Scope Management

Tools + techniques used: scope statements, work breakdown structures, statements of work, scope management plans, scope change controls, scope verification techniques.

What is scope? Scope refers to all the work involved in creating the products of the project and the processes used to create them.

Four processes for project cost management

1. Scope planning: involves documentation that details how the other four processes will be created and defined. It describes how the team will prepare the scope statement, create the wbs, verify completion of the project deliverables, control requests for changes to the project scope
2. Project scope definition: involves developing a detailed project scope statement. The preliminary project scope statement should include basic scope information and subsequent scope statements that should clarify and provide more specific information
3. Creating the wbs: development of a deliverable-oriented breakdown of the total project scope. WBS is used to plan in detail what is needed to be done by the team, through defining and structuring of all the deliverables needed to produce the project’s end products or manage the project.
4. Scope verification: formalised acceptance of the completed project deliverables. Acceptance is achieved by customer inspection and then sign-off key deliverables.
5. Scope control: controlling changes to the project scope. The goal is to influence the factors that cause scope changes, to ensure the changes are processed per procedures developed as part of integrated change control, and manage changes when they occur.

Planning is typically the most difficult and unappreciated process in project management, therefore, project planning is used to guide project execution.

Work that is not included in the scope statement should not be done

The WBS is concerned with the what of the project, not the how, how much or who etc. It is concerned with what should be delivered

WBS can be illustrated in either chart or tabular form

Approaches to developing wbs: analogy (review WBS from similar projects), top-down (start with largest items of the project and break them down), bottom-up (start with the specific tasks and roll up), mind-mapping (write tasks in a non-linear, branching format and create WBS structure)

Deliverables are tangible, verifiable work products. Reports, presentations, prototypes etc.

Milestones are significant events or achievements, acceptance of deliverables or phase completions, cruxes (proof of concepts), quality control, what keeps teams focused.

Inputs to WBS:

* Organisational guidelines
* Preliminary scope statement
* Project scope management plan
* Approved change requests
* WBS dictionary: a document that describes the WBS task in detail

A work packaged is a task at the lowest level of the WBS, representing the level of work that the PM monitors and controls.

Scope baseline is made up of the scope statement, associated WBS and the WBS dictionary

Scope baseline is a starting point, a measurement or observation that is documented so that it can be used for future comparison

Scope creep is the tendency for the project scope to get bigger and bigger, which introduces:

* Risk of project failure
* Costs issues, which may affect bonuses
* Hurt towards team morale, placing change at random unexpected moments
* The project to become operationalised

Variance: the difference between planned and actual performance