

PROJECT MANAGEMENT FOR PROJECT MANAGERS

Lesson 2: Project SCOPE Management

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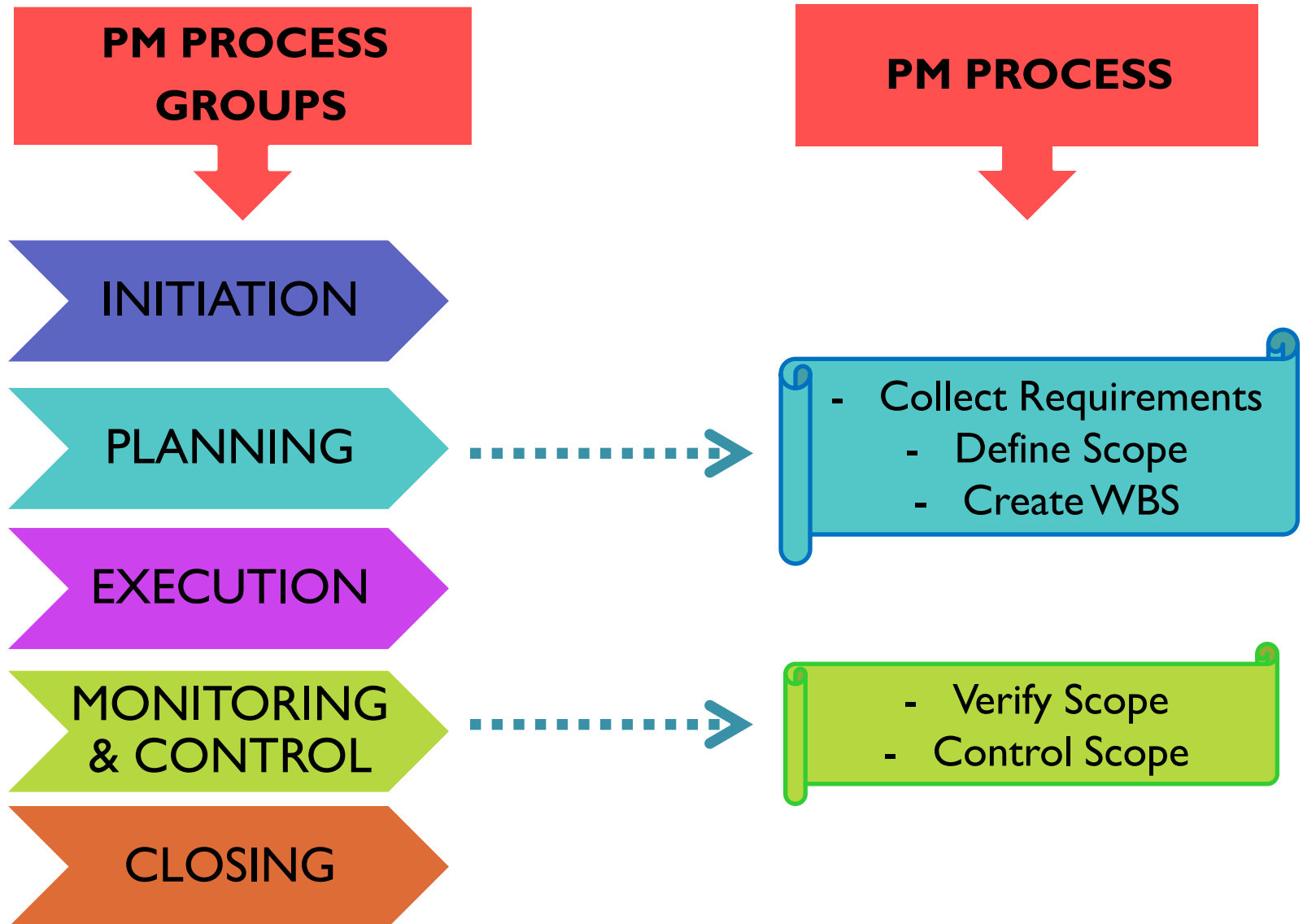
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2.1: Definition

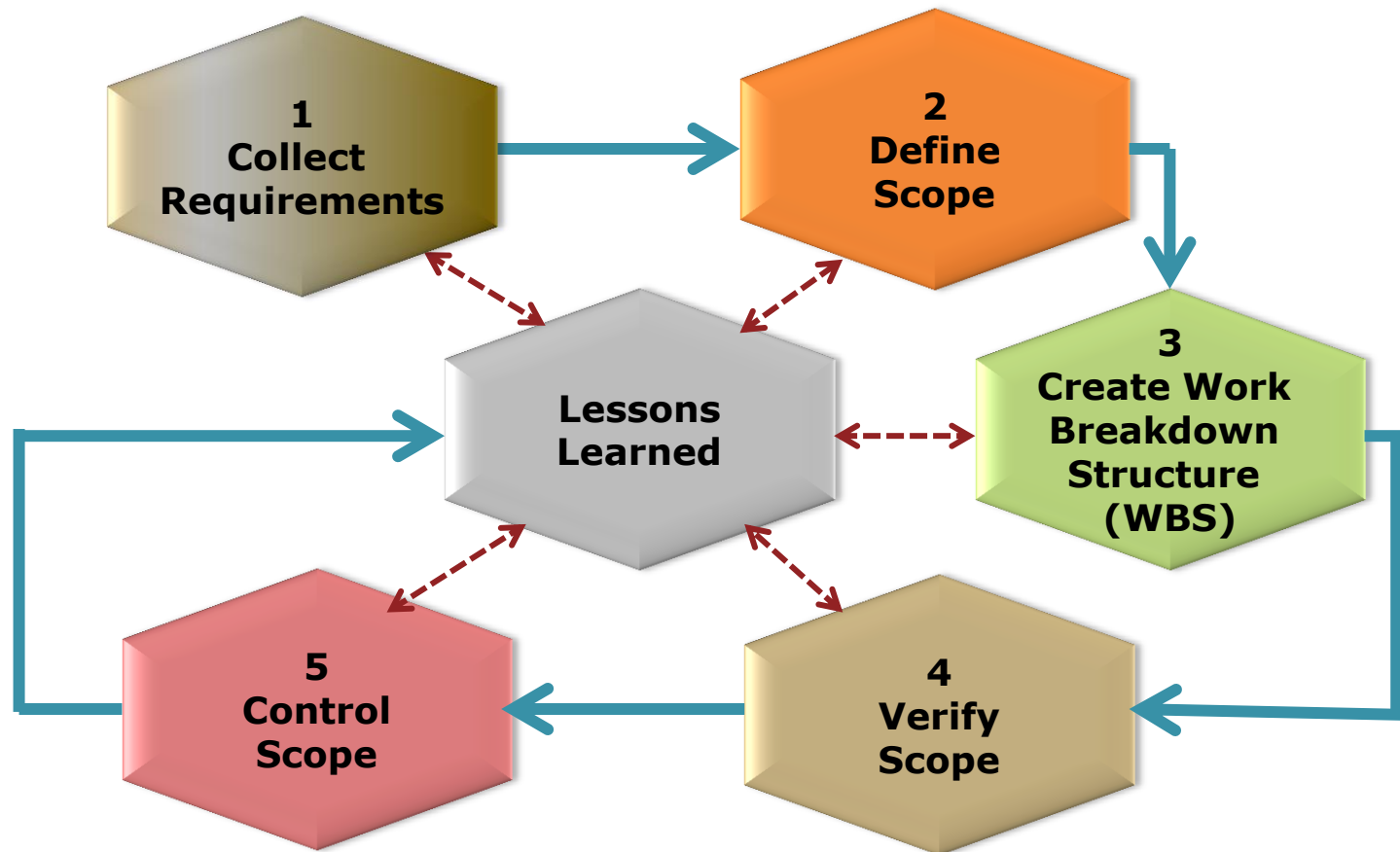
- **Project Scope Management** is to ensure that the project addresses **ALL** the work required and **ONLY** the work to complete the project successfully.
- It is the complete understanding and management of exactly **WHAT IS** and **WHAT IS NOT** to be delivered within the project.



