

# Chapter - 5

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PROJECT SCOPE MANAGEMENT

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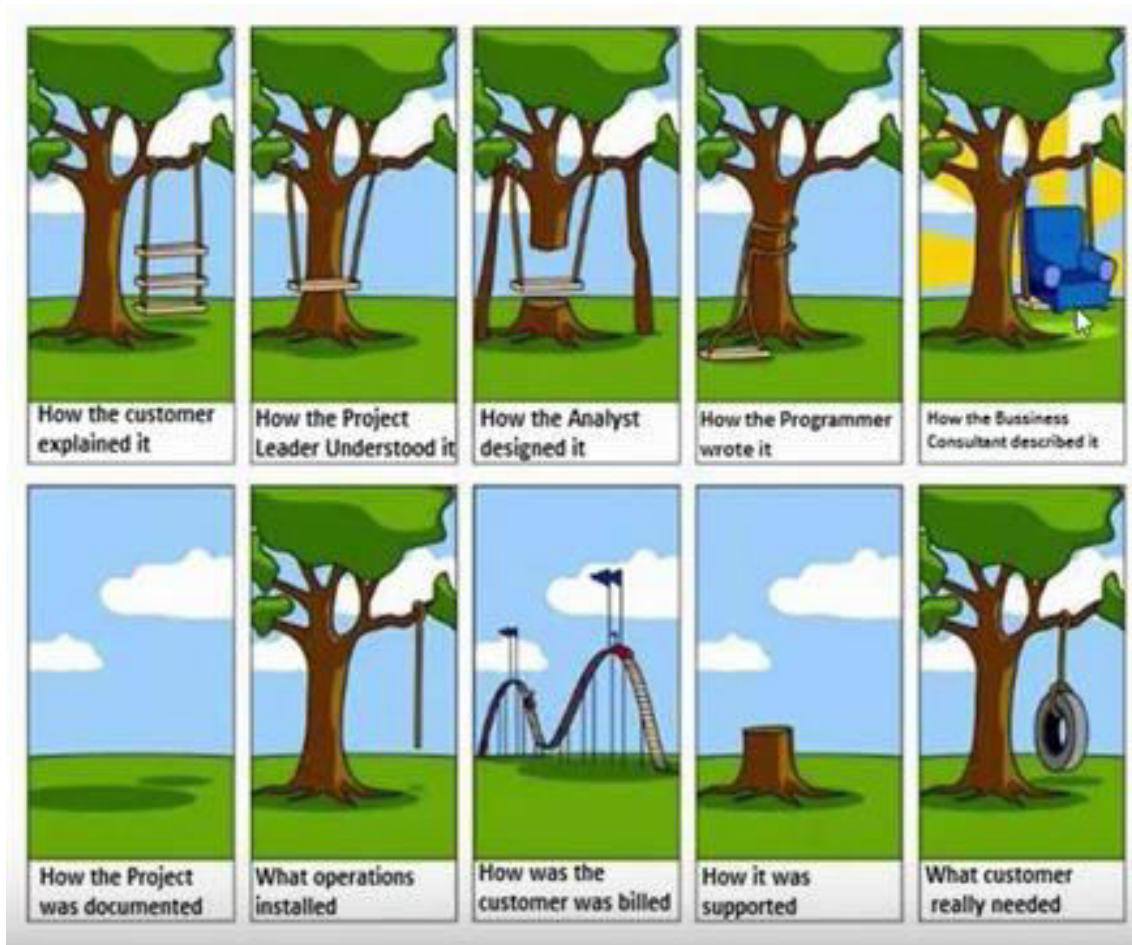
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# Agenda

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- Why Manage Scope
- Plan Scope Management
- Collect Requirements
- Define Scope
- Create WBS
- Validate Scope
- Control Scope

# Why Manage Scope



# Plan Scope Management

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- ✓ To Plan how the project scope will be defined, validated and controlled

Inputs	Tools and Techniques	Outputs
<ul style="list-style-type: none"><li>✓ Project Management Plan</li><li>✓ Project Charter</li><li>✓ Enterprise Environmental factors</li><li>✓ Organizational Process assets</li></ul>	<ul style="list-style-type: none"><li>✓ Expert Judgment</li><li>✓ Meetings</li></ul>	<ul style="list-style-type: none"><li>✓ Scope Management</li><li>✓ Requirements Management plan</li></ul>

# Collect Requirements

- ✓ To determine, document, and manage stakeholder needs and requirements.

