

PROJECT MANAGEMENT 9 KNOWLEDGE AREAS

Project Scope Management

Project Scope Mangement

Did your project ask for this...



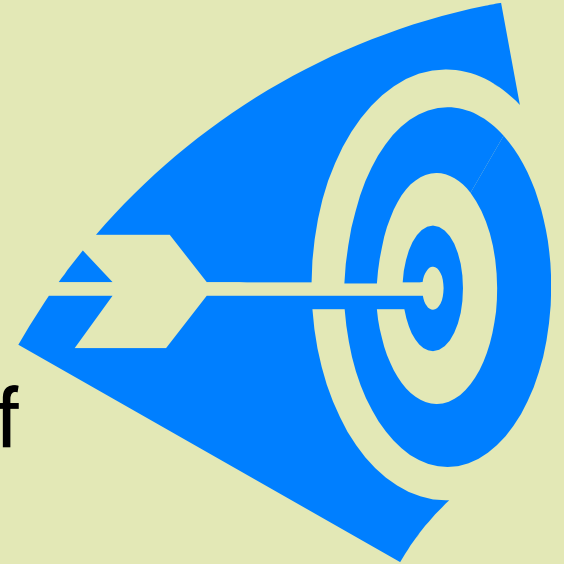
Project Scope Mangement

...and you ended up building this???



Objectives

- Explain the scope planning process and contents of a scope statement
- Understand the importance of scope verification and scope change control

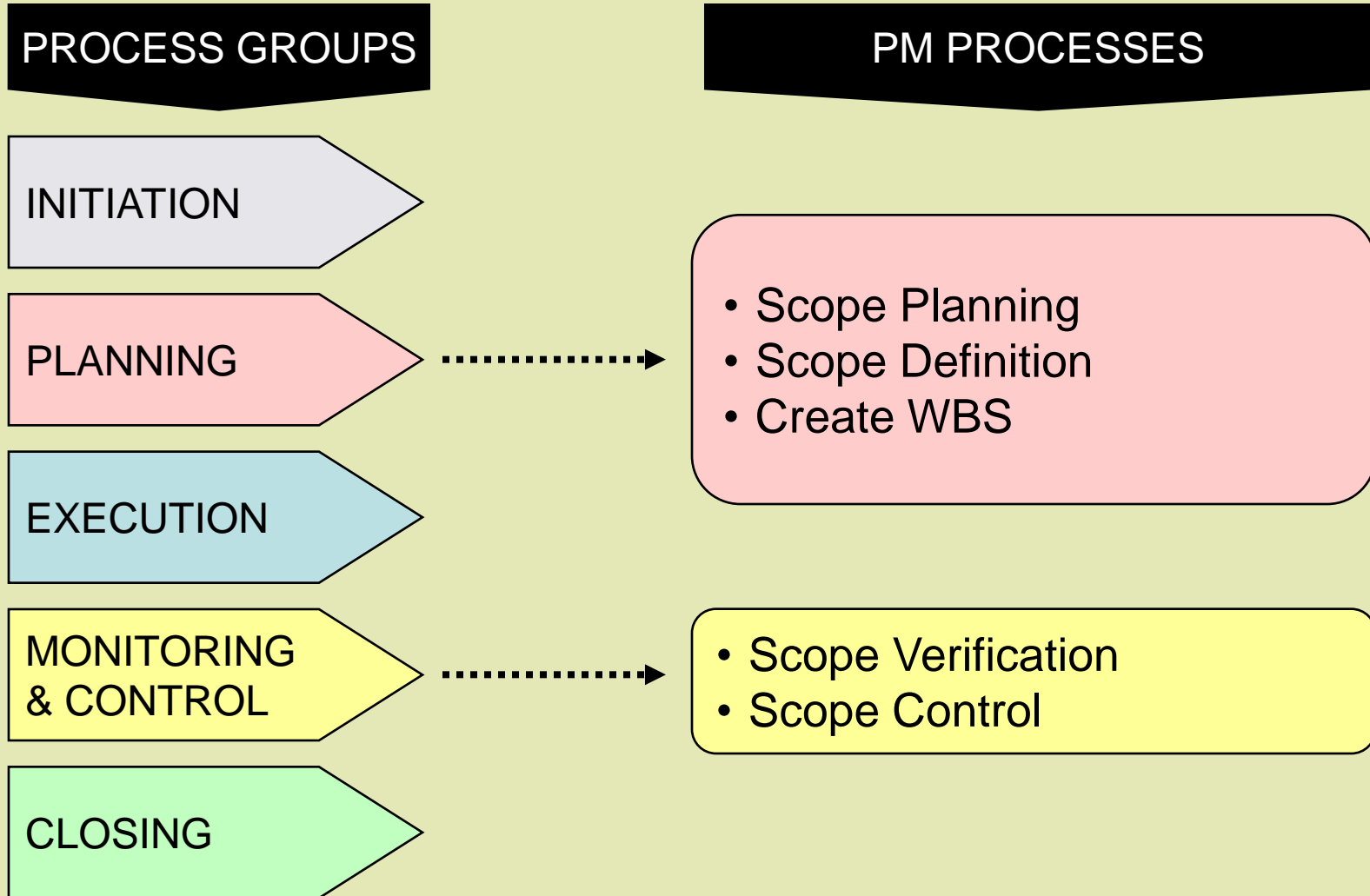


Definition

- Project scope management includes the processes required to ensure that the project addresses all the work required—and only the work required—to complete the project successfully.