2.2: Project Scope Management Processes



.....Project Scope Management Processes (Cont.)



2.4: Collect Requirements

- ❖ Creating a document on how the scope will be defined, verified, and controlled.
- ❖ A scope statement is a document used to develop and confirm a common understanding of the project scope.

.....Collect Requirements (cont.)

- Defining & documenting stakeholders needs to meet the project objectives.
- The project success is directly influenced by the care taken in capturing and managing project and product requirements.
- Requirements include the quantified and documented needs and the expectation of the sponsors, customers, and other stakeholders.

.....Collect Requirements (cont.)

- These requirements need to be elicited, analyzed, and recorded in enough details to be measured once project execution begins.
- Collecting requirements is defining and managing customer's expectation.
- Requirements becomes the foundation of the Work Breakdown Structure (WBS).
- Cost, schedule, and quality planning are all built upon these requirements.

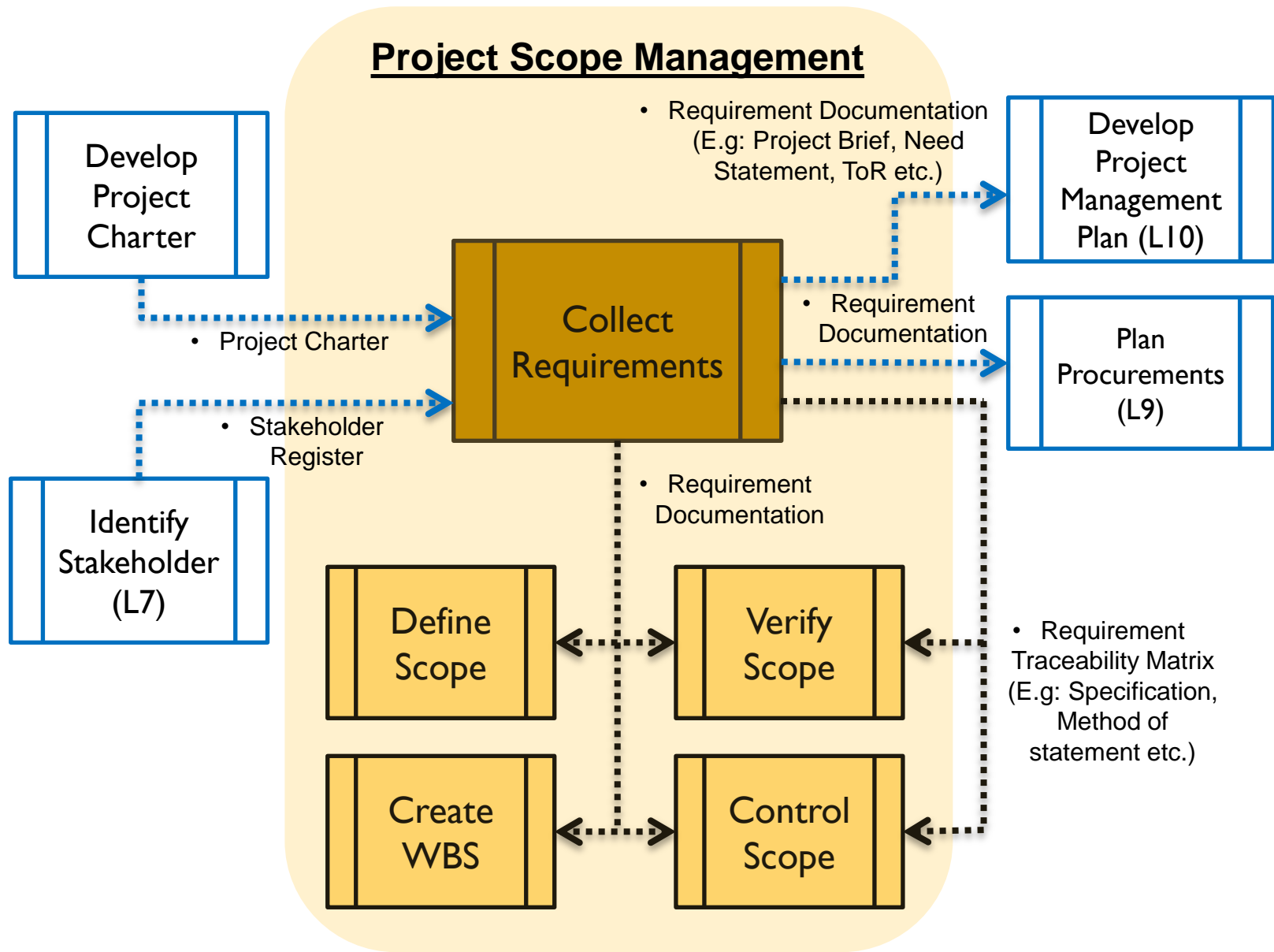


Figure 2.1: Collect Requirements Data Flow Diagram

2.5: Define Scope

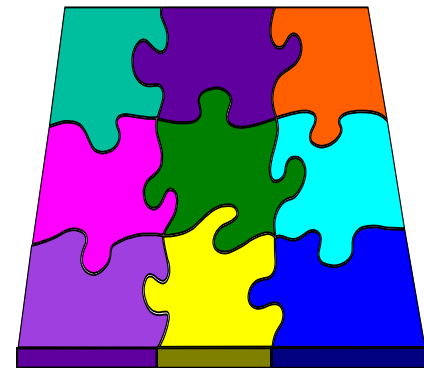
- ❖ Develop detail description of the project and product.
- ❖ Detail project scope statement is critical to project success and builds upon the major deliverables, assumptions, and constraints documented during project initiation.