Inputs	Tools and Techniques	Outputs
<ul style="list-style-type: none"> <li>✓ Scope Management Plan</li> <li>✓ Requirements Management Plan</li> <li>✓ Stakeholders Management Plan</li> <li>✓ Project Charter</li> <li>✓ Stakeholders Register</li> </ul>	<ul style="list-style-type: none"> <li>✓ Interviews</li> <li>✓ Focus groups</li> <li>✓ Facilitated workshops</li> <li>✓ Group creativity techniques</li> <li>✓ Group decision making techniques</li> <li>✓ Questionnaires and Surveys</li> <li>✓ Observations</li> <li>✓ Prototypes</li> <li>✓ Benchmarking</li> <li>✓ Context diagrams</li> <li>✓ Document Analysis</li> </ul>	<ul style="list-style-type: none"> <li>✓ Requirements Documentation</li> <li>✓ Requirements traceability matrix</li> </ul>

# Tools and Techniques

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## Group Creativity Techniques

- Brainstorming
- Nominal Group Technique
- Delphi Technique
- Idea and Mind Map Diagram
- Affinity Diagram

## Group Decision Making Techniques

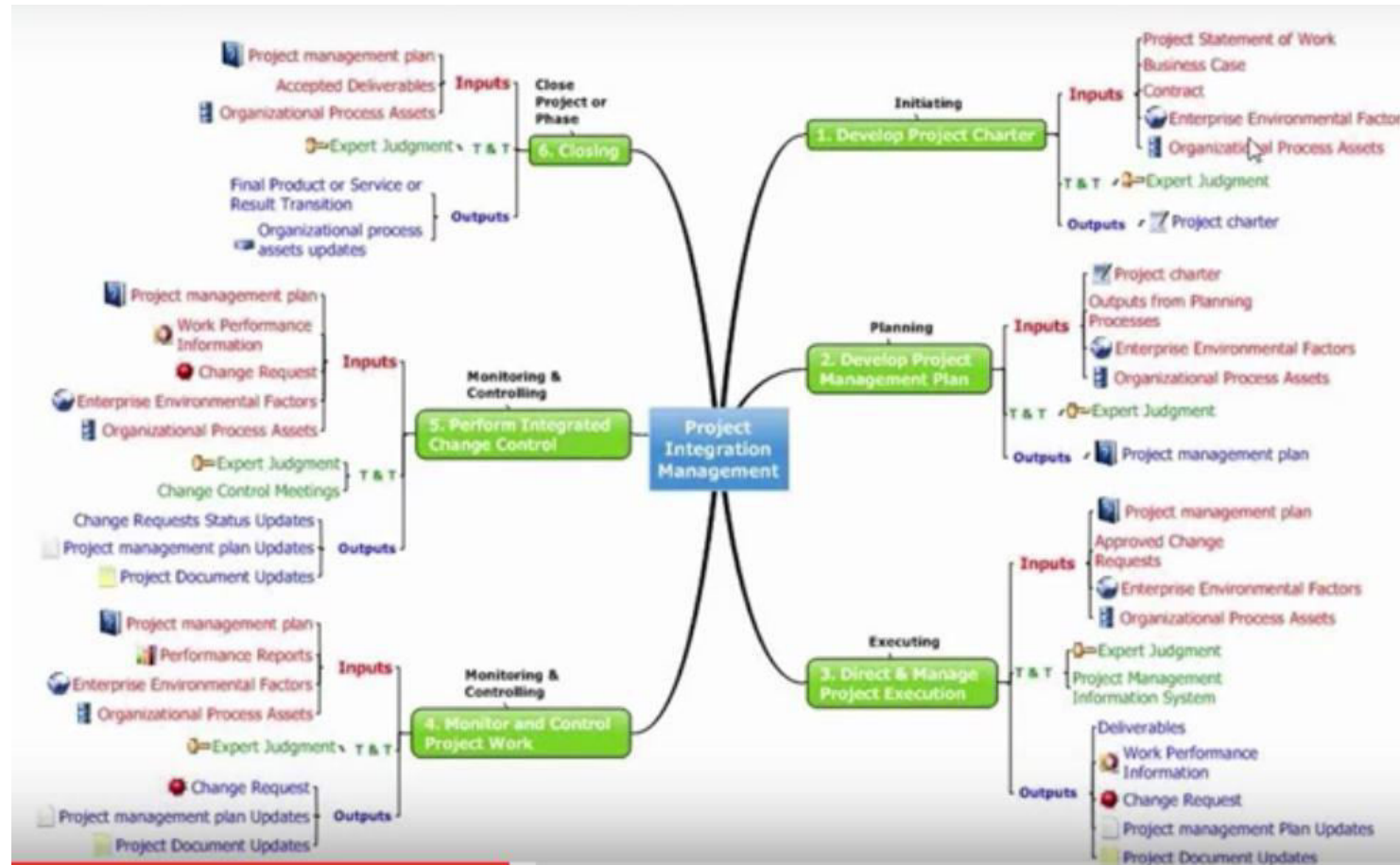
- Unanimity
- Majority
- Plurality
- Dictatorship