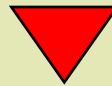


Scope Management

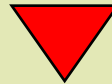


Scope Management Processes

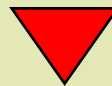
Scope Planning



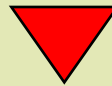
Scope Definition



Create WBS



Scope Verification



Scope Control

Scope Planning

- 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.

E.g. Scope management plan, gathering requirements, define what our client's need is.

SCOPE PLANNING
SCOPE DEFINITION
CREATE WBS
SCOPE VERIFICATION
SCOPE CONTROL

Project Scope Definition

SCOPE PLANNING

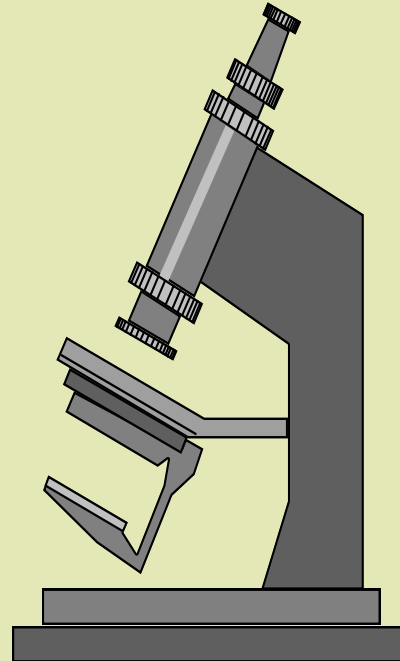
SCOPE DEFINITION

CREATE WBS

SCOPE VERIFICATION

SCOPE CONTROL

- What is the meaning of scope?
- Compare with:
 - telescope?
 - microscope?
 - horoscope?



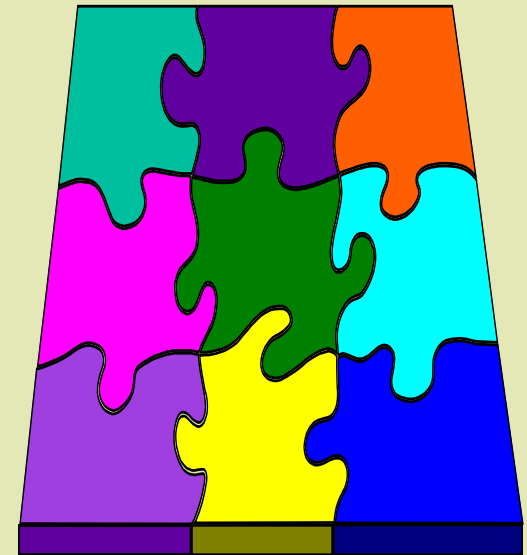
Project Scope Definition

- In the project context, the term “scope” may refer to:
 - Product scope
E.g. A particular building in a school project.
 - Project scope
E.g. The work that should be done by a project manager starting from meeting with the key stakeholder until the handing over and finalization of account .

Project Scope Definition

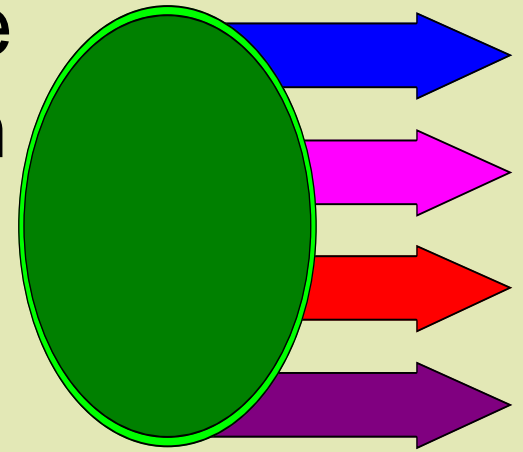
(puzzle formula)

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



Project Scope Definition ... precedes Project Definition

- The ideas and boundaries set by defining the scope are the basis for further investigation and confirmation in the Design Phase of the project.



