Project Scope Management Terms	
	Directions: Hide this side of the flashcards or fold page in half. Read the term, recite the definition, and then look at this side of the flashcards to check your answer.
8/80 Rule	A planning heuristic for creating the WBS. This rule states that the work package in a WBS must take no more than 80 hours of labor to create and no fewer than 8 hours of labor to create.
Active observation	The observer interacts with the worker to ask questions and understand each step of the work being completed. In some instances, the observer could serve as an assistant in doing the work.
Affinity diagrams	When stakeholders create a large number of ideas, you can use an affinity diagram to cluster similar ideas together for further analysis.
Alternatives generation	A scope definition process of finding alternative solutions for the project customer while considering the customer's satisfaction, the cost of the solution, and how the customer may use the product in operations.
Autocratic	A decision method where only one individual makes the decision for the group.
Brainstorming	This approach encourages participants to generate as many ideas as possible about the project requirements. No idea is judged or dismissed during the brainstorming session.
Change control system (CCS)	Documented in the scope management plan, this system defines how changes to the project scope are managed and controlled.

Change management plan	This subsidiary plan defines how changes will be allowed and managed within the project.
Code of accounts	A numbering system for each item in the WBS. The PMBOK is a good example of a code of accounts, as each chapter and its subheadings follow a logical numbering scheme. For example, PMBOK 5.3.3.2 identifies an exact paragraph in the PMBOK.
Configuration management plan	This subsidiary plan defines how changes to the features and functions of the project deliverables will be monitored and controlled within the project.
Context diagram	These diagrams show the relationship between elements of an environment. For example, a context diagram would illustrate the networks, servers, workstations, and people that interact with the elements of the environment.
Focus groups	A moderator-led requirements collection method to elicit requirements from stakeholders.
Functional analysis	This is the study of the functions within a system, project, or, what's more likely in the project scope statement, the product the project will be creating. Functional analysis studies the goals of the product, how the product will be used, and the expectations the customer has of the product once it leaves the project and moves into operations. Functional analysis may also consider the cost of the product in operations, which is known as life-cycle costing.
Funding limit	Most projects have a determined budget in relation to the project scope. There may be a qualifier on this budget, such as plus or minus 10 percent based on the type of cost estimate created.

Interviews	A requirements collection method used to elicit requirements from stakeholders in a one-on-one conversation.
Majority	A group decision method where more than 50 percent of the group must be in agreement.
Mind mapping	This approach maps ideas to show the relationship among requirements and the differences between requirements. The map can be reviewed to identify new solutions or to rank the identified requirements.
Nominal group technique	As with brainstorming, participants are encouraged to generate as many ideas as possible, but the suggested ideas are ranked by a voting process.
Passive observation	The observer records information about the work being completed without interrupting the process; sometimes called the invisible observer.
Plurality	A group-decision method where the largest part of the group makes the decision when it's less than 50 percent of the total. (Consider three or four factions within the stakeholders.)
Product acceptance criteria	This project scope statement component works with the project requirements, but focuses specifically on the product and what the conditions and processes are for formal acceptance of the product.
Product breakdown	A scope definition technique that breaks down a product into a hierarchical structure, much like a WBS breaks down a project scope.
Product scope description	This is a narrative description of what the project is creating as a deliverable for the project customer.

Product scope	Defines the product or service that will come about as a result of completing the project. It defines the features and functions that characterize the product.
Project assumptions	A project assumption is a factor in the planning process that is held to be true but not proven to be true.
Project boundaries	A project boundary clearly states what is included with the project and what's excluded from the project. This helps to eliminate assumptions between the project management team and the project customer.
Project constraints	A constraint is anything that limits the project manager's options. Consider a predetermined budget, deadline, resources, or materials the project manager must use within the project—these are all examples of project constraints.
Project objectives	These are the measurable goals that determine a project's acceptability to the project customer and the overall success of the project. Objectives often include the cost, schedule, technical requirements, and quality demands.
Project requirements	These are the demands set by the customer, regulations, or the performing organization that must exist for the project deliverables to be acceptable. Requirements are often prioritized in a number of ways, from "must have" to "should have" to "would like to have."
Project scope	This defines all of the work, and only the required work, to complete the project objectives.

Project scope management plan	This project management subsidiary plan controls how the scope will be defined, how the project scope statement will be created, how the WBS will be created, how scope validation will proceed, and how the project scope will be controlled throughout the project.
Requirements documentation	This documentation of what the stakeholders expected in the project defines all of the requirements that must be present for the work to be accepted by the stakeholders.
Requirements management plan	This subsidiary plan defines how changes to the project requirements will be permitted, how requirements will be tracked, and how changes to the requirements will be approved.
Requirements traceability matrix (RTM)	This is a table that maps the requirements throughout the project all the way to their completion.
Schedule milestones	The project customer may have specific dates when phases of the project should be completed. These milestones are often treated as project constraints.
Scope creep	Undocumented, unapproved changes to the project scope.
Scope validation	The formal inspection of the project deliverables, which leads to project acceptance.

Stakeholder analysis	A scope definition process where the project management team interviews the stakeholders and categorizes, prioritizes, and documents what the project customer wants and needs. The analysis is to determine, quantify, and prioritize the interests of the stakeholders. Stakeholder analysis demands quantification of stakeholder objectives; goals such as “good,” “satisfaction,” and “speedy” aren’t quantifiable.
Systems analysis	A scope definition approach that studies and analyzes a system, its components, and the relationship of the components within the system.
Systems engineering	This project scope statement creation process studies how a system should work, designs and creates a system model, and then enacts the working system based on the project’s goals and the customer’s expectations. Systems engineering aims to balance the time and cost of the project in relation to the scope of the project.
Unanimity	A group decision method where everyone must be in agreement.
Value analysis	As with value engineering, this approach examines the functions of the project’s product in relation to the cost of the features and functions. This is where, to some extent, the grade of the product is in relationship to the cost of the product.
Value engineering	This approach to project scope statement creation attempts to find the correct level of quality in relation to a reasonable budget for the project deliverable while still achieving an acceptable level of performance of the product.

WBS dictionary	A WBS companion document that defines all of the characteristics of each element within the WBS.
WBS template	A prepopulated WBS for repetitive projects. Previous projects' WBSs are often used as templates for current similar projects.
Work breakdown structure (WBS)	A deliverables-oriented breakdown of the project scope.
Work package	The smallest item in the WBS.
Work performance information	Status of the deliverables: the work that's been started, finished, or has yet to begin.