

Scope Management



G Ramesh

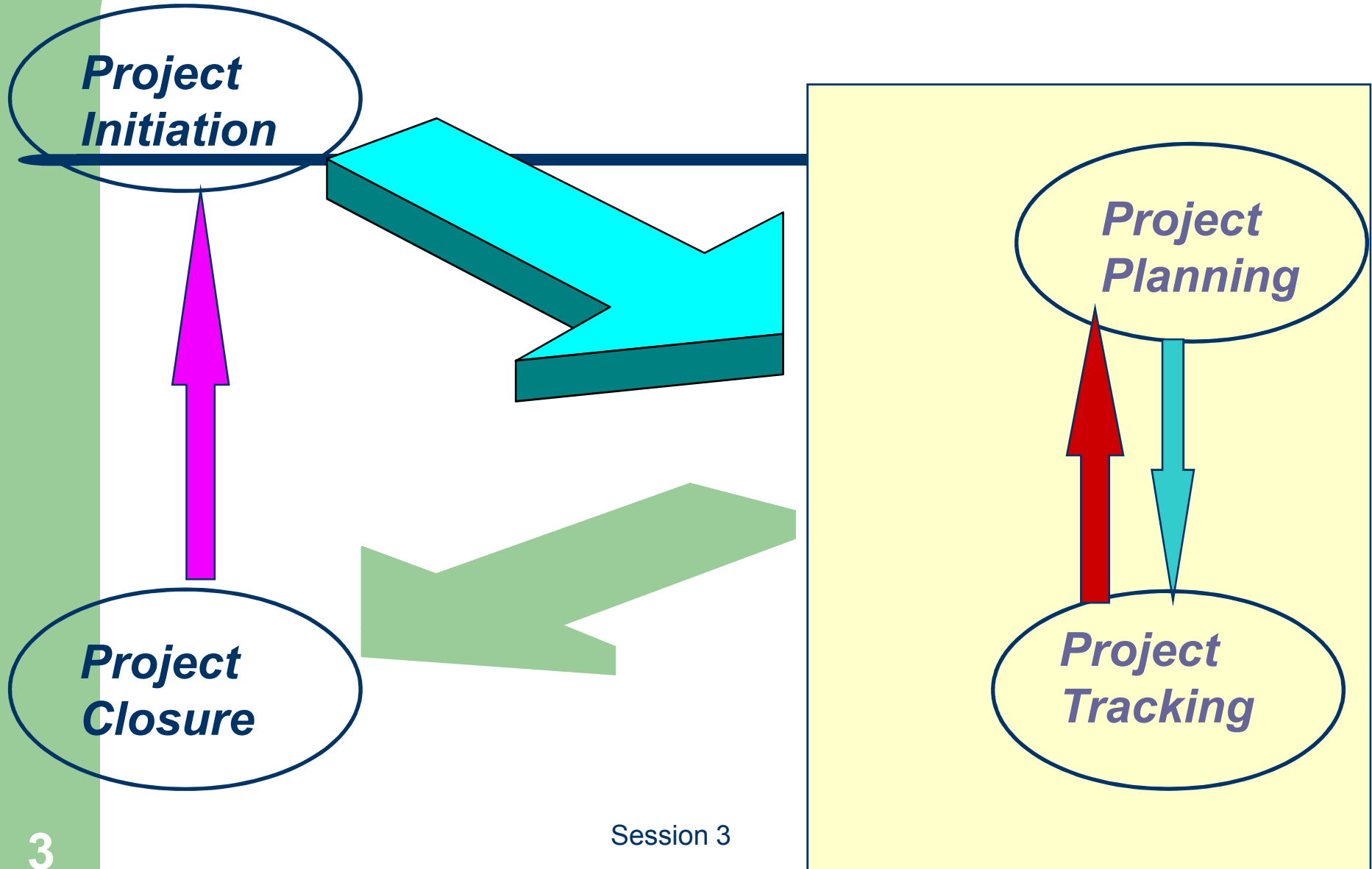
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Scope Management -- Objectives

- During this session you would get to:
 - Define what is meant by scope
 - Understand the boundaries of what constitutes scope
 - See the process by which a scope statement (or SoW) is formed
 - Know what is Scope Creep and how to minimize it
 - Get started on **YOUR** project by putting together a scope statement