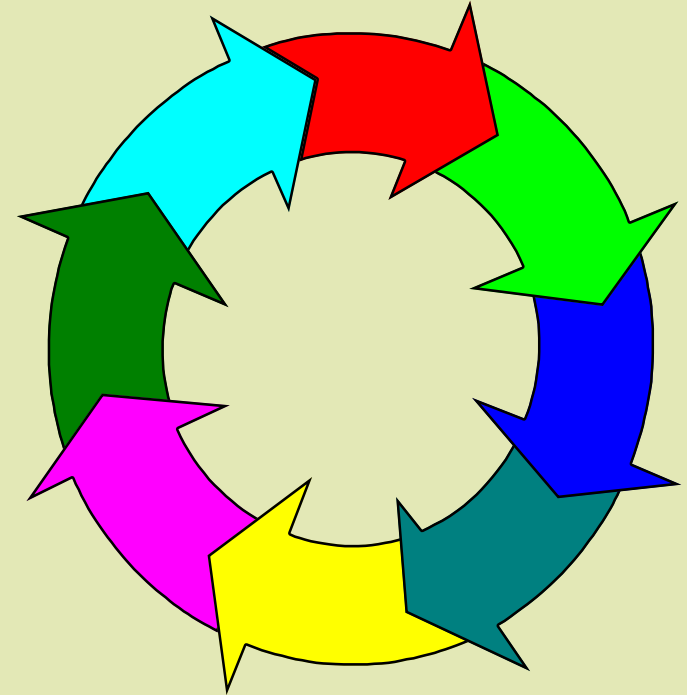
Scope Definition Components

Origin & Background	Assumptions
Stakeholders	Exclusions
Project Governance	Related Projects
Project Authority/Delegations	Expertise Required
Organizational 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.

E.g..



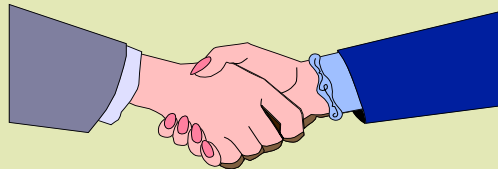
Meeting of Key Stakeholders

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



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

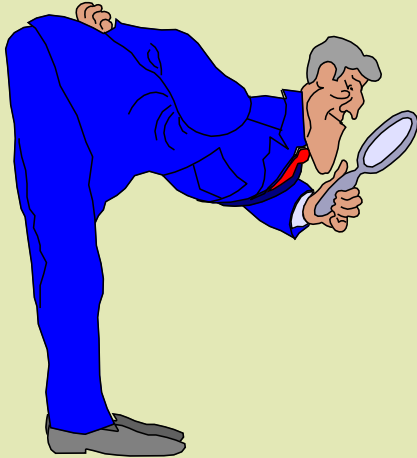
Constraints

- 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

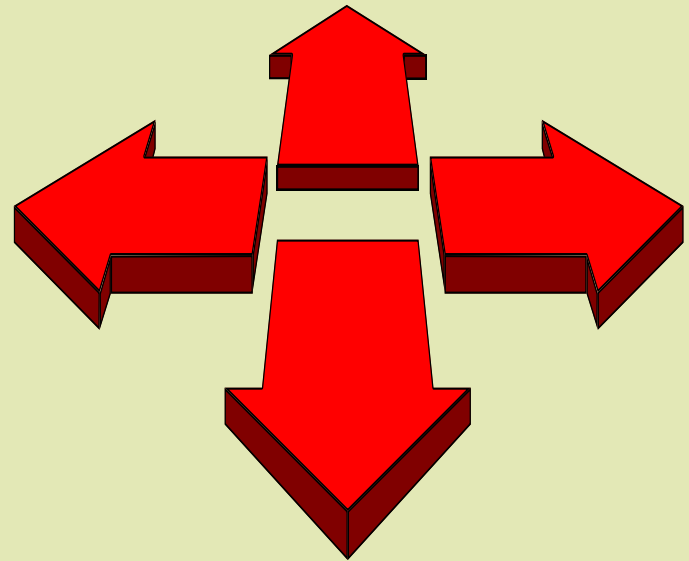


- We are assuming that these circumstances will surround our project and that they are true ...

but ... they need to be tested and appraised

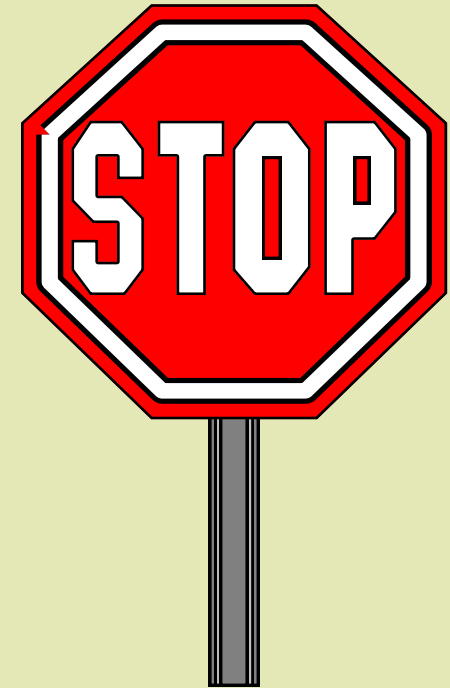
Related Projects

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



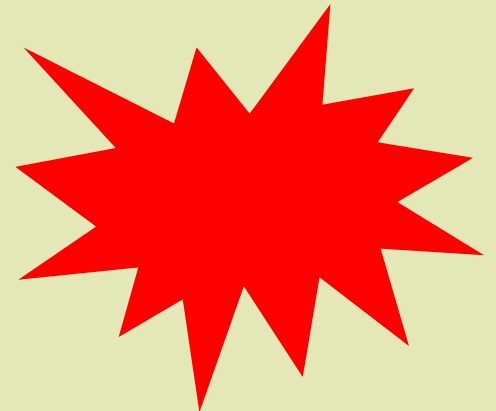
Exclusions

- List all the activities, tasks or deliverables that will not be included in this project.
- Ensure a clear understanding of what is **not** to be provided



