

PROJECT MANAGEMENT

Module 2: Basic aspects of project management

2.2. Scope management

Department of Management
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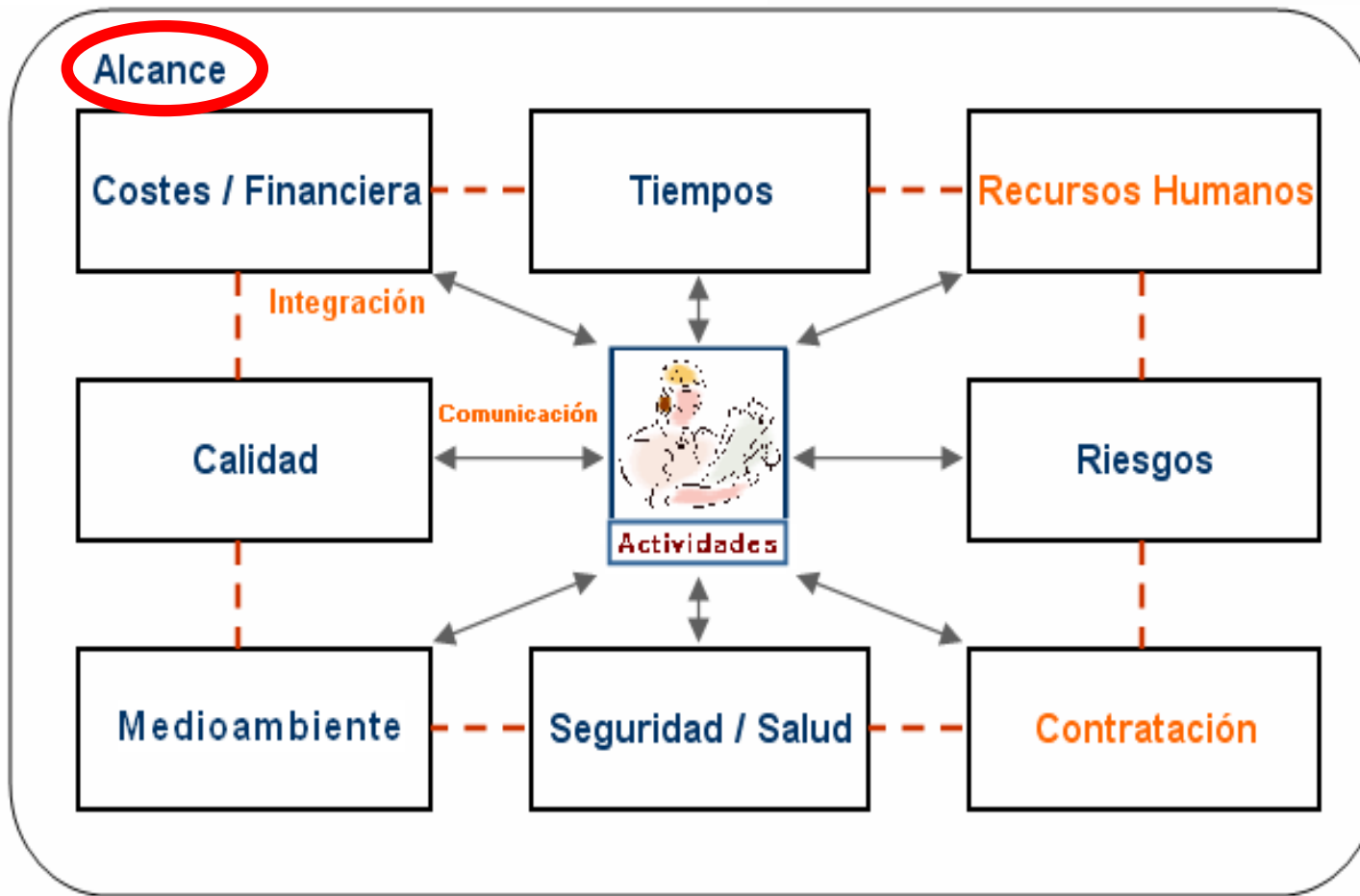


Scope management

1. Overview
2. Scope management



1. Overview



Translation:

Scope

Costs/Finances

Schedule

Human Resources

Integration

Quality

Communication

Activities

Risks

Environment

Safety/Health

Hiring

2. Scope management

Definition

▪ What is it?

A set of requirements the project should meet:



How? An idea of HOW to meet the requirements



What to do? Meet the requirements established by the client in particular, and by the rest of the stakeholders.