**Benchmarking** – Compare actual or planned practices to those comparable organizations

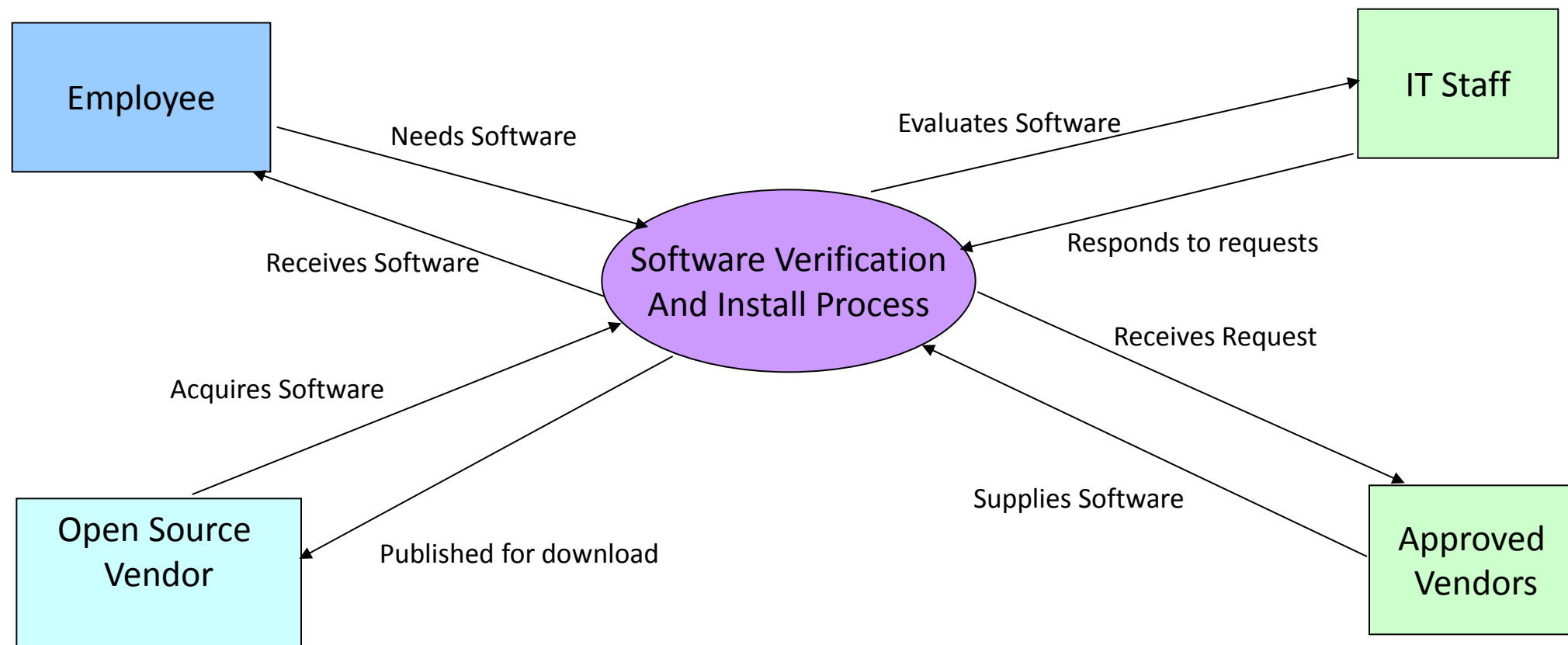
- To Identify best practices
- Generate ideas for improvement
- Providing a basis for measuring performance