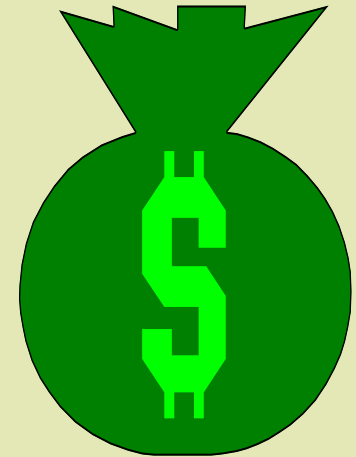
Major Risks Identified

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



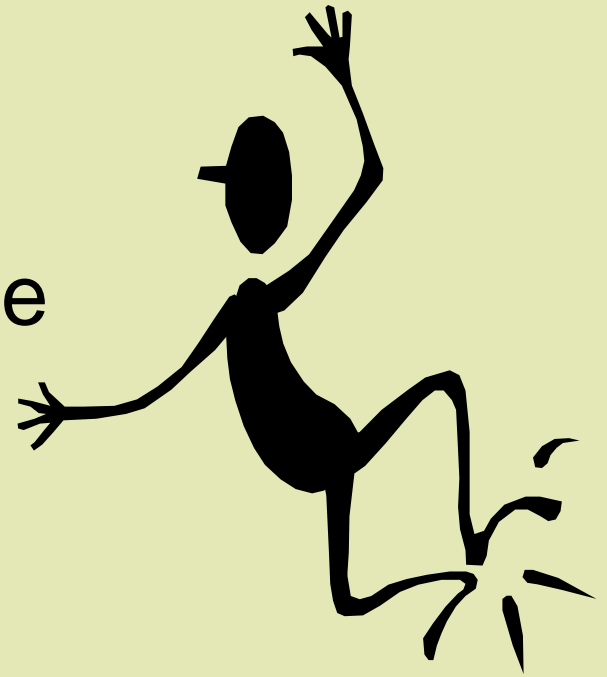
Expected Budget

- 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 \$)



Project Approval/s

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



Create WBS

- A work breakdown structure (WBS) is a grouping of the work involved in a project that defines the total scope of the project
- It provides the basis for planning and managing project schedules, costs, and changes

SCOPE PLANNING
SCOPE DEFINITION
CREATE WBS
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Purpose of WBS