.....Define Scope (Cont.)

- ❖ Define and describe the project scope with greater specificity as more information about the project is known.
- ❖ Analyses existing risks, assumptions, and constraints. Additional risks, assumptions, and constraints are added as necessary.

2.5.1: Define Scope Template

- ❖ The Project Scope defines the boundaries of the project in terms of:
 - ❖ what is to be undertaken;
 - ❖ within what environment; and
 - ❖ within what timeframe.

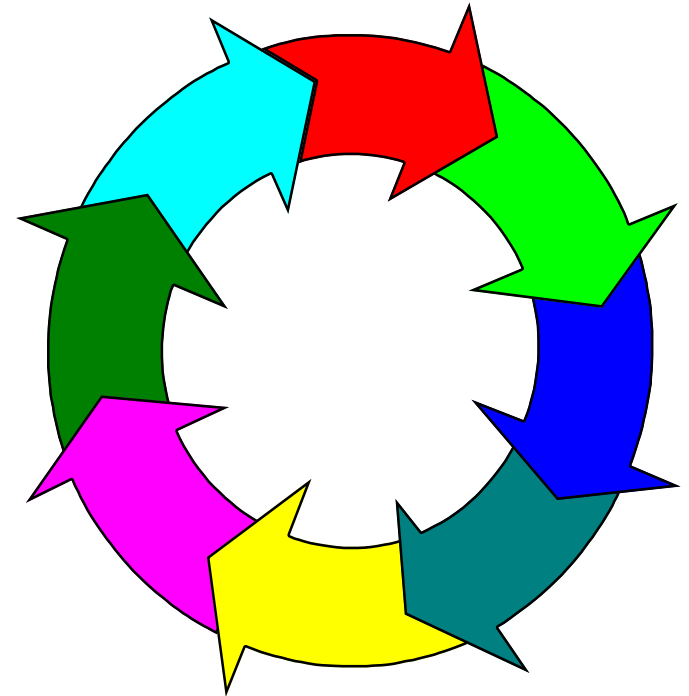


2.5.2: Project Scope Definition Components

Origin & Background	Assumptions
Stakeholders	Exclusions
Project Governance	Related Projects
Project Authority/Delegations	Expertise Required
Organisational Benefits	Major Risks
Project Objectives	Key Activities
Statement of Deliverables	Expected Budget
Constraints	Immediate Approvals

Origins and Context (Background)

- ❖ Provide information on issues leading to the project, where did it come from and why.



Meeting with Key Stakeholders

- ❖ Set the agenda for the project discussion
- ❖ Review the background
- ❖ Explore objectives
- ❖ Immediate action plan
- ❖ Responsibilities to progress



Project Governance

- ❖ Committees or high level personnel that exercise management guidance and approval for the project.



Project Authority/Delegation

- ❖ Indicate authority level for funding and change approval



Organisational benefit

- Benefit that are obtained as a result of commitments to the project.



Project Objectives

should be.....

- ❖ **S**pecific to the overall requirement
- ❖ **M**easurable
- ❖ **A**greed by stakeholders
- ❖ **R**ealistic
- ❖ **T**ime and Cost bound



Statement of Deliverables

Key Activities ...

- ❖ Components of work that must be undertaken to achieve the project objective/s.
- ❖ Activities are arranged chronologically in **PHASES**.



Constraints

- ❖ List those known facts or circumstances that will be part of the project environment that you will have to deal with ...

that cannot be avoided!!!



Assumptions



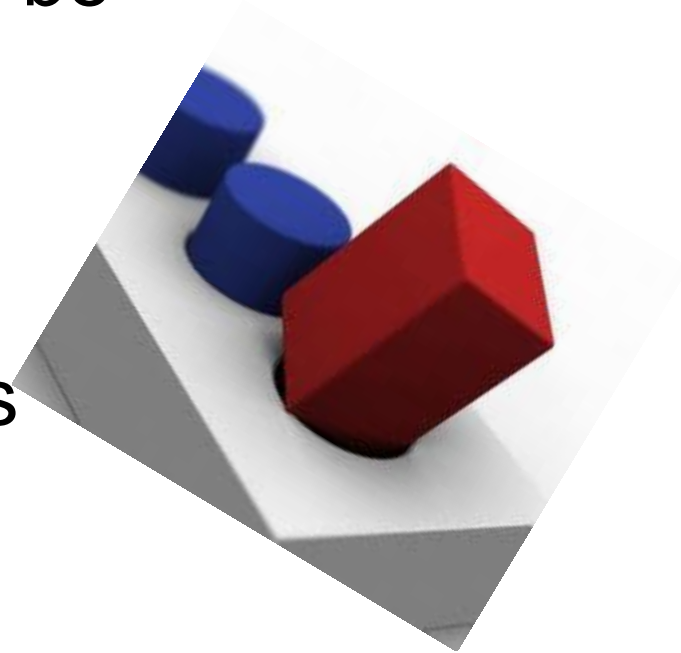
- ❖ We are assuming that these circumstances will surround our project and that they are true ...

But!!!! they need to be **tested** and appraised.



Exclusion

- ❖ Identify and list all the activities, task or deliverables that will not be included in this project.
- ❖ Ensure a clear understanding of what is **NOT** to be provided.



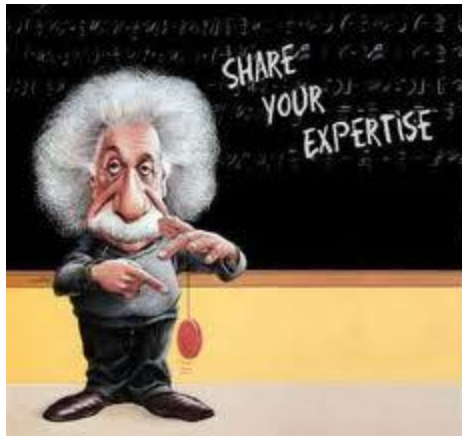
Related Projects

- ❖ These projects
 - precede,
 - are concurrent with, or
 - follow our project
- ❖ And impact on or are affected by our project in some way.