Organizations compared can be Internal and External

# Mind Map Diagram

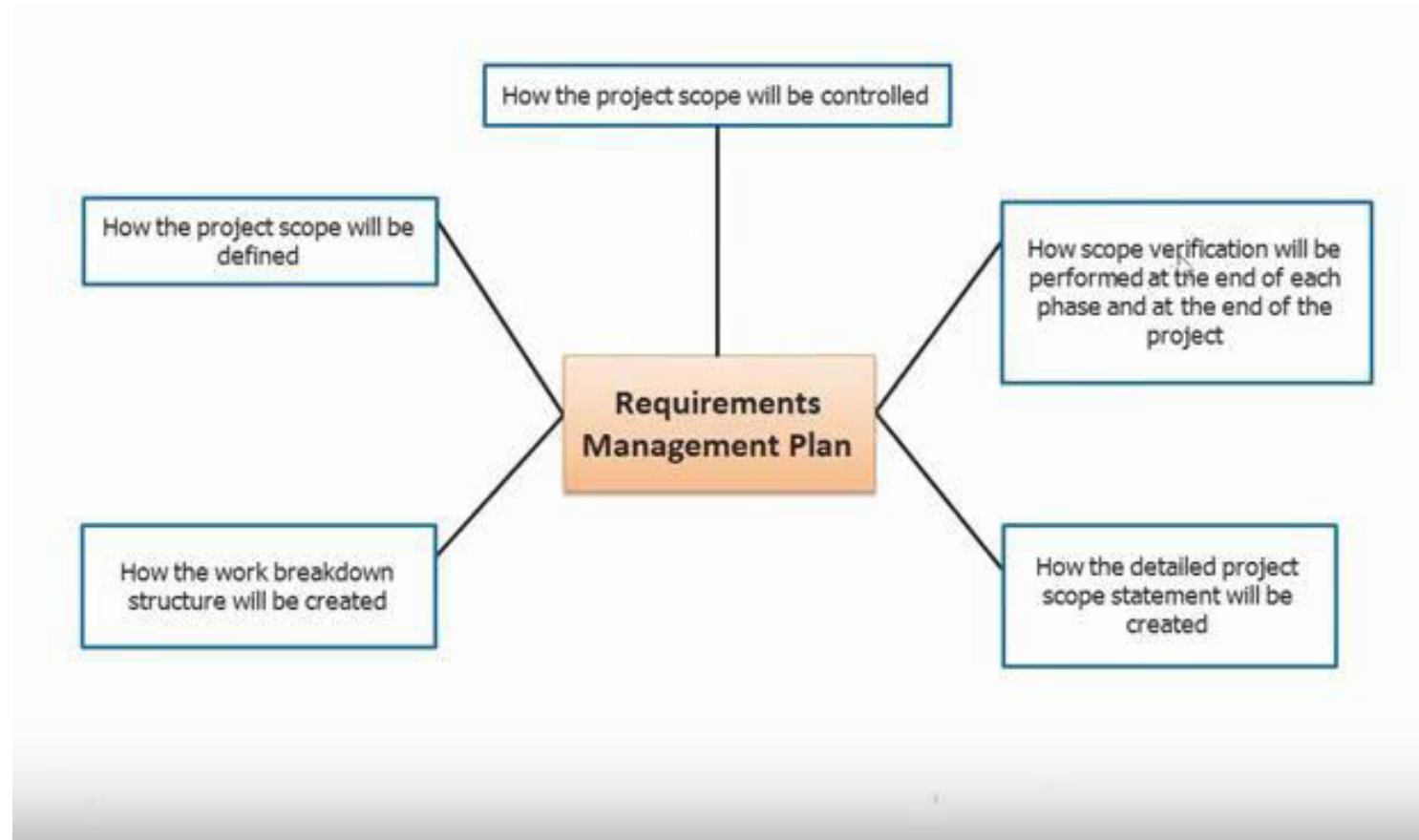


# Context Diagram for IT Case Study





# Requirements Management Plan



# Requirements Traceability Matrix

- ✓ It's a table that links requirements to their origin and traces them throughout the life of the project.
- ✓ It provides a means to track requirements throughout the lifecycle of the project, helping to ensure that requirements approved in the requirements documentation are delivered at the end of the project.
- ✓ Finally, it provides a structure for managing changes to the product scope.
- ✓ This process includes, but is not limited to tracing:
  - ✓ Requirements to **business needs, opportunities, goals and objectives**
  - ✓ Requirements to **project objectives**
  - ✓ Requirements to **product scope/WBS deliverables**
  - ✓ Requirements to **product design**
  - ✓ Requirements to **product development**
  - ✓ Requirements to **test strategy and test scenarios**
  - ✓ **High-level** requirements to **more detailed** requirements

