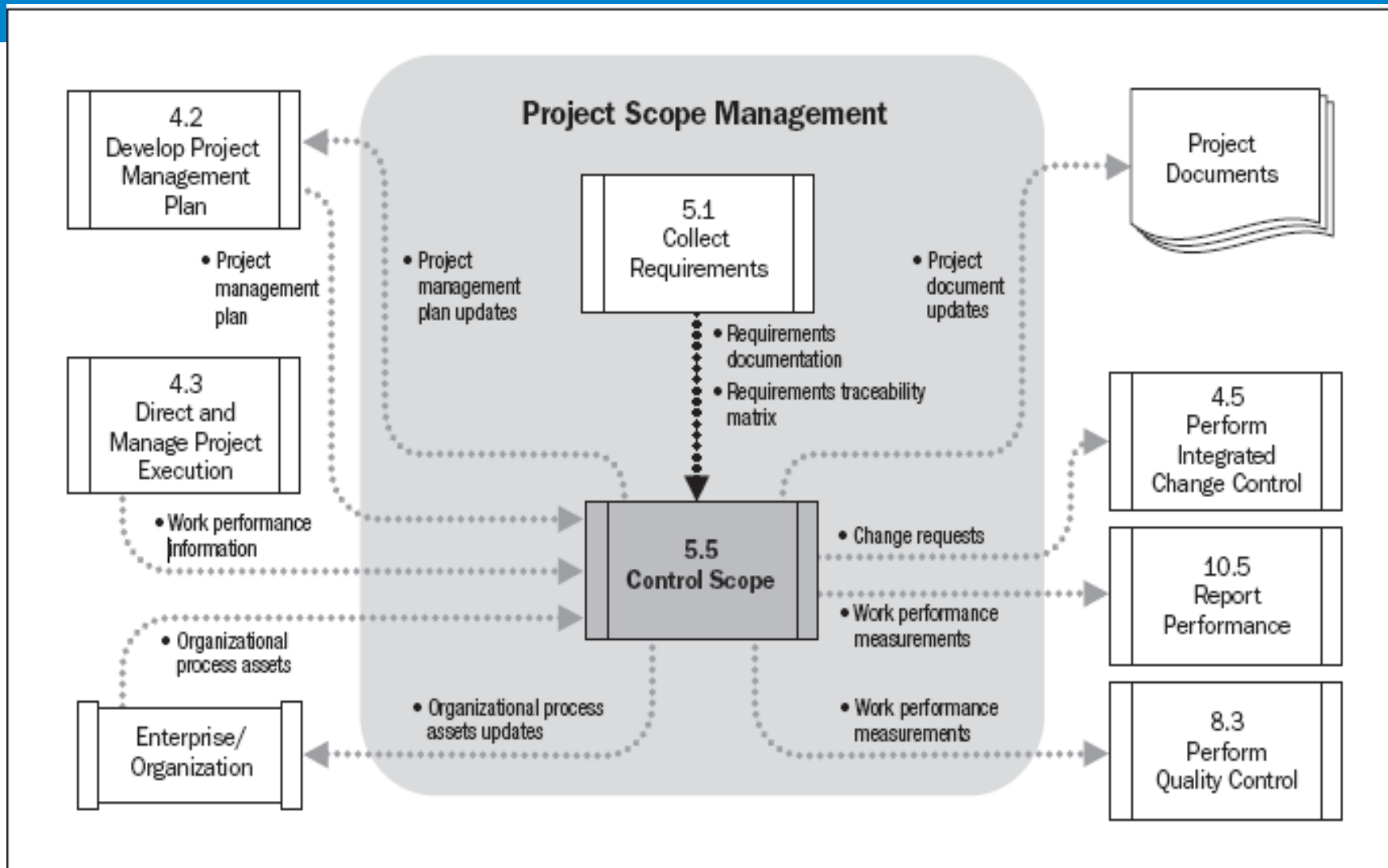
Figure 5-14. Control Scope Data Flow Diagram

Discussion/Exercise-11
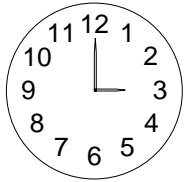
5 Minutes

- **Write work performance measurement metrics and their values for your project**

Questions & Discussions !