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5 Project scope mgmt
              Input
                 Project Charter
                 Stakeholder register
                 P Charter
                 Requirements Documentation
                 Project Scope Statement
                 Requirements documentation
                 Requirements Documentation
                 Requirements traceability Matrix
                 Validated Deliverables
                 Work Performance Information
                 Requirements Documentation
                 Requirements Traceability Matrix
                 OPA
              Output
                 Requirements documentation
                 Requirements mgmt. plan
                 Requirements traceability matrix
                 Project Scope Statement
                 Updt. P doc's
                 WBS
                 WBS Dictionary
                 Scope baseline
                 Updt. P doc's
                 Accepted Deliverables
                 Change Requests
                 Updt. P doc's
                 Work Performance Measurement
                 Updt. OPA
                 Change Requests
                 Updt. PP / P doc's
              Processes
                                            Requirements should relate to achieve objectives
                                            Looks for ALL req's, not just product req's
                                            High level req's come from P charter
                                            Scope mgmt. Plan created as part of "Develop PP" process
                                           Determine how you will do planning - part of all mgmt. plans
                                            Determine detailed requirements
                                                               Reviewing historical records
                                                               Interviewing
                                                               Focus groups Helps get a specific set of stakeholders' opinion / req's
                                                              Facilitated workshops Brings together stakeholders with different perspectives
                                                                                Nominal Group Technique (subsequent ranking)
                                                               Brainstorming
                                                               Delphi Technique
                                                               Mind maps
                                                                                   Ideas from other req's gathering technique are grouped by similarities
                                                               Affinity Diagrams
                                            Tools/Techniques
                                                               Questionnaires & surveys
                 5.1 Collect requirements
                                                               Observation
                                                                Prototypes
                                                                                       Unanimously All agree
                                                                                        Dictatorship One person represents a group
                                                                                                   More than 50%
                                                               Group decision making Majority
                                                                                                    Most supporters
                                                                                         Plurality
                                                                                       Consensus Others accept
                                                     Project Charter
                                            Input
                                                     Stakeholder register
                                                      Requirements documentation
                                          Output Requirements mgmt. plan
                                                                                      Each req is assigned for someone to manage it
                                                      Requirements traceability matrix
                                    Concerned with what is & is not on the Project
                                    Create Project Scope Statement
                                                                             Analyse objectives & deliverables stated
                                                                            by customer and turn them into tangible
                                                          Product Analysis
                                                                             deliverables
                                                         Expert Judgement
                                                         Facilitated Workshops
                                             P Charter
                                    Input Requirements Documentation
                 5.2 Define scope
                                              OPA
                                                                           Product Scope
                                                                           Project Scope
                                                                           Deliverables
                                                Project Scope Statement
                                                                           Product acceptance criteria
                                                                           What is NOT part of P
                                                                           Constraints & assumptions
                                               Updt. P doc's
                                    Scope of P is included
                                    Product Scope / Project Scope / P mgmt. efforts
                                                                              Decomposition until level where PM can manage
                                                                              Each WP consists of things rather than actions
                                                                                       Created with P team
                                                                                        1st level completed before further decomposition
                                                                              Rules Each level is smaller piece from that above
                                                                                        Entire P is included
                                                                                        Includes only deliverables needed for P
                                                                                                         Deliverables can be realistically estimated
                                                                                                        Deliverables can be completed quickly
                                                                              WP Level reached when
                                                                                                        Deliverables cab be completed w/o interruption
                                                                                                        Deliverables may be outsourced or contracted out
                                                                                             Helps ensure nothing slips through cracks
                                                                                             Shows how WP are derived
                                                                    WBS
                                                                                             Provides understanding of where parts fit in
                                    Create WBS & WBS Dictionary
                                                                                             Forces you / Allows team to walk through P
                                                                             Advantages
                                                                                             Improves planning
                                                                                             Shows how deliverables are related to another
                                                                                             Provides PROOF of needed resources, funds & time
                                                                                             Helps prevent changes
                 5.3 Create WBS
                                                                                          Identifying deliverables to be completed
                                                                                          Scope related change requests
                                                                                          Evaluate impacts on other changes on scope
                                                                              Used for Way to ctrl. scope creep
                                                                                          Comm. Tool
                                                                                          Helps new team members to see their role
                                                                                          Foundation of Project
                                                                                       Provides a description of work to be done
                                    Determine all roles & responsibilities
                                    Go back - iterations
                                    Finalize the "how to
                                    execute & ctrl." parts
                                    of all mgmt. plans
                                    Develop realistic & final PP & baseline
                                             Project Scope Statement
                                    Input Requirements documentation
                                             OPA
                                               WBS
                                               WBS Dictionary
                                    Output
                                               Scope baseline
                                              Updt. P doc's
                                   Meeting with customer to gain formal acceptance of deliverables during M&C process

Can be done at each P phase end or anytime when gaining acceptance of deliverable
                                                                      Both processes involve checking for correctness of work
                                                                      "Perform Q Ctrl." is done BEFORE "verify scope"
                                    Relationship to "Perform Q ctrl."
                                                                     In "perform Q ctrl." Q-Dept. ctrl's
                                                                     In "verify scope" CUSTOMER checks & accepts deliverables
                                    Take action to ctrl. the P
                                    Measure performance against the performance measurement baselines
                                    Measure performance against other metrics determined by PM
                                    Determine variances and if they warrant corr. actions or change requests
                                                                 Phase end Interim acceptance
                                    Gain acceptance of interim
                                                                Project end Final acceptance
                                    deliverables from customer
                 5.4 Verify scope
                                                        Inspection
                                            PP Scope baseline
                                            Requirements Documentation Contains the full detail about the deliverable
                                            Requirements Traceability Matrix Prove where req's came from
                                                                     From PERFORM Q CTRL. process
                                            Validated Deliverables
                                              Accepted Deliverables
                                    Output Change Requests
                                              Updt. P doc's
                                      Involves measuring project & product scope performance
                                     Be very proactive
                                      Influence the factors that cause change
                                                 You need original req's (Req docum. / Req Traceab. Matrix)
                                                 You need work to be done
                                                 Measure scope performance against scope baseline
                                                 Determine if you need to updt. PP / P doc's
                                                 Decide on needed change requests
                                                 Look for impact scope changes would have; on all aspects of the
                                                 P through "Integrated Change Ctrl." process
                                                 Think about where changes are coming from
                                                 What can be done to prevent changes
                                                                               1. Completed deliverables from "Dir. & Mng. P exec."
                                                                               2. Perf. Q Ctrl. inspection
                                                 Relationship to "Perf. Q Ctrl."
                                                                               3. Meet with Customer Customer accepts deliverables
                 5.5 Control scope
                                                                               "Verify Scope" process Changes are requested
                                                                             Assesses the magnitude of variation from the original baseline (Scope/Schedule/Cost)
                                                          Variance Analysis
                                              PP Scope baseline
                                              Work Performance Information
                                              Requirements Documentation
                                              Requirements Traceability Matrix
                                              OPA
                                                Work Performance Measurement
                                                Updt. OPA
                                                Change Requests
                                               Updt. PP / P doc's
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PMBOK_KA_scope mgmt.mmap