# Requirements Traceability Matrix

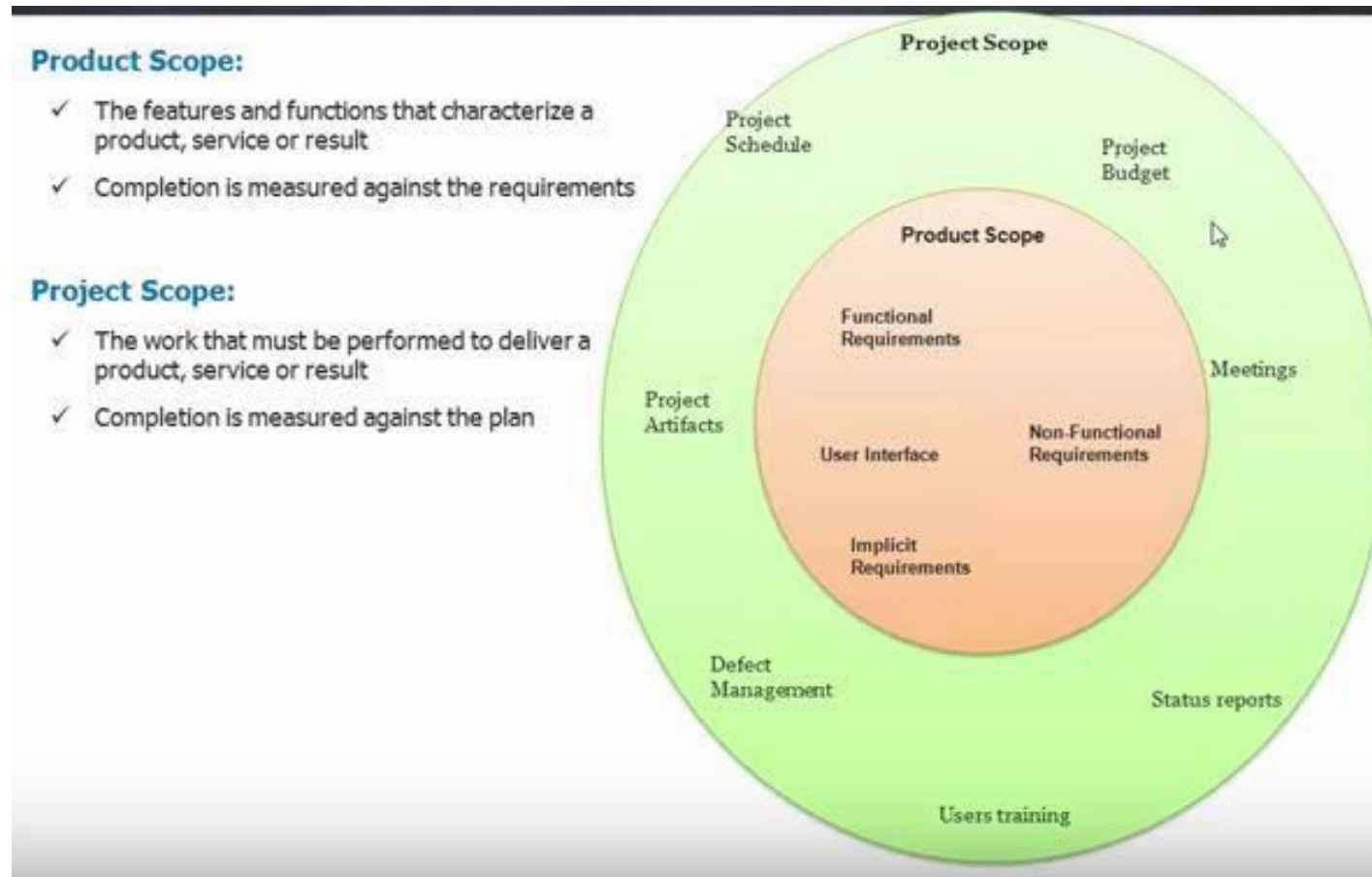
Requirements Traceability Matrix								
Project Name								
Cost center								
Project Description								
ID	Associate ID	Requirements Description	Business needs, Opportunities, Goals, Objectives	Project Objectives	WBS Deliverables	Project Design	Project Development	Test Cases
001	1.0							
	1.1							
	1.2							
	1.2.1							
002	2.0							
	2.1							
	2.1.1							
003	3.0							
004	4.0							

# Define Scope

- ✓ To develop a detailed description of the project and product

Inputs	Tools & Techniques	Outputs
<ul style="list-style-type: none"> <li>✓ Scope Management Plan</li> <li>✓ Project charter</li> <li>✓ Requirements documentation</li> <li>✓ Organizational Process Assets</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expert Judgment</li> <li>✓ Product analysis</li> <li>✓ Alternatives generation</li> <li>✓ Facilitated workshops</li> </ul>	<ul style="list-style-type: none"> <li>✓ Project Scope statement</li> <li>✓ Project document updates</li> </ul>

# Project Scope and Product Scope



# Project Scope Statement

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- ✓ Project Objectives
- ✓ Product scope description
- ✓ Project requirement
- ✓ Project boundaries
- ✓ Project deliverables
- ✓ Product acceptance criteria
- ✓ Project constraints/assumptions
- ✓ Initial identified risk
- ✓ Schedule milestones
- ✓ Initial project organization
- ✓ Fund limitation
- ✓ Configuration management requirement
- ✓ Approval requirement

# Elements of the project charter and project scope statement

Project Charter	Project Scope statement
<p>Project purpose or justification</p> <p>Measurable project objectives and related success criteria</p> <p>High – level requirements</p> <p>High – level project description</p> <p>High – level risks</p> <p>Summary milestone schedule</p> <p>Summary budget</p> <p>Stakeholder list</p> <p>Project approval requirements ( What constitutes success, who decides it, who signs off)</p> <p>Assigned project manger, responsibility and authority level</p> <p>Name and authority of the sponsor or other person(s) authorizing the project charter</p>	<p>Project scope description ( progressively elaborated)</p> <p>Acceptance criteria</p> <p>Project deliverables</p> <p>Project exclusions</p> <p>Project constraints</p> <p>Project assumptions</p>