Project Management Processes

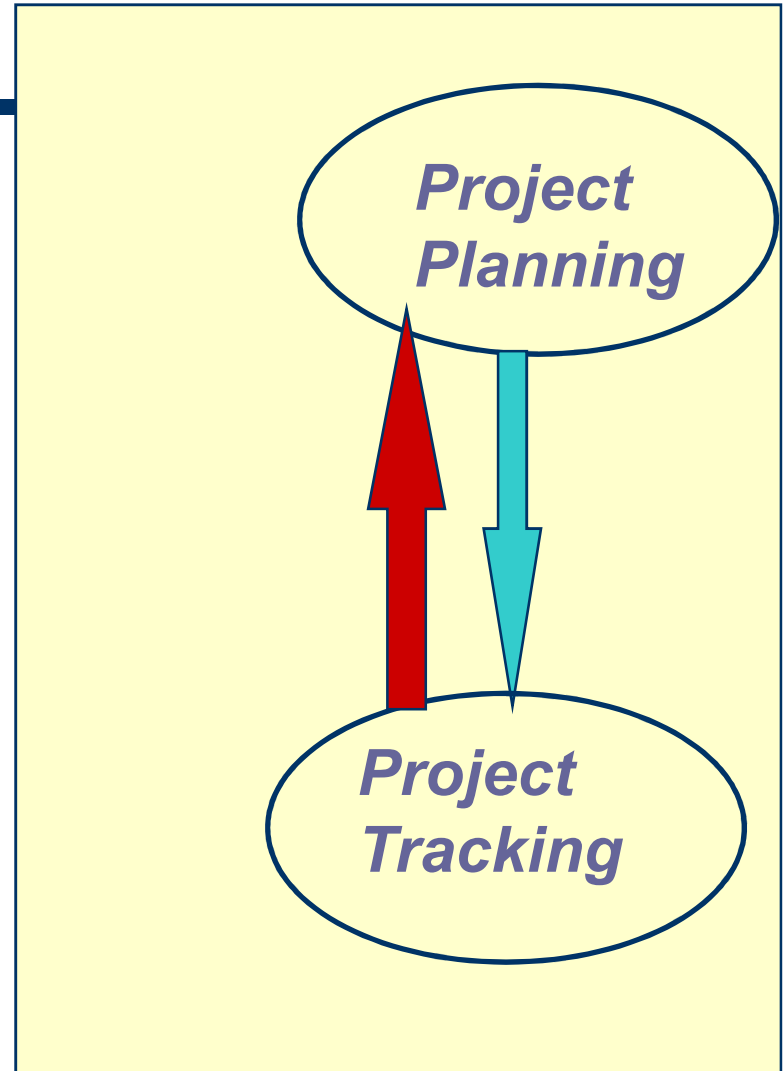


Project Management Processes

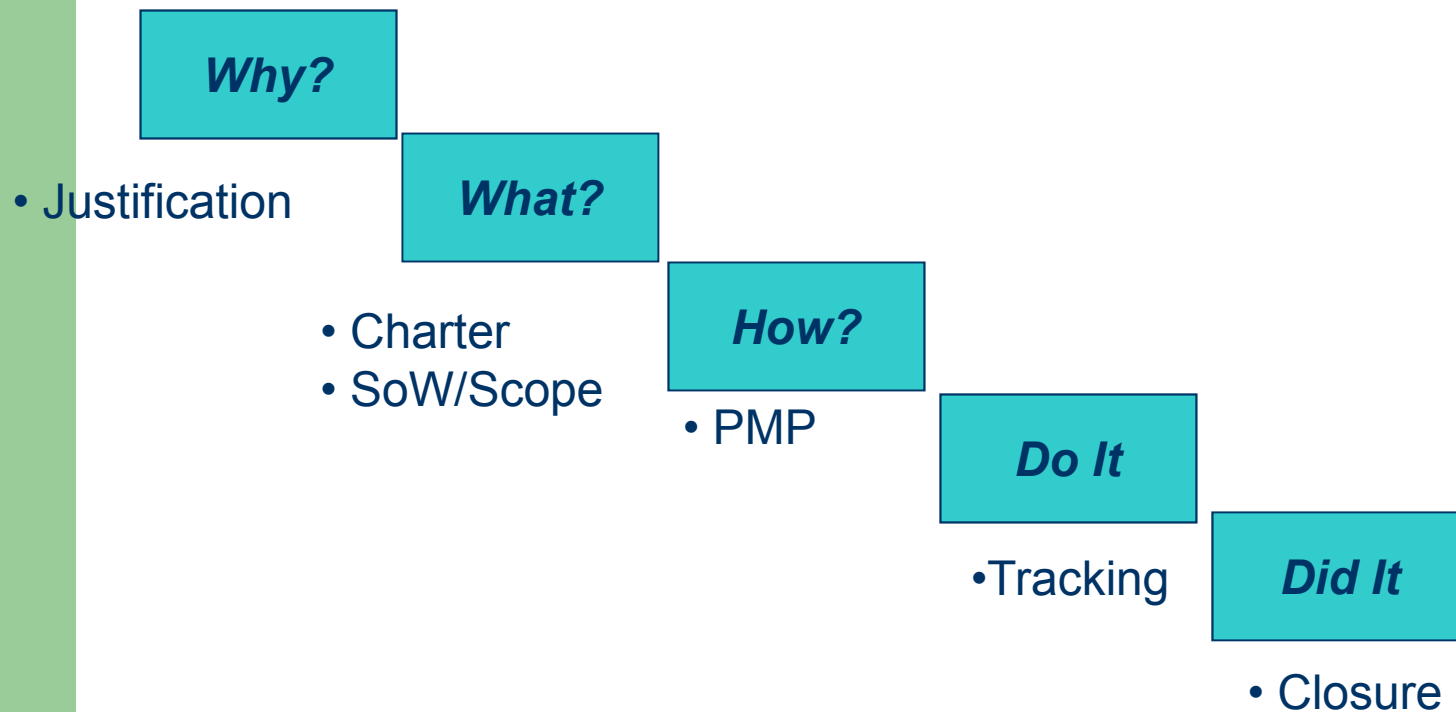
**Project
Initiation**

- Scope and high level work allocation
- Planning data from "process database"