Expertise Required

- ❖ Indicate areas of special expertise required for the project.



Major Risks Identified

- ❖ A preliminary overview of the major risks that might impact the success of the project.



Expected Budget

- ❖ This figure will be an indicator for an Executive Group to decide to proceed with planning ...
- ❖ or it may be the result of extensive research already undertaken.
- ❖ It may be initially a calculation of hours (to be converted into RM).



Project Approval/s

- ❖ From whom is approval sought??
- ❖ What is needed to gain the decision to proceed??



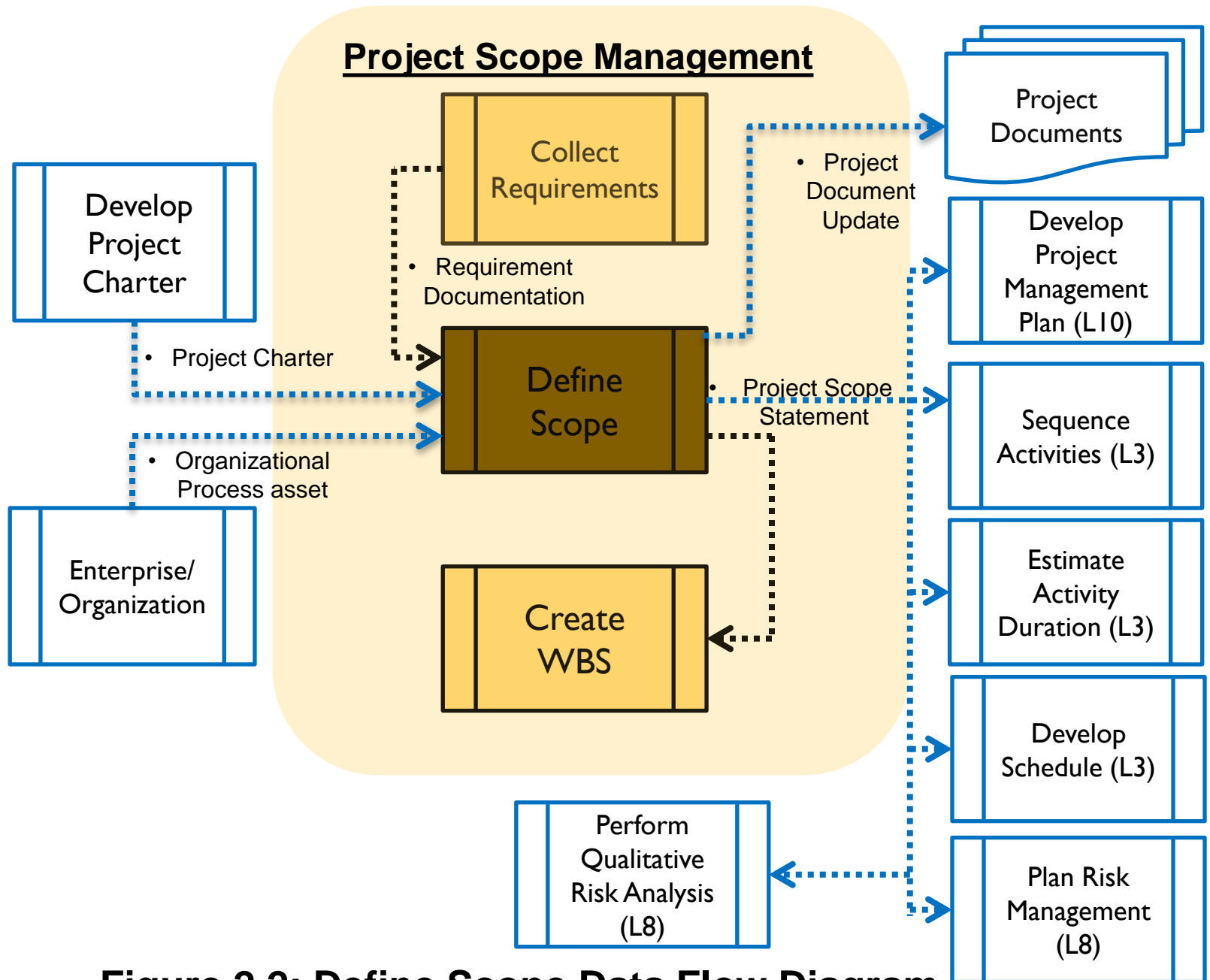


Figure 2.2: Define Scope Data Flow Diagram

2.6: Create Work Breakdown Structure (WBS)

Create WBS - Sub-divide project deliverables and project work into smaller, more manageable components.

The WBS is a hierarchical decomposition of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables

The planned work is contained within the lowest level WBS components, which are called work packages.

A work package can be scheduled, cost estimated, monitored and controlled.

2.6.1: Purpose of WBS

- Divide and subdivide project for management and control.
- Purposes:
 - ▶ Better control.
 - ▶ Coherent delegation.
 - ▶ Levels of estimating and control.
 - ▶ Lowest level of work breakdown.
 - ▶ Containment of risk.



2.6.2: Basic Principles for Creating WBS

- The WBS must be consistent with the way in which work is actually going to be performed.
- Project team members should be involved in developing the WBS to ensure consistency and buy-in.

