

Chapter 5: Project Scope Management

Information Technology Project Management, Seventh Edition



Information Technology
PROJECT MANAGEMENT | 7e

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Note: See the text itself for full citations.

Learning Objectives

- ▶ Understand the importance of good project scope management
- ▶ Describe the process of planning scope management
- ▶ Discuss methods for collecting and documenting requirements to meet stakeholder needs and expectations
- ▶ Explain the scope definition process and describe the contents of a project scope statement
- ▶ Discuss the process for creating a work breakdown structure using the analogy, top-down, bottom-up, and mind-mapping approaches

Learning Objectives

- ▶ Explain the importance of validating scope and how it relates to defining and controlling scope
- ▶ Understand the importance of controlling scope and approaches for preventing scope-related problems on information technology (IT) projects
- ▶ Describe how software can assist in project scope management

What is Project Scope Management?

- ▶ **Scope** refers to *all* the work involved in creating the products of the project and the processes used to create them
- ▶ A **deliverable** is a product produced as part of a project, such as hardware or software, planning documents, or meeting minutes
- ▶ Project scope management includes the processes involved in defining and controlling what is or is not included in a project

Project Scope Management Processes

- ▶ **Planning scope:** determining how the project's scope and requirements will be managed
- ▶ **Collecting requirements:** defining and documenting the features and functions of the products produced during the project as well as the processes used for creating them
- ▶ **Defining scope:** reviewing the project charter, requirements documents, and organizational process assets to create a scope statement
- ▶ **Creating the WBS:** subdividing the major project deliverables into smaller, more manageable components
- ▶ **Validating scope:** formalizing acceptance of the project deliverables
- ▶ **Controlling scope:** controlling changes to project scope throughout the life of the project

Figure 5-1. Project Scope Management Summary

Planning

Process: **Plan scope management**

Outputs: Scope management plan, requirements management plan

Process: **Collect requirements**

Outputs: Requirements documentation, requirements traceability matrix

Process: **Define scope**

Outputs: Project scope statement, project documents updates

Process: **Create WBS**

Outputs: Scope baseline, project documents updates

Monitoring and Controlling

Process: **Validate scope**

Outputs: Accepted deliverables, change requests, work performance information, project documents updates

Process: **Control scope**

Outputs: Work performance information, change requests, project management plan updates, project documents updates, organizational process assets updates

Project Start

Project Finish

Planning Scope Management

- ▶ The project team uses expert judgment and meetings to develop two important outputs: the scope management plan and the requirements management plan
- ▶ The scope management plan is a subsidiary part of the project management plan

Scope Management Plan Contents

- ▶ How to prepare a detailed project scope statement
- ▶ How to create a WBS
- ▶ How to maintain and approve the WBS
- ▶ How to obtain formal acceptance of the completed project deliverables
- ▶ How to control requests for changes to the project scope

Requirements Management Plan

- ▶ The PMBOK® Guide, Fifth Edition, describes requirements as “conditions or capabilities that must be met by the project or present in the product, service, or result to satisfy an agreement or other formally imposed specification”
- ▶ The **requirements management plan** documents how project requirements will be analyzed, documented, and managed

Collecting Requirements

- ▶ For some IT projects, it is helpful to divide requirements development into categories called elicitation, analysis, specification, and validation
- ▶ It is important to use an iterative approach to defining requirements since they are often unclear early in a project