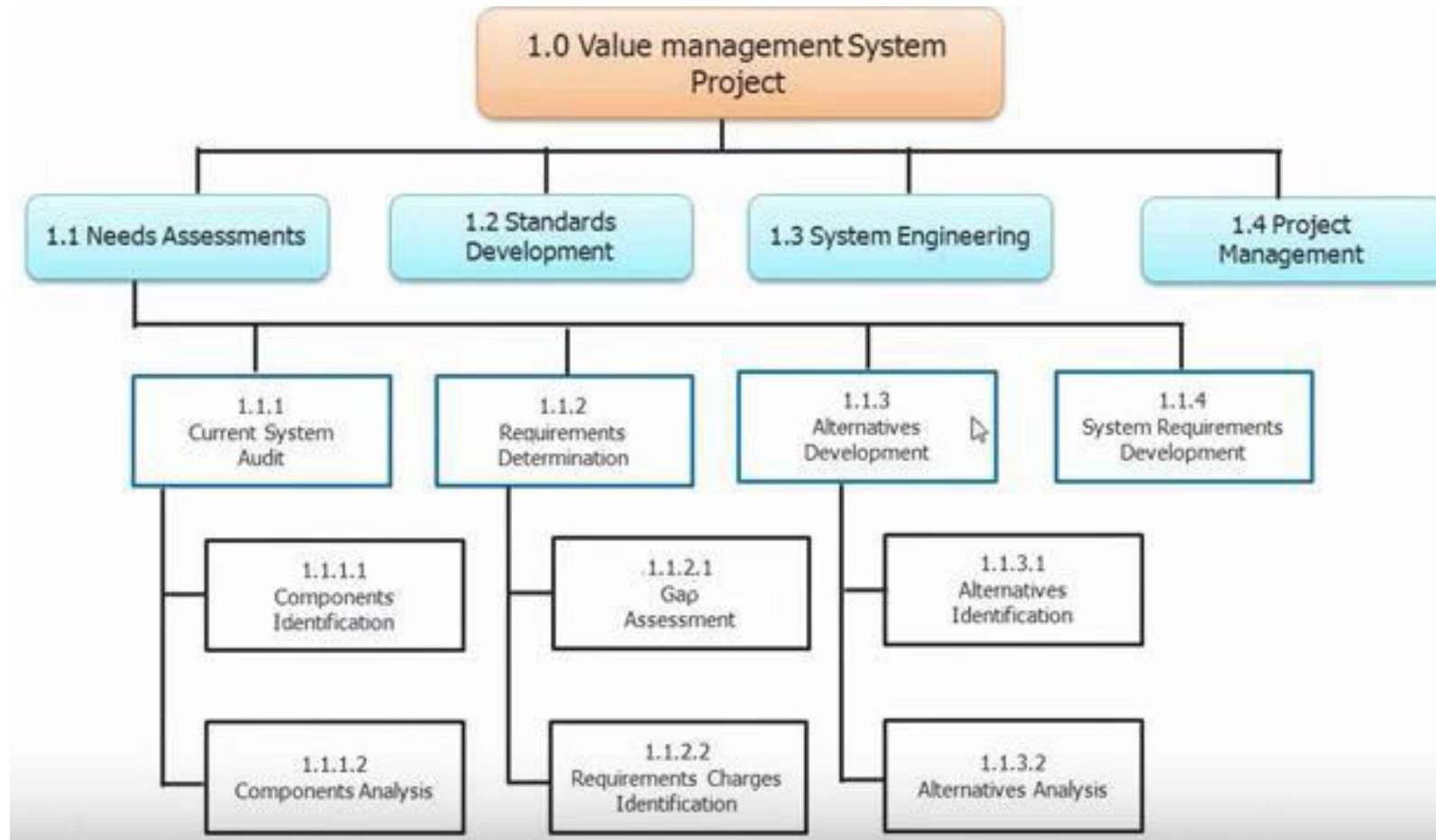
# Create WBS(Work Breakdown Structure)

- ✓ The Process of subdividing project deliverables and project work into smaller, more manageable components.