- Vendor Selection
- Management Team Building
- Mgmt reporting procedures
- Infrastructure group co-ordination

**Project
Closure**



Another way of looking at it...



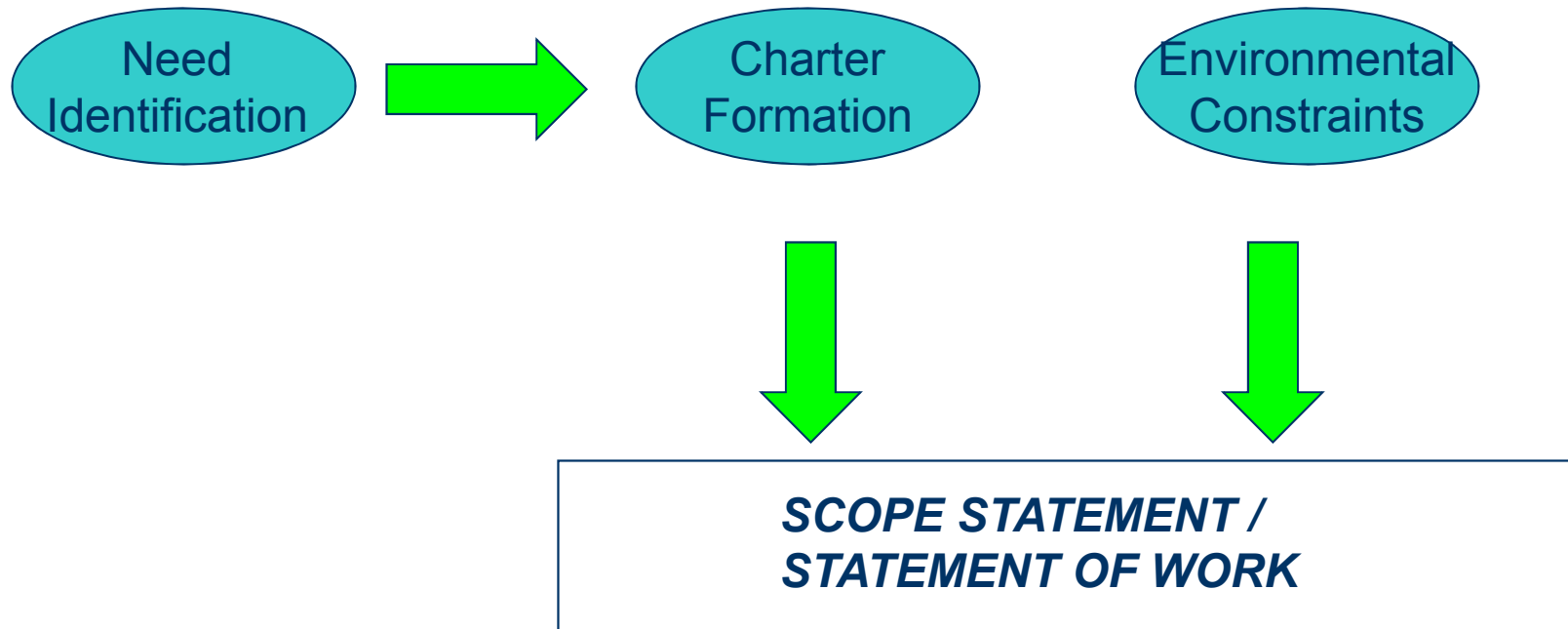
What is Scope?