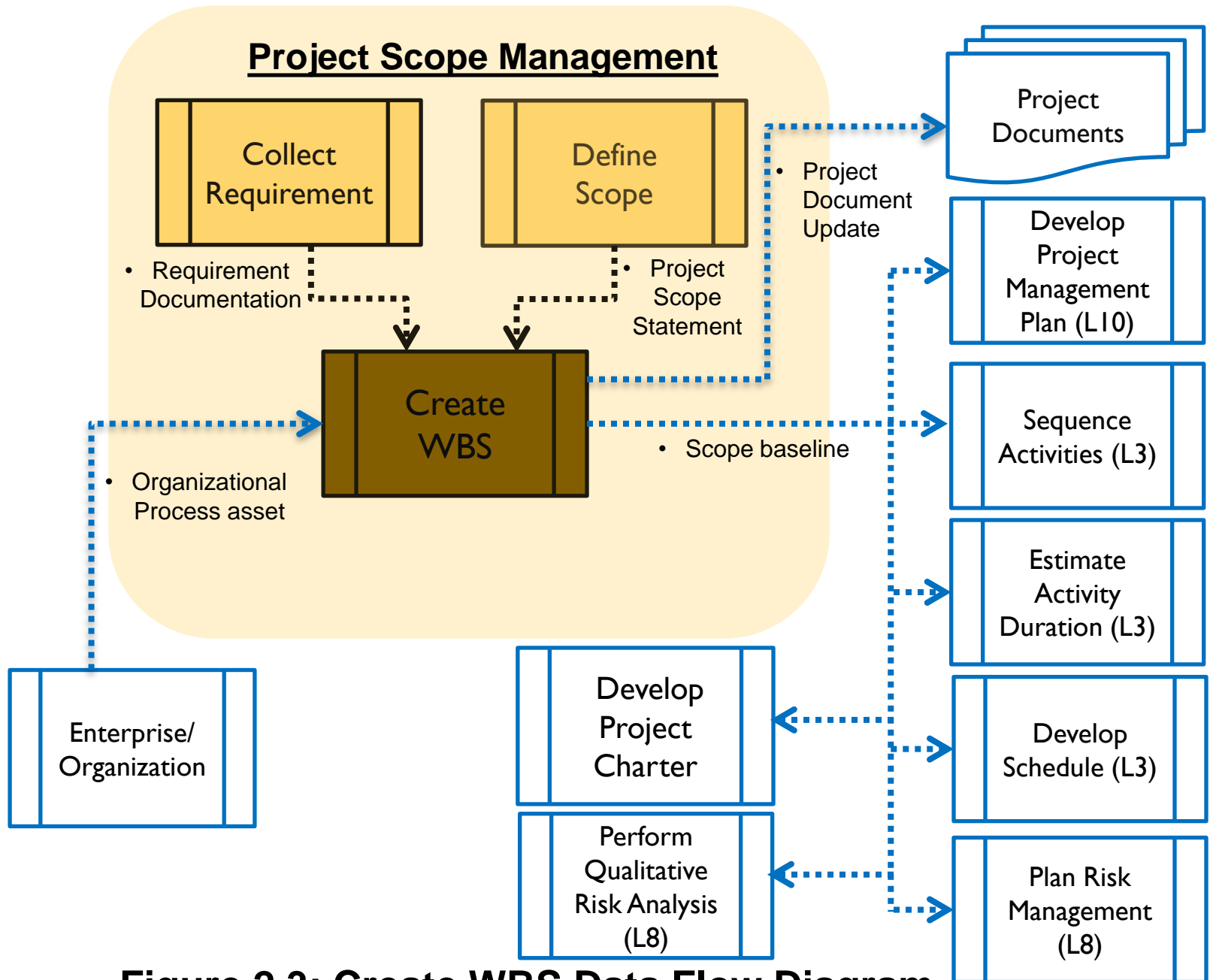


Figure 2.3: Create WBS Data Flow Diagram

2.6.3: WBS Examples

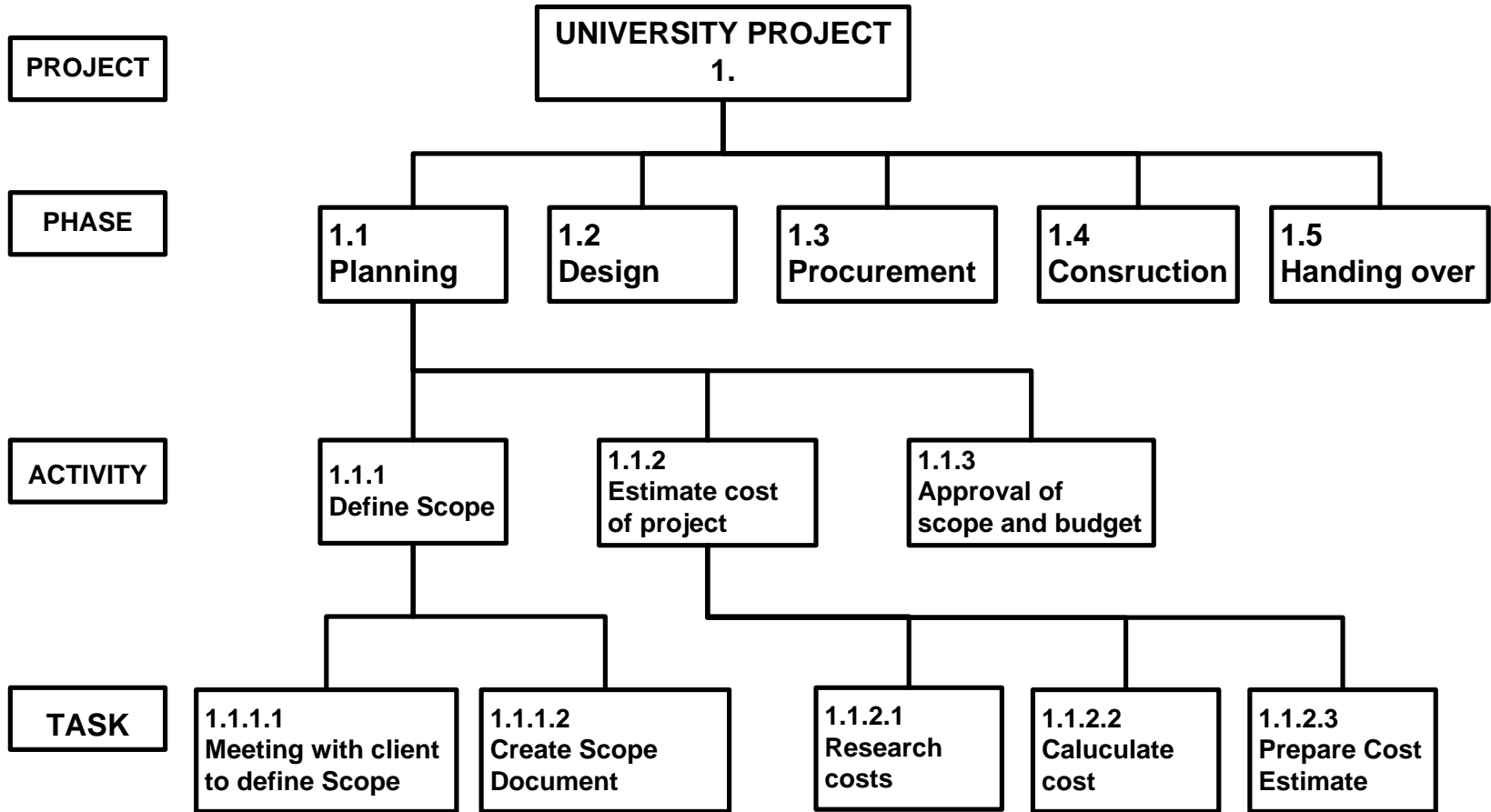


Figure 2.4: Sample WBS Organized by Phase

.....Examples (Cont.)