▪ Scope management

- Plan → **process**: *define the scope*
- Organize
- Act
- Control → **process**: *monitor changes*

2. Scope management

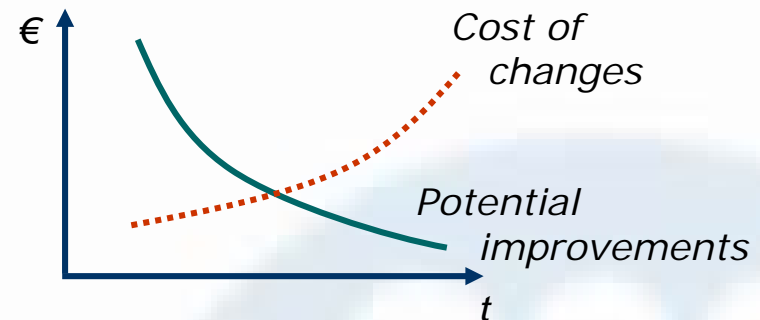
Definition

▪ Functions

- Plan to optimize
- Increase value

▪ Elements

- Requirements
- Processes
- How to manage the project
- Design decisions and method of execution
 - ✓ Design: form, elements, etc.
 - ✓ Execution: construction methods, etc.
- Interaction between design and production/construction
 - ✓ Sequence between stages
 - ✓ Concurrent engineering or other solutions

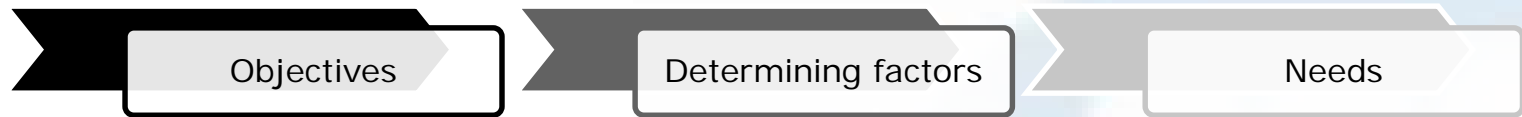


2. Scope management

Requirements

- The identification of requirements is the basis for measuring a project's success

- **Types** of requirements



- **Procedures**

- Interviews
- Surveys
- Visits
- Analysis: the environment, stakeholders, etc.

- **Tool**

- Matrix for identifying requirements (life cycle / project value)

2. Scope management

Requirements

Matrix for identifying requirements

		Life Cycle*			
		Planning	Materialization	Use	Reintegration
Project Value	Money			Operating costs Maintenance costs	
	Time		Time = 45 days		
	Functional objectives	More years of guarantee			
	Quality				
	Environment				Recycling of materials

*The life cycle can be adapted as appropriate, according to the project

2. Scope management

Requirements (example with an alternative life cycle)