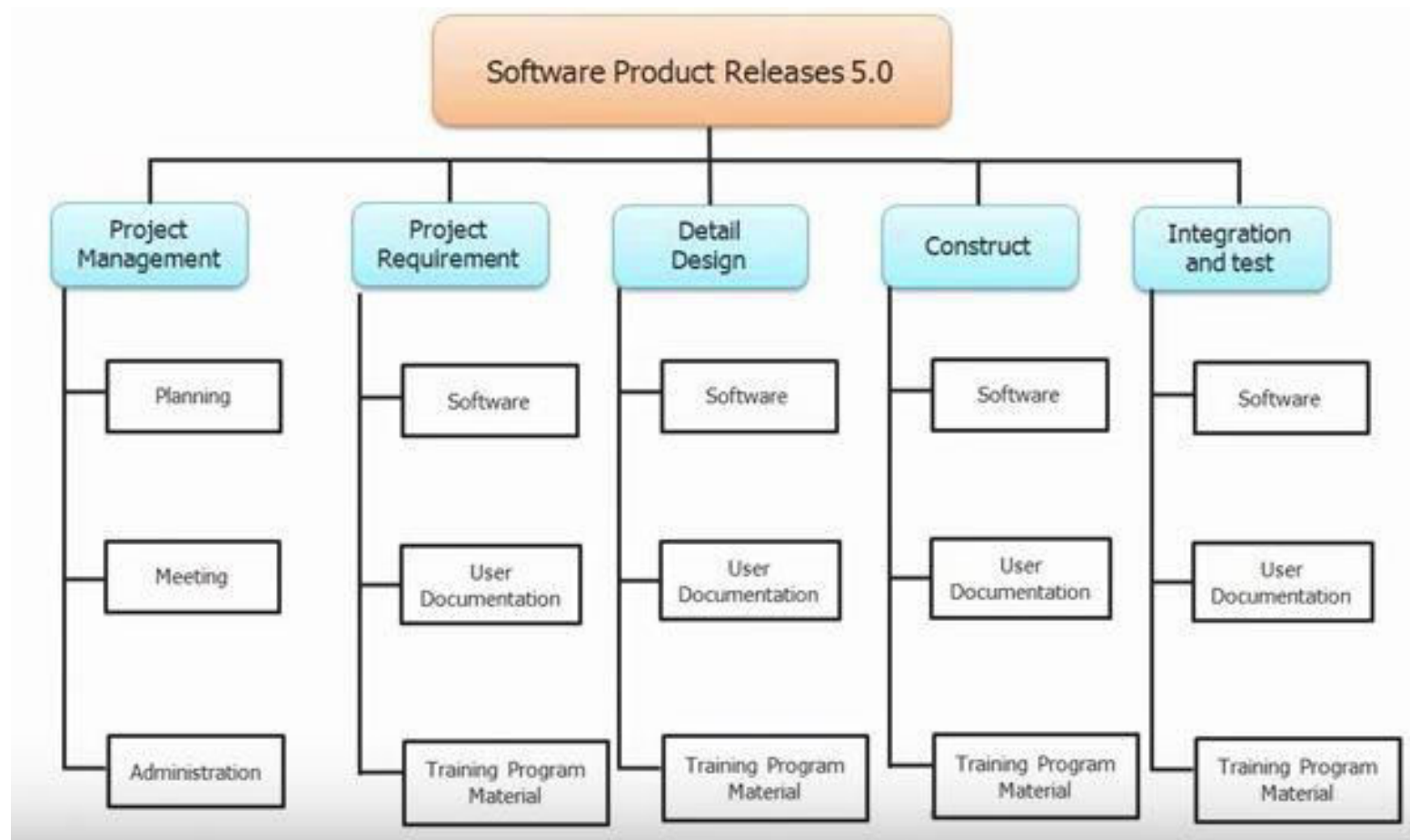
Inputs	Tools and Techniques	Outputs
<ul style="list-style-type: none"> <li>✓ Scope Management plan</li> <li>✓ Project Scope statement</li> <li>✓ Requirements documentation</li> <li>✓ Enterprise Environmental factors</li> <li>✓ Organizational Process Assets</li> </ul>	<ul style="list-style-type: none"> <li>✓ Expert Judgment</li> <li>✓ Decomposition</li> </ul>	<ul style="list-style-type: none"> <li>✓ Scope baseline</li> <li>✓ Project document updates</li> </ul>