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



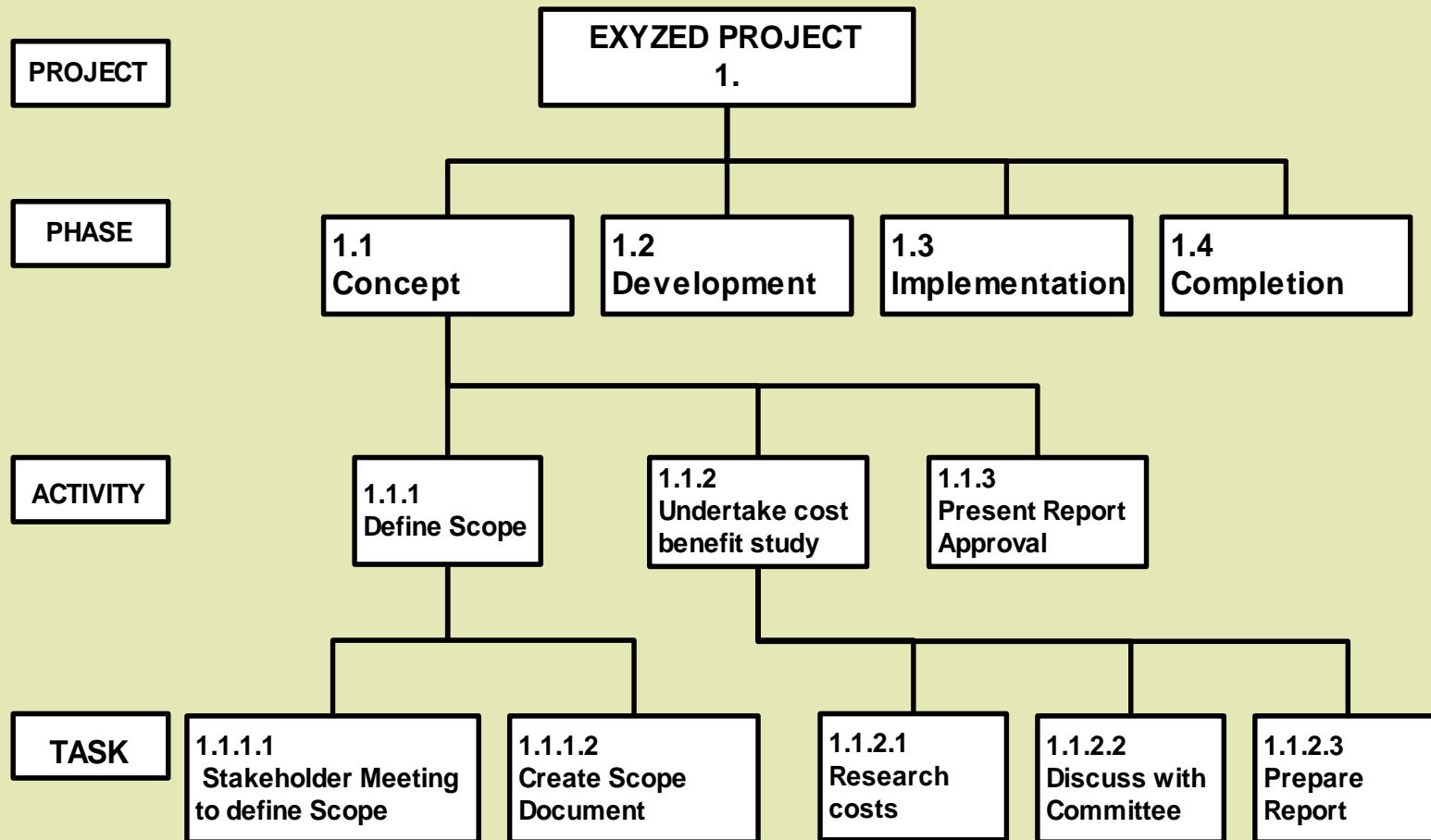
Basic Principles for Creating WBS

- A unit of work should appear at only one place in the WBS.
- The work content of a WBS item is the sum of the WBS items below it.
- A WBS item is the responsibility of only one individual, even though many people may be working on it.

Basic Principles for Creating WBS

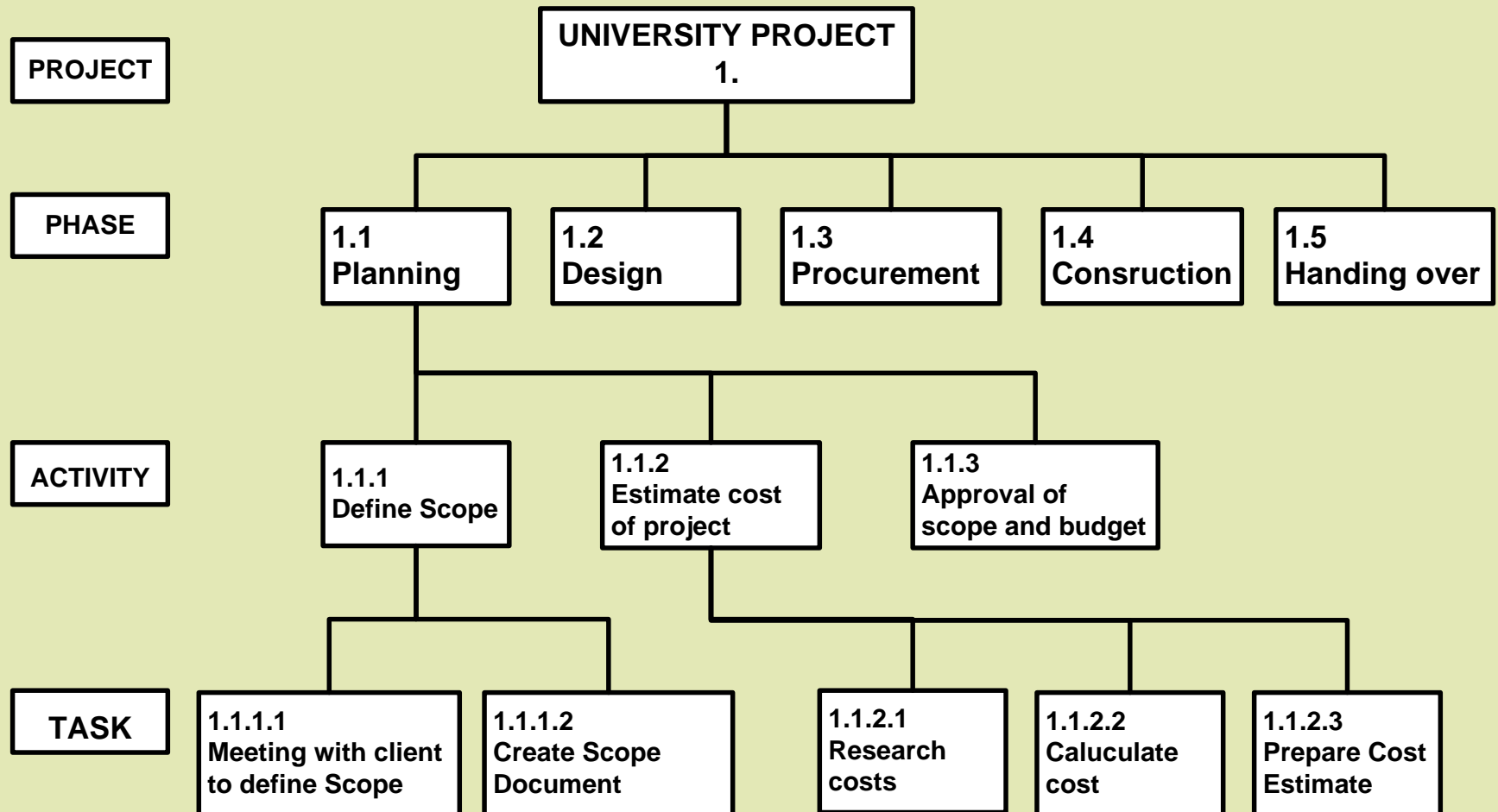
- The WBS must be consistent with the way in which work is actually going to be performed
- It should serve the project team first and other purposes only if practical.
- Project team members should be involved in developing the WBS to ensure consistency and buy-in.