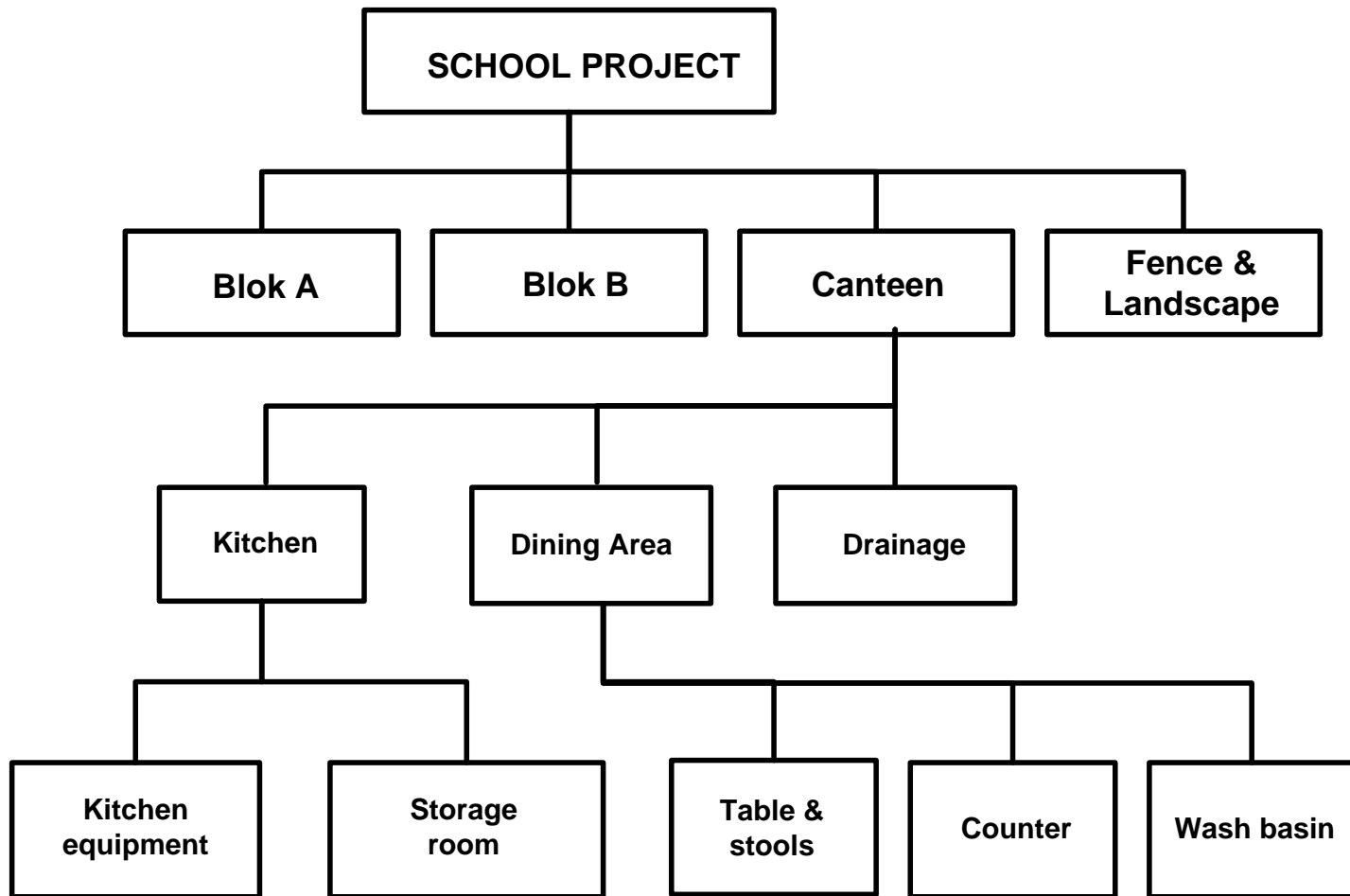


Figure 2.5: Sample WBS Organized by Product

.....Examples (Cont.)