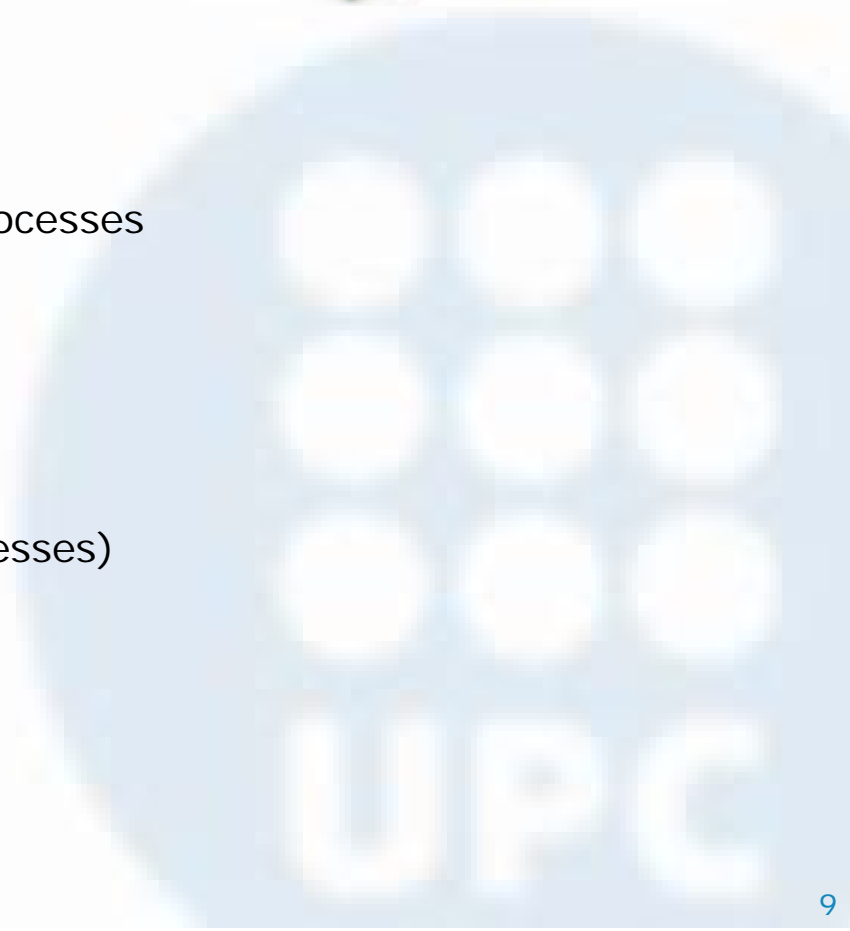
Matrix for identifying requirements

		Life Cycle			
		Planning Preparation	Data Collection	Analysis	Closure
Project Value	Money	€3000 €1600 Grant holder		Maintenance costs	
	Time	Start: 25/11/13	From 15/01/2014		Finish: 28/03/14
	Functional objectives	Identifying the level of use of ICT in SMEs Calculating a connectivity index Drawing up a list of recommendations			
	Quality	Obtaining the support of business associations	Minimum of 50 companies of each type		
	Human resources	Hiring a grant holder (3 months)			
	Risks	Business associations do not collaborate	Not enough companies respond to the survey		

2. Scope management

Processes

- Consider the **life cycle** of the project
 - Integrated/coordinated decisions
- Categorize the **processes**
 - Strategic: coordinate/direct other processes
 - Key: the main chain of operations
 - Supporting: enable key processes
- **Tool**
 - Matrix of processes (life cycle / processes)



2. Scope management

Processes

Matrix of processes

		Life Cycle			
		Planning	Materialization	Use	Reintegration
Type of Process	Strategic		Monitoring meetings		
	Key			Quality control	
	Supporting		Maintenance of spray guns		

2. Management of scope

Processes (example of an alternative life cycle)

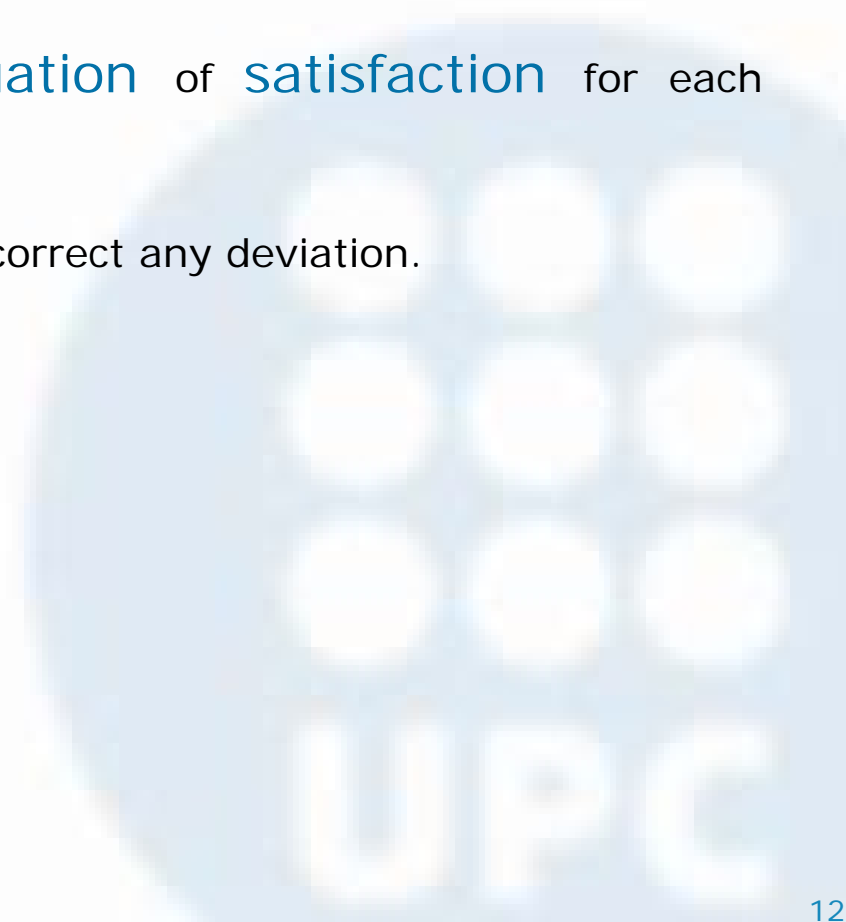
Matrix of processes

		Life Cycle			
		Planning Preparation	Data Collection	Analysis	Closure
Type of process	Strategic	Negotiating the support of associations Monitoring meetings	Monitoring meetings	Monitoring meetings	Monitoring meetings
	Key	Hiring a grant holder	Administering and processing the telephone survey	Analysing data Identifying uses and calculate the index	Drawing up documents Presenting the study
	Supporting	Training the grant holder	Online survey		

2. Management of scope

Control of changes

- Checking that only planned actions are **executed**.
- Carrying out a **quantitative evaluation** of **satisfaction** for each requirement, according to its importance.
- Documenting the **changes** required to correct any deviation.
- Justifying **corrective measures**.



Material

The material in this module was written by:

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References

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- Horine, G.M. (2010). *Manual imprescindible de gestión de proyectos*. Madrid: Anaya Multimedia.
- Serer, M. (2001). *Gestión Integral del Proyectos*. Edicions UPC.
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