- A high level statement of what needs to be accomplished
- Clearly separates “in scope” and “out of scope”
- Originates from a Project Charter
- Used in producing further artifacts like SRS, WBS, etc.

PMI Definition of Scope

Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required to complete the project successfully. It is primarily concerned with defining and controlling what is or what is not included in the project

Inputs to formulating a scope



Need Identification

- When the senior management understands a very high level target ...
- ... And commits “we will go after the target”
- Assigns a “Project Manager” for the project
- Note:
 - The understanding is high level
 - Not all the details are worked out 100%!
 - Project Manager’s charter is to make it work

Charter Formation

- Simple Outline Statement of what the project will accomplish.
- Includes
 - Major deliverables
 - A rough high-level schedule
 - An initial estimate of resources needed
 - Expected return to the organization for the effort invested

Purpose of Charter

- To formally document the existence of a project
- To separate the work of the project from ongoing operations
- To obtain management approval for the work to be done and to get commitment for the resources to do it

Charter Content

- Has multiple names
 - Project Initiation Document
 - Scope Baseline
 - Contract for External Work
- Has many forms
 - Simple narrative text (most common)
 - Fill-in-the-blanks
 - Spreadsheets for financial justifications
- Very short – one to three pages, just enough to secure management approval

Charter Content (Cont'd)

- Objectives – What the desired outcomes are
- Functions – Major features / processes
- Performance – Generalized specifications
- Constraints – Limitations of the environment
- Scope – Boundaries of the project (discussed later)
- Costs / benefits – ball park, rough order-of-magnitude estimates

Charter → Scope Statement / Sow

- Technical Requirements (some may be not applicable)
 - “features” of the product to be developed
 - documentation to be delivered
 - design constraints
 - performance requirements
 - environmental details / constraints ,if any
 - specific technology constraints if any
 - interface requirements, if any
 - training material to be delivered, if any

Charter → Scope Statement / Sow

- Non Technical Requirements (some may be not applicable)
 - contractual terms
 - agreements that include intermediate and final delivery dates,
 - major milestones
 - ongoing requirements like training and support
 - drop-dead dates, availability, reliability or such non-negotiable requirements

Other details in Scope Statement

- Clear delimiting of “In Scope” Vs “Out of scope”
- Identification of “Requirements Providers”, if applicable
- Specification of “Acceptance Criteria” (applies for bespoke products and sometimes for general products)
- Any deliveries expected to/from other groups, including customers

Challenges to watch out for during execution: Scope Creep

- **Business** Scope Creep
 - Poor requirements definition early in the cycle or failure to involve users till the later stages of the project
- **Technology** Scope Creep
 - Additional features not in original scope introduced by technologists
- **Customer-pleasing** scope creep
 - Desire to please customer through additional product features adds more work to the current project rather than to a new project proposal
- **Gold plating** scope creep
 - Occurs when technologists augment the original requirements because of a bias towards technical perfection or because the initial requirements were not sufficiently clear

Controlling the various types of Scope Creeps

- **Business** Scope Creep
 - Prioritizing the features as “Essential”, “Nice to have” and “Frills”
 - Introduce a formal Enhancement Request Management
- **Technology** Scope Creep
 - Use a SCCB and do a formal risk analysis of introducing new features
- **Customer-pleasing** scope creep
 - Have multiple builds / versions / iterations and allocate new features to future versions
 - JAD or Prototyping model
- **Gold plating** scope creep
 - Use a SCCB and do a formal risk analysis of introducing new features

To minimize Scope Creep Risk...

- Include a ***Scope Management Plan*** as a part of the Scope Statement
- Defines how the scope will be defined, managed, controlled and communicated to the stakeholders

Reviewing the Scope Statement with other internal “affected” groups

- Quality Group
- Documentation Group
- Training Group
- Infrastructure Group
- HR Group
- ...

Now to **YOUR** project

- Form yourself into EVEN number of groups
- You *may* find it useful to group by domain
- Identify a “project” that you would like to do (may be in your domain)
- This project will accompany you throughout the next month.
- You will produce the various artifacts for this project, as we go through the course
- First produce a project charter and a brief scope statement for your project and email me

What Kind Of Project Can I choose?

- Can you identify how to breakdown the project into simpler steps?
- Can you provide some estimates of time, effort, schedule, cost?
- Can you identify the realistic constraints for the project?
- Can you identify the stakeholders and how you will communicate with them through the project?
- Are you passionate about the project?

Scope Management – Objectives Recap

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