Work Breakdown Structure



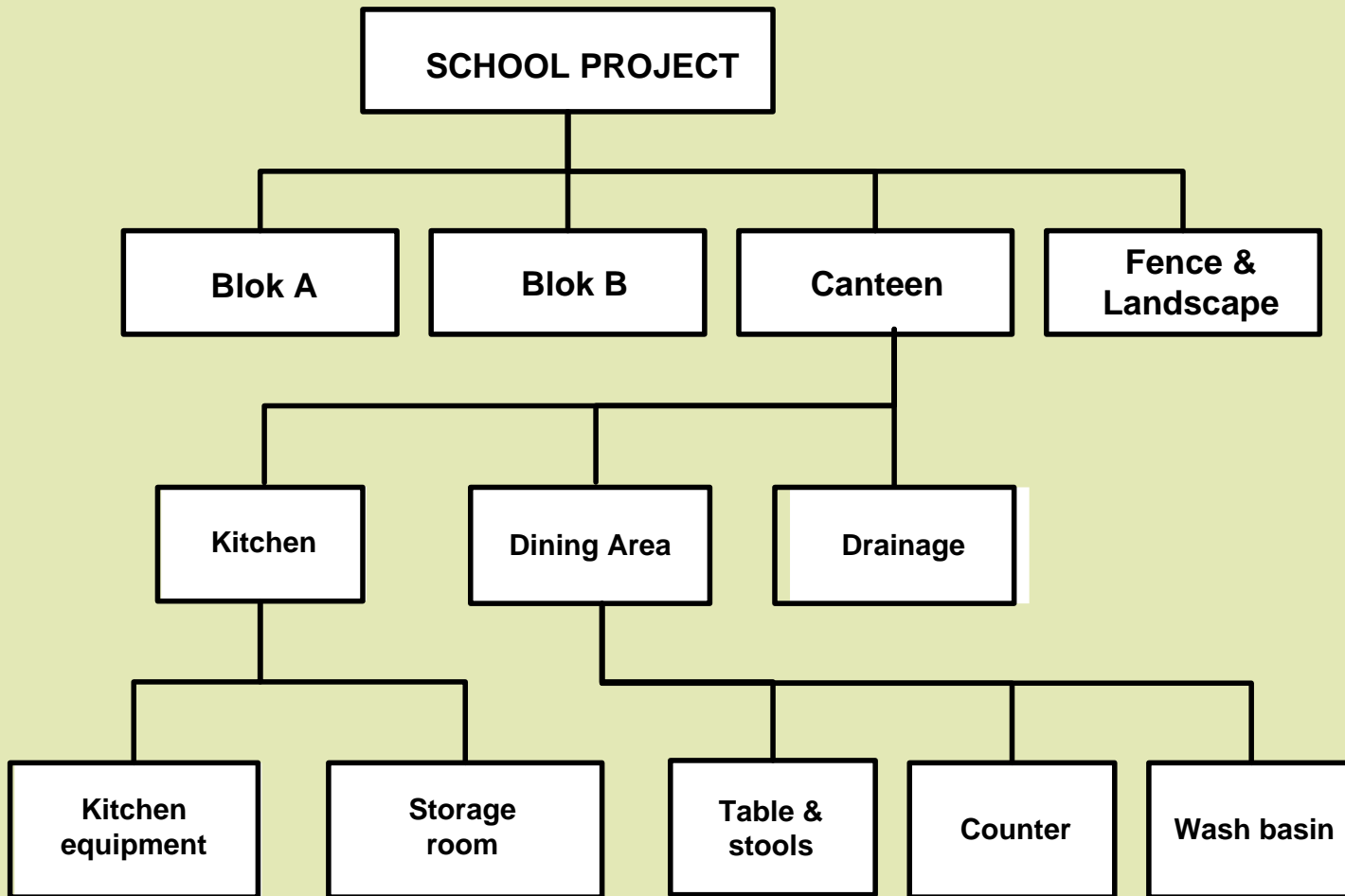
Sample generic project WBS organized by phase .