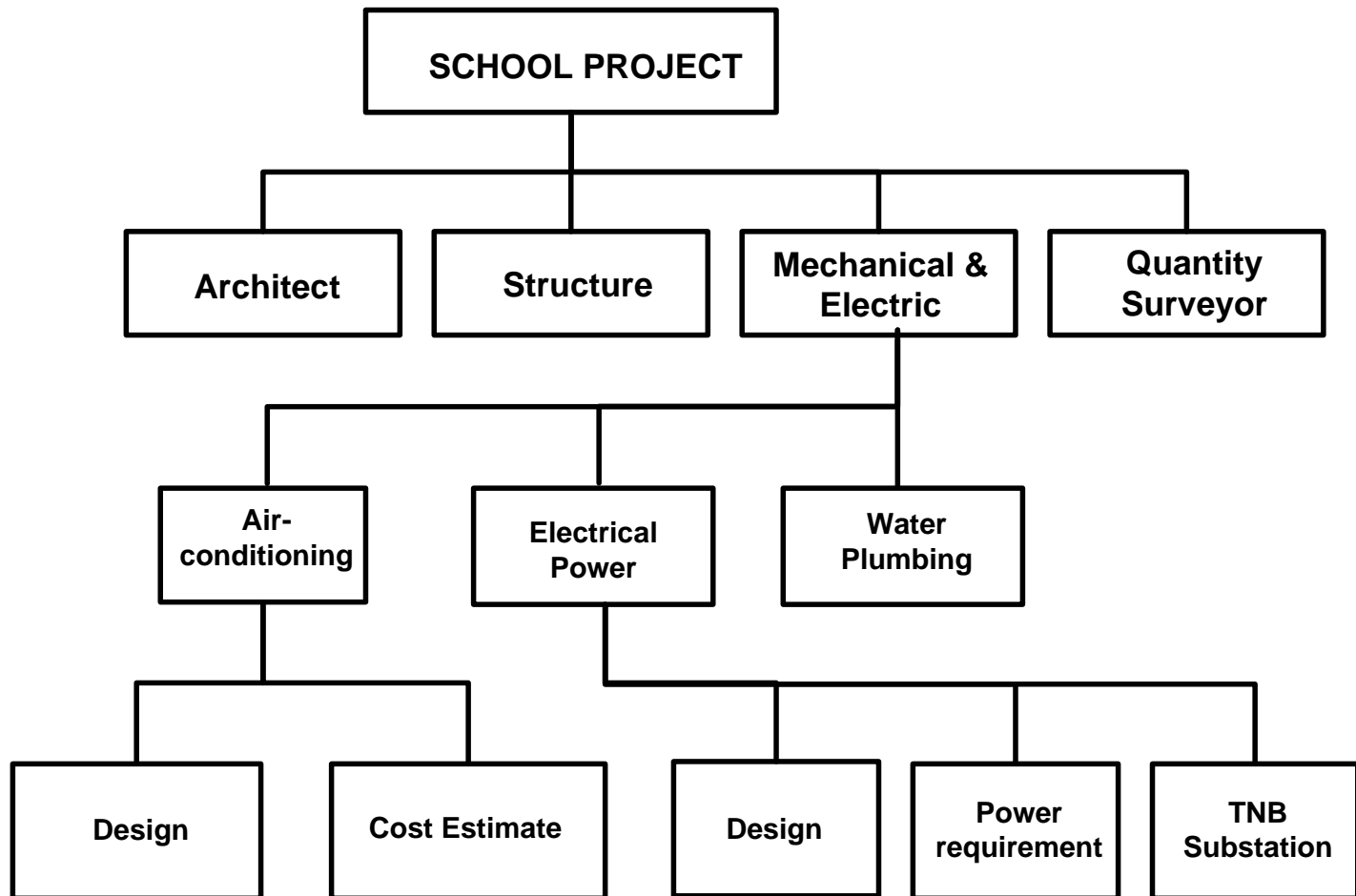


Figure 2.6: Sample WBS Organized by Disciplines

2.7: Verify Scope

- ❖ Formalizing acceptance of the completed project deliverables.
- ❖ Review deliverables with the customer or sponsor to ensure that they are completed satisfactorily and accepted.

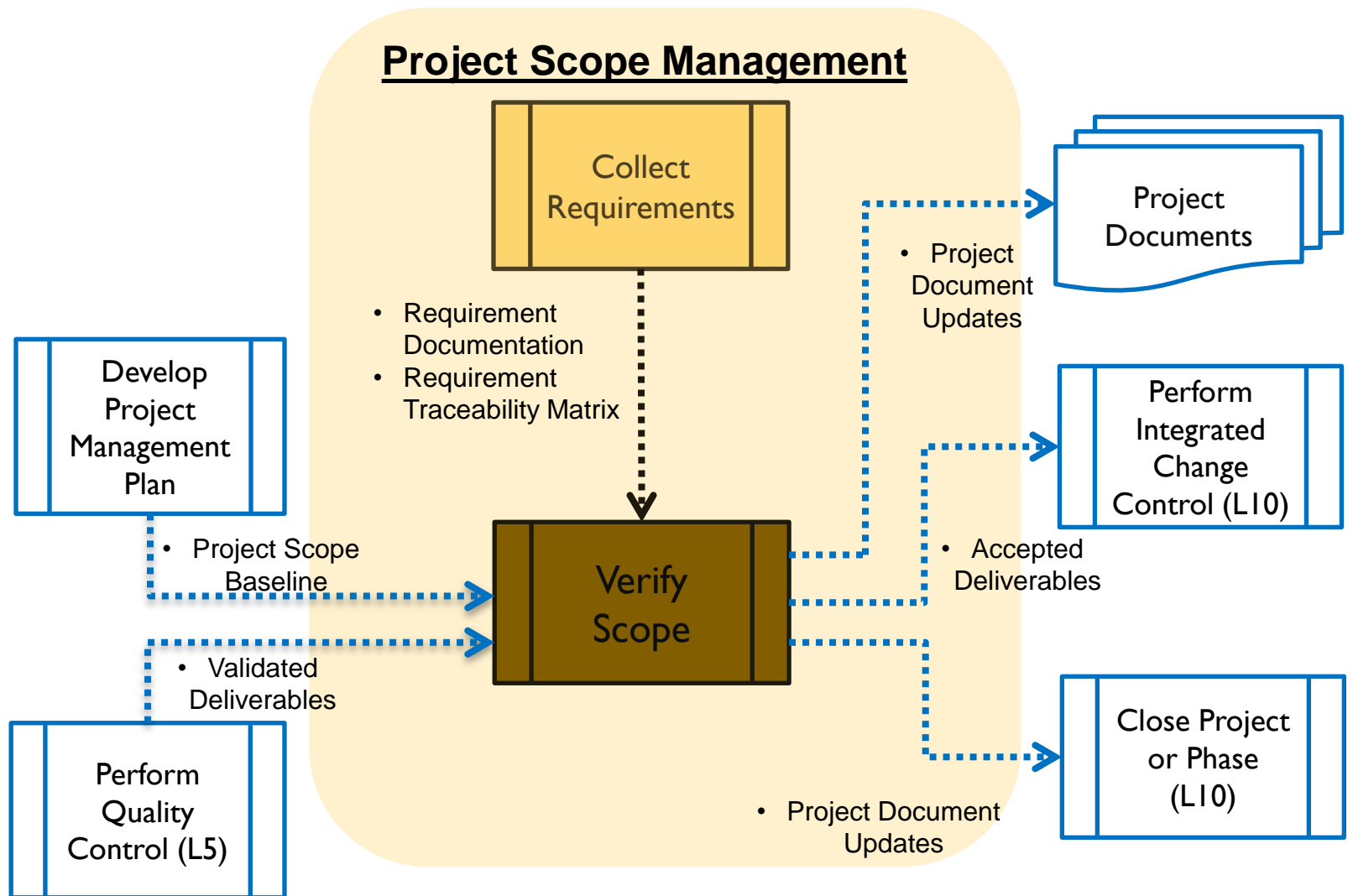


Figure 2.7: Verify Scope Data Flow Diagram

2.8: Control Scope

- ❖ Monitor the status of the project and product scope and manage changes to the scope baseline.
- ❖ Ensure all requested changes and recommended corrective or preventive action are processed through the Perform Integrated Change Control (PICC) process.
- ❖ Manage actual changes when they occur and integrate with the other control processes.

.....Control Scope (Cont.)

- ❖ Uncontrolled changes is often referred to as project scope creep.
- ❖ Change is inevitable, thereby mandating some type of change control process.



