### Pre-project Phase

### The sequence of processes before the start of the project which contains Project Proposal, Feasibility Studies and Project Charter.

### Project Proposal

### A project proposal sits outside the boundaries of the project management process groups and is an input (cross boundary) to the initiating process group

### Feasibility Study

### An analysis and evaluation of a proposed project to determine if it is technically feasible, is feasible within the estimated cost, and will be profitable. Feasibility studies are almost always conducted where large sums are at stake. Also called feasibility analysis.

### Project Charter

### A project charter describes what your project is and how you will approach it, and it lists the names of all stakeholders. It's a critical component of the project management initiation and planning phases, and you'll refer to it throughout the life of the project.

### ROI

### A profitability measure that evaluates the performance of a business by dividing net profit by net worth. Return on investment, or ROI, is the most common profitability ratio. There are several ways to determine ROI, but the most frequently used method is to divide net profit by total assets. So if your net profit is $100,000 and your total assets are $300,000, your ROI would be .33 or 33 percent.

### RFP

### A type of bidding solicitation in which a company or organization announces that funding is available for a particular project or program, and companies can place bids for the project's completion. The Request For Proposal (RFP) outlines the bidding process and contract terms, and provides guidance on how the bid should be formatted and presented. A RFP is typically open to a wide range of bidders, creating open competition between companies looking for work.

### SLA

### A service-level agreement (SLA) is a contract between a service provider and its internal or external customers that documents what services the provider will furnish. An SLA is a document that describes the minimum performance criteria a provider promises to meet while delivering a service. It typically also sets out the remedial action and any penalties that will take effect if performance falls below the promised standard.

### PMO

### A Project Management Office (PMO) is a group or department within a business, agency or [enterprise](http://searchwinit.techtarget.com/definition/enterprise) that defines and maintains standards for [project management](http://searchcio-midmarket.techtarget.com/definition/project-management) within the organization. The primary goal of a PMO is to achieve benefits from standardizing and following project management policies, processes and methods. Over time, a PMO generally will become the source for guidance, documentation, and metrics related to the practices involved in managing and implementing projects within the organization. A PMO may also get involved in project-related tasks and follow up on project activities through completion.

### KPI

### A key performance indicator (KPI) is a business [metric](http://whatis.techtarget.com/definition/metric) used to evaluate factors that are crucial to the success of an organization. KPIs differ per organization; business KPIs may be net revenue or a customer loyalty metric, while government might consider unemployment rates. A set of quantifiable measures that a company or industry uses to gauge or compare performance in terms of meeting their strategic and operational goals. KPIs vary between companies and industries, depending on their priorities or performance criteria. Also referred to as "key success indicators (KSI)".

**SWOT analysis**

SWOT Analysis is a useful technique for understanding your Strengths and Weaknesses, and for identifying both the Opportunities open to you and the Threats you face.

Strengths and weaknesses are often internal to your organization, while opportunities and threats generally relate to external factors. For this reason, SWOT is sometimes called Internal-External Analysis and the SWOT Matrix is sometimes called an IE Matrix.

Sample SWOT analysis.

|  |  |
| --- | --- |
| **Strengths** | **Weaknesses** |
| * Political support * Funding available * Market experience * Strong leadership | * Project is very complex * Likely to be costly * May have environmental impact * Staff resources are already stretched |
| **Opportunities** | **Threats** |
| * Project may improve local economy * Will improve safety * Project will boost company's public image | * Environmental constraints * Time delays * Opposition to change |

### Scope

The area covered by a particular activity or topic of interest. See also [project scope](http://www.iiba.org/babok-guide/babok-guide-v2/babok-guide-online/appendix-a-glossary.aspx#AppendixA-Glossary-ProjectScope) and [solution scope](http://www.iiba.org/babok-guide/babok-guide-v2/babok-guide-online/appendix-a-glossary.aspx#AppendixA-Glossary-SolutionScope).

**Scope Creep**

**Scope creep is the process by which a project grows beyond its originally anticipated size.**

Scope creep refers to a project that has seen its original goals expand while it's in progress. As the term suggests, scope creep is a subtle process that starts with small adjustments and ends up resulting in projects that take far longer to complete or even fail before they are finished. Even if the project is completed, scope creep can result in final deliverables that look nothing like what was originally envisioned.  
Scope creep may also be called creep of scope.

Scope creep can occur for a number of reasons, including:

* A poor understanding of the original project
* Changing market conditions
* Competing forces within a company

To avoid the worst kinds of scope creep, a project manager should consider even minor adjustments to the original project scope carefully and rework time lines, provide new estimates and communicate with the stakeholders before integrating changes. This should filter out all but the most important concerns. Scope creep can occur for a number of reasons, including:

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**Change Request**

## A change request is a formal proposal for an alteration to some product or system. In project management, a change request often arises when the client wants an addition or alteration to the agreed-upon deliverables for a project. Such a change may involve an additional feature or customization or an extension of service, among other things. Because change requests are beyond the scope of the agreement, they generally mean that the client will have to pay for the extra resources required to satisfy them.

## Change requests can also originate internally. Internal change requests can involve a wide variety of actions including patching and software and hardware upgrades.

Once a change request has been made, the process of change control should be undertaken to make sure that the request is satisfied efficiently and without unnecessary use of resources.

**Service Requests**

Service Requests are those requests coming from a user to the Service Desk (or in some cases, self-help channels) and fulfilled through Request fulfillment. Change requests are requests for modifications required in any part of the Services, Service management systems or underlying systems and components.

Service Requests can include requests for some changes that a user ‘is entitled to ask for’ – often defined as those forming part of ‘standard’ requests from users. To fulfill those Service requests (only those involving changes – not all), applicable change management process (or change model) need to be followed. In fact, In the fulfillment of such Service requests, two (or more) processes might work together – along with request fulfillment there could be processes such as change management, release management (where applicable), access management etc. This is very much like: for resolving an Incident (or Problem) – you might need a change and hence has to follow change management process.