Work Breakdown Structure



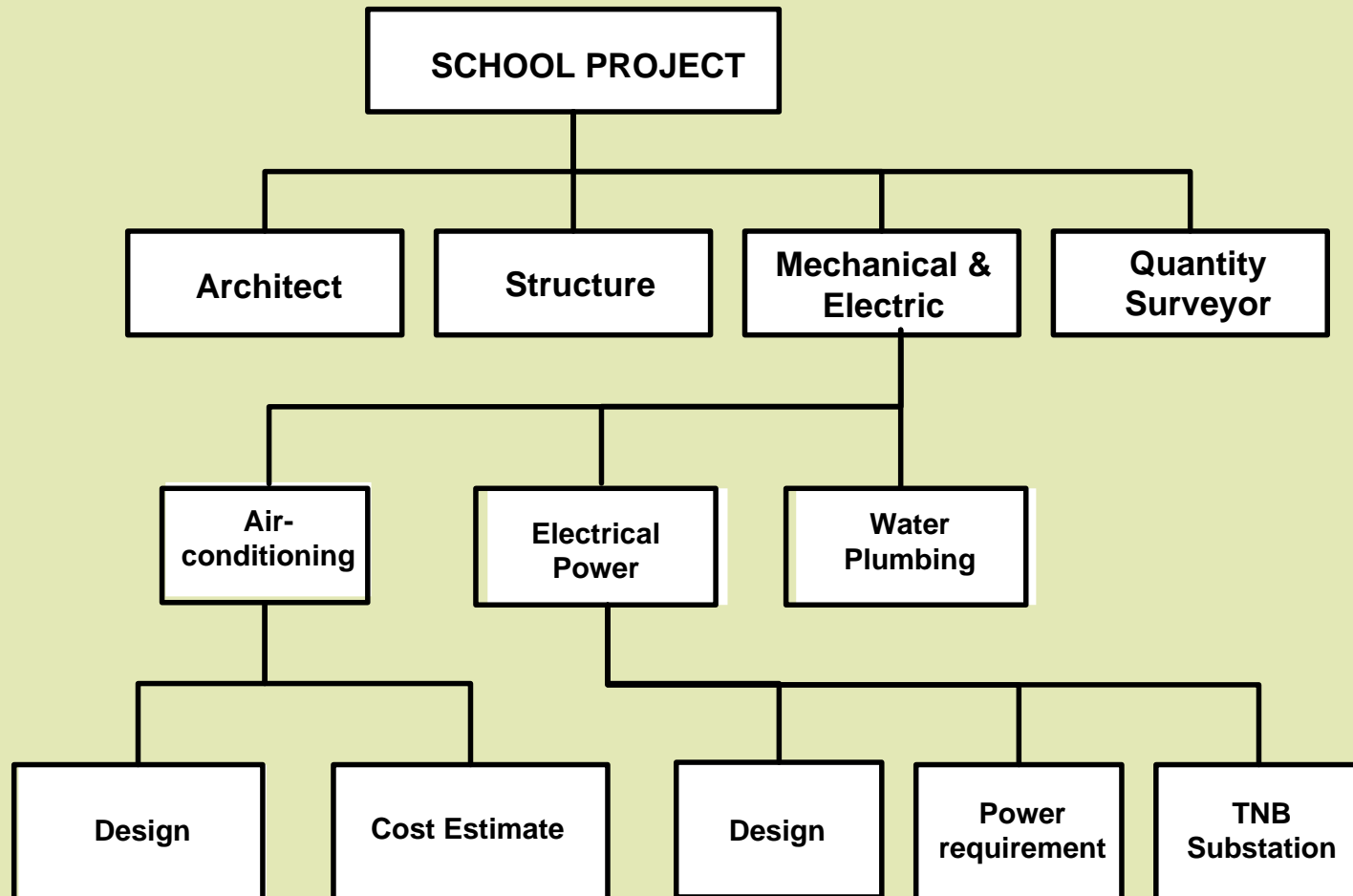
Sample JKR project WBS organized by phase .

Work Breakdown Structure



Sample JKR project WBS organized by product.

Work Breakdown Structure



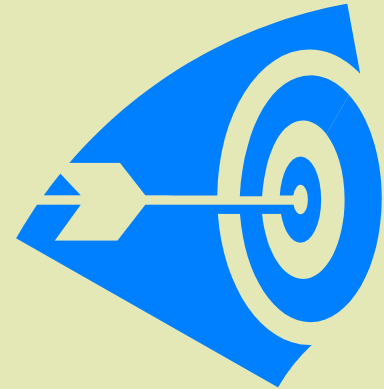
Sample JKR project WBS organized by phase .