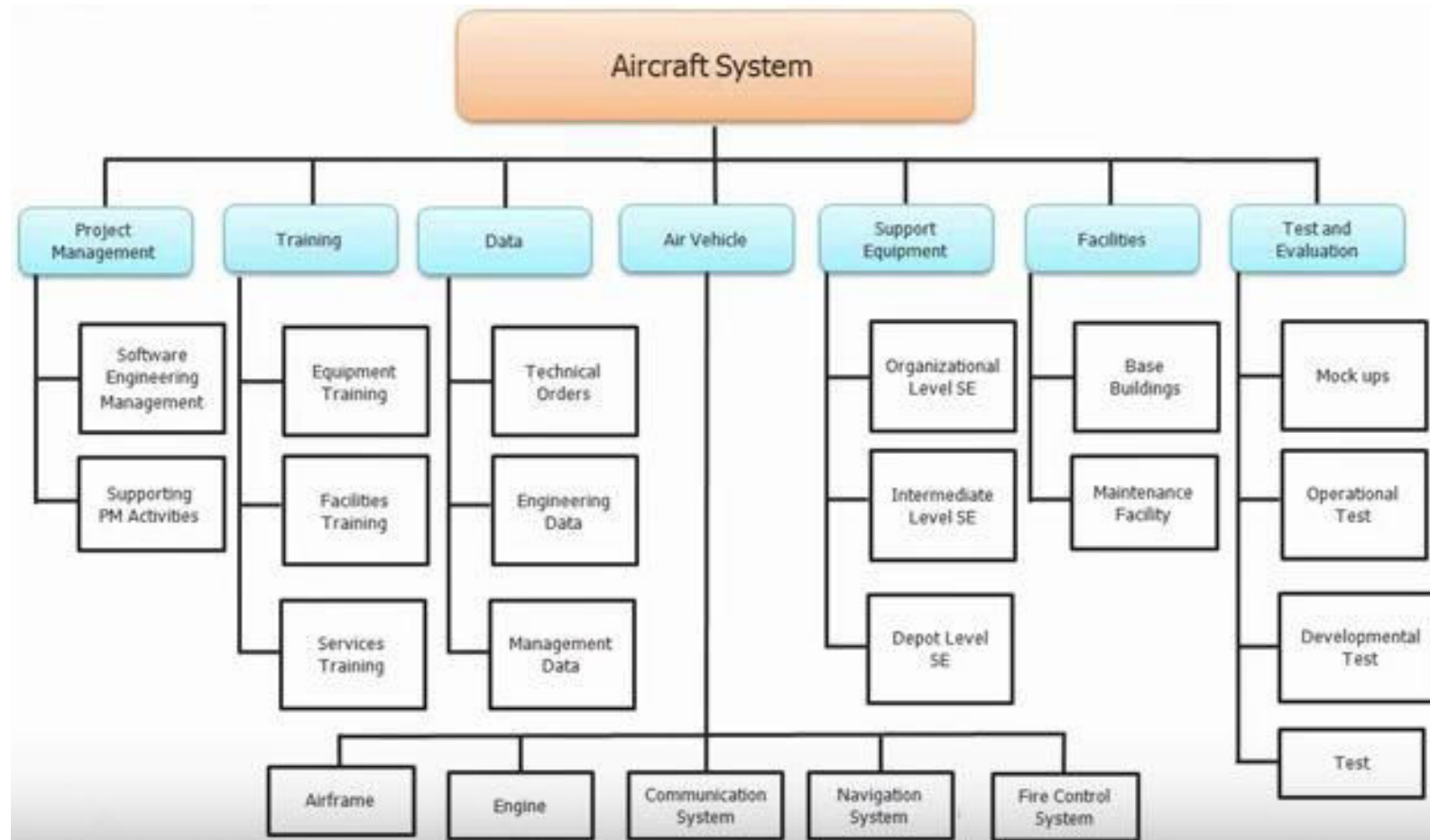
# Sample WBS Decomposed Down through Work Packages



# Sample WBS Organized by Phase



# Sample WBS with Major Deliverable



# WBS Dictionary Template

WBS Dictionary			
Project Name:	WBS Name:	WBS Id:	Parent Id:
WBS Owner:		Start Date:	End Date:
WBS Detail:			
Deliverable Description:			
Acceptance Criteria:			
Assumptions:			
Resources Assigned:			
WBS dependencies:			
Cost:			
Approved by:		Date:	

# Miscellaneous Terms

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**Work Package** – A deliverable at the lowest level of WBS

**Code of Accounts** – Numbering systems used to identify unique components of WBS

**Control Accounts** – ( Cost Center ) A management control point where scope, budget, actual cost and schedule are integrated and compared to EV for performance management

**Rolling Wave Planning** – It is form of Progressive Elaboration. Work for near term is planned in details

# Validate Scope

- ✓ To formalize acceptance of the completed project deliverables

Inputs	Tools and Techniques	Outputs
<ul style="list-style-type: none"> <li>✓ Project Management Plan</li> <li>✓ Requirements documentation</li> <li>✓ Requirements traceability matrix</li> <li>✓ Validated deliverables</li> <li>✓ Work performance data</li> </ul>	<ul style="list-style-type: none"> <li>✓ Inspection</li> <li>✓ Group decision making techniques</li> </ul>	<ul style="list-style-type: none"> <li>✓ Accepted deliverables</li> <li>✓ Change requests</li> <li>✓ Work performance information</li> <li>✓ Project document updates</li> </ul>

# Control Scope

- ✓ To monitor the status of the project and product scope and managing changes to the scope baseline

Inputs	Tools and Techniques	Outputs
<ul style="list-style-type: none"> <li>✓ Project Management Plan</li> <li>✓ Requirements documentation</li> <li>✓ Requirements traceability matrix</li> <li>✓ Work performance data</li> <li>✓ Organizational Process Assets</li> </ul>	<ul style="list-style-type: none"> <li>✓ Variance analysis</li> </ul>	<ul style="list-style-type: none"> <li>✓ Work performance information</li> <li>✓ Change requests</li> <li>✓ Project management plan updates</li> <li>✓ Project document updates</li> <li>✓ Organizational process assets updates</li> </ul>

# Thank you

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