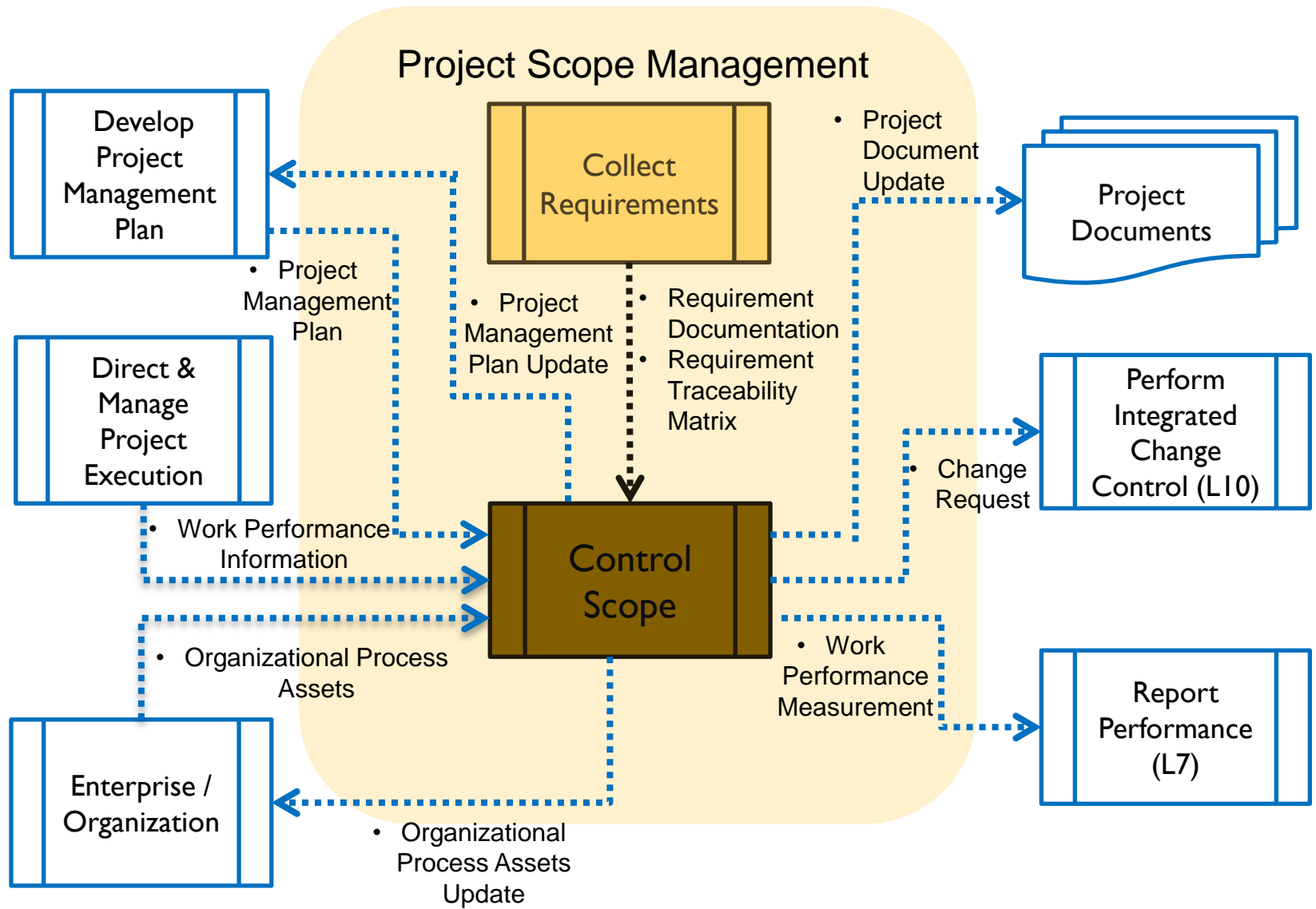


Figure 2.8: Control Scope Data Flow Diagram

2.9:Lessons Learned

❖ Work Performance Measurement

- ❖ Plan vs Actual Technical Performance or Scope Performance Measurements.

❖ Organizational Process Assets Updates

- ❖ Causes of Variance
- ❖ Corrective Action Chosen and the Reasons
- ❖ Lessons Learned From Scope Control

❖ Change Requests

- ❖ Include Preventive and Corrective Actions

.....Lessons Learned (Cont.)

❖ **Project Management Plan Updates**

- ❖ Scope Baseline Updates
- ❖ Other Baseline Updates

❖ **Project Document Updates**

- ❖ Requirement Documentation
- ❖ Requirement Traceability Matrix

2.10: Exercise

Exercise 1:

Prepare the scope definition base on information provided. Use define scope template.

Project Scope Management Template: Define Scope



PENGURUSAN PROJEK

Definisi Skop Projek

Rujukan : JKR.PMMM.03
Mukasurat No : 1
Isu No : 1
Semakan No : 1
Tarikh : 13.01.2014

KONTEKS: ASAL DAN LATARBELAKANG

Menerangkan tentang keadaan/konteks yang membawa kepada perlunya projek diadakan; Secara ringkas menerangkan idea atau masalah, serta membincangkan kenapa projek ini relevan dan pada waktunya; Memberi maklumat tentang sebarang kajian kemungkinan/kebolehlaksanaan (feasibility studies) yang telah dijalankan dan kuasa untuk meneruskan projek.

STAKEHOLDER (PIHAK YANG BERKEPENTINGAN DALAM PROJEK)

Mengenalpasti siapa yang akan mempengaruhi atau dipengaruhi dalam projek; dan yang mempunyai kepentingan terhadap projek

PENGAWAL PROJEK (PROJECT GOVERNANCE)

Mengenalpasti jawatankuasa atau kumpulan yang akan menentukan halatuju dari segi pengurusan dan kelulusan untuk projek.

AUTORITI PROJEK / PENURUNAN KUASA

*Mengenalpasti tahap kuasa yang diberikan kepada individu/jawatankuasa/kumpulan untuk kelulusan dana projek, kelulusan perubahan kepada projek dan kelulusan lain yang berkaitan dengan projek.
(Sila sediakan carta organisasi dan carta fungsi).*

2.1.1: Summary

- Project Scope Management: The complete understanding and management of **exactly what is and what is not** to be delivered within the project.
- Project Scope Management processes are:
 - Collect Requirement
 - Define Scope
 - Create WBS
 - Verify Scope
 - Control Scope

References

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – 4th Edition
- <https://www.jkr.gov.my/prokom>