Scope verification

✓ Scope verification is the process of obtaining the stakeholders' formal acceptance of the completed project scope.

✓ Scope verification will minimize scope changes and ensure that all the project deliverables will be completed satisfactorily

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Scope Change Control

SCOPE PLANNING
SCOPE DEFINITION
CREATE WBS
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SCOPE CONTROL

- Scope control involves controlling changes to the project scope and managing “Scope Creep”.
- To avoid “Scope Creep”, it is important to thoroughly define the project scope and verify it with the stakeholders.

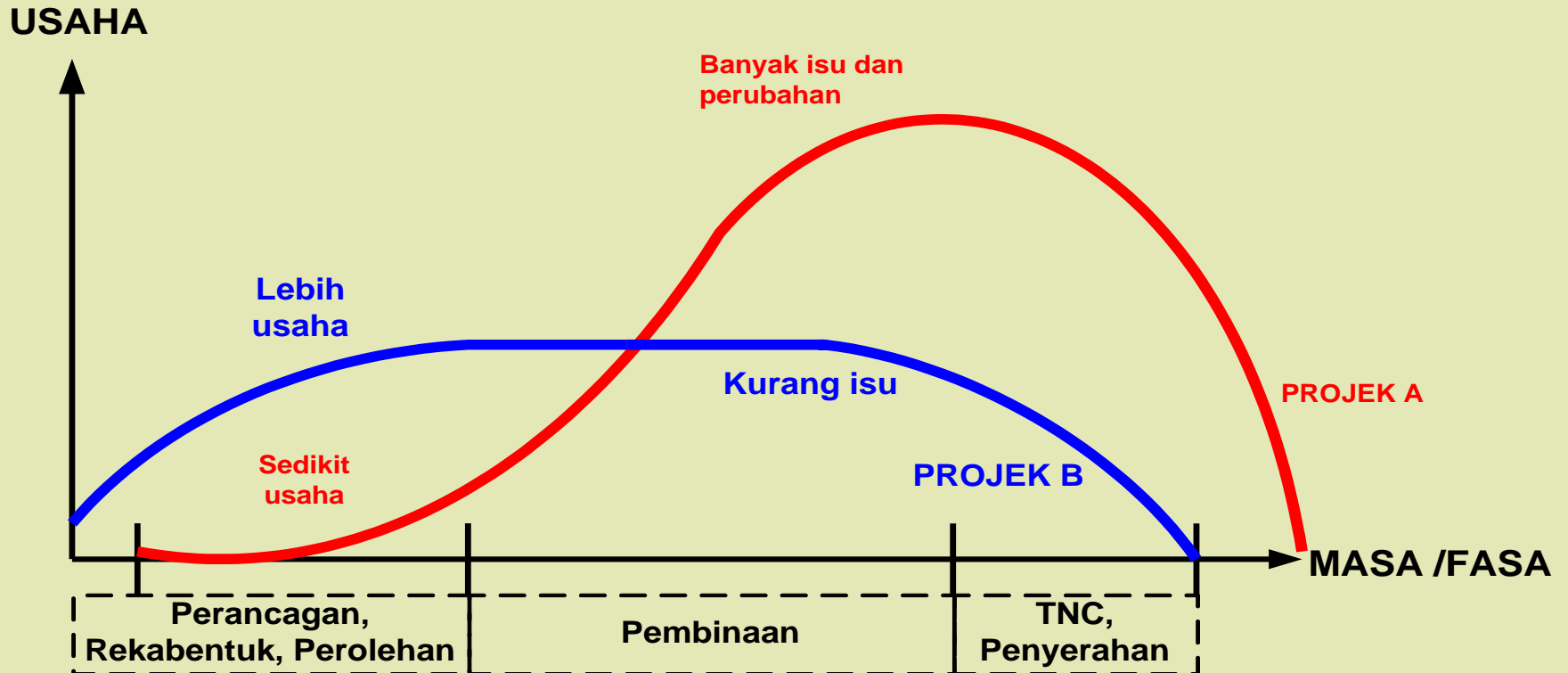
Scope Change Control

Keep in mind two things about Change –

You cannot have a change in Scope
without some kind of impact on
Cost and Time

It is much easier to implement a change
earlier in the Project Life Cycle than it is
in the **later** stages

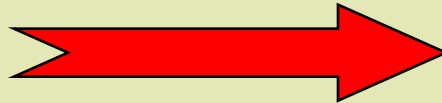
Scope Change Control



Planning Effort Outcome

Scope Change Control

This does not mean that there will not be Change !



Conclusion

- Project Scope Management The complete understanding and management of **exactly what is and what is not** to be delivered within the project
- Scope management processes are
 - Scope Planning
 - Scope Definition
 - Create WBS
 - Scope Verification
 - Scope Control



Terima Kasih