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Mastering Scope Management:

The Heart of Project Management

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#PMIseminars

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Learning Objectives

- Accurately assess the scope of a project and organize it into well-defined and easily controlled elements
- Effectively prepare Project Charters and Project Management Plans primed to ensure visibility, achieve expectations, and deliver results
- Anticipate likely sources of scope change and formulate effective responses through change management

Course Overview

- Day One: Understanding Scope Management
- Day Two: Scope Management through the Project Lifecycle

Welcome/Introduction

- A little about me ….

Welcome/Introduction

- A little about me ….

…. and a little about you

Day One: Understanding Scope

- The Basics
- The Not-So-Basics
- Why Scope is Fuzzy—and What to Do About It

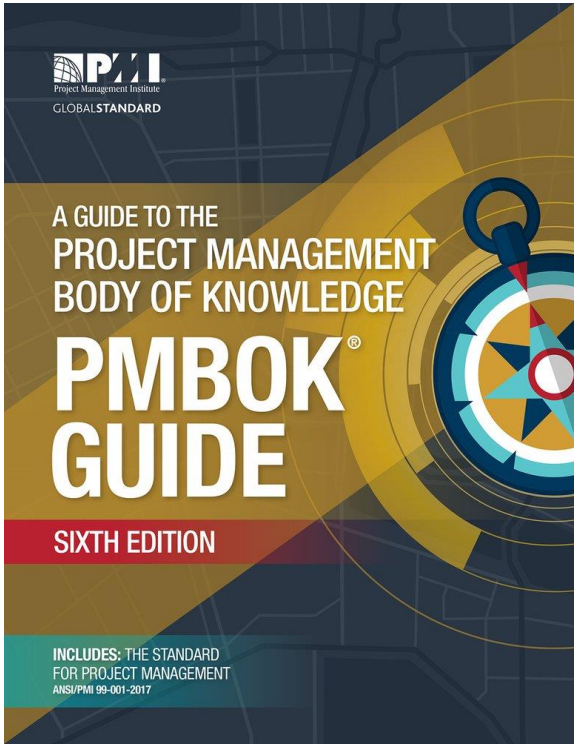
- Exercises

Let's Do a Little Scope Management

- Why are you here?
- What are you expecting to get out of this class?
- How do you expect the class to be run?

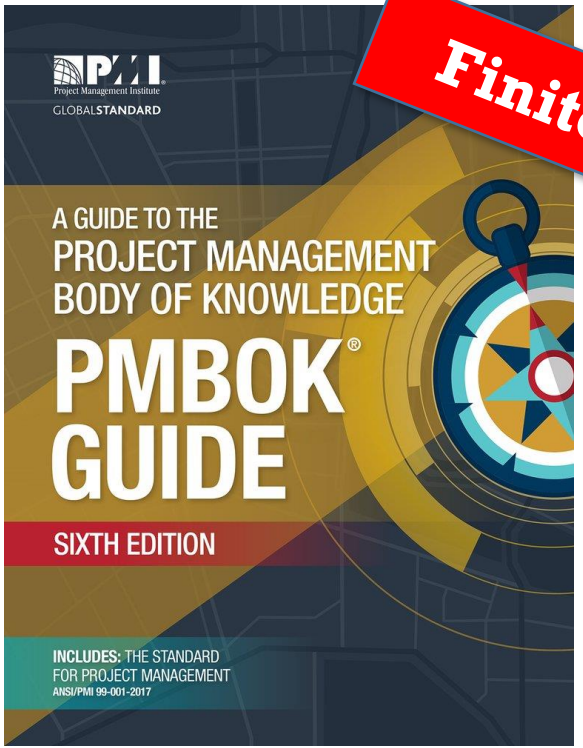
SCOPE MANAGEMENT: THE BASICS

Project Management 101



"A project is a temporary endeavor undertaken to create a unique product, service or result."

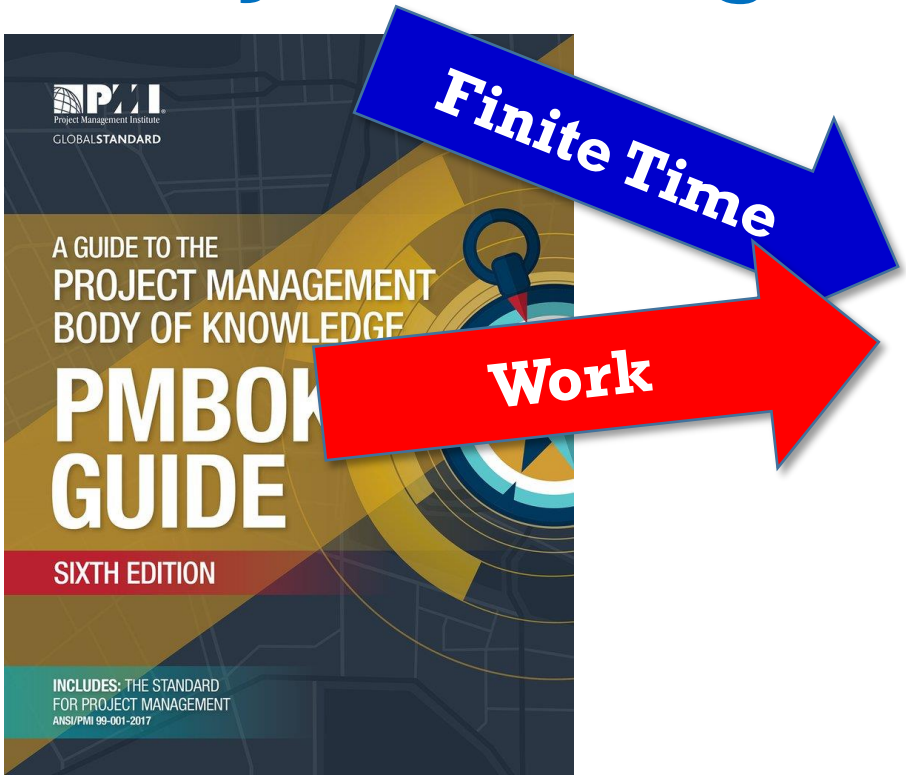
Project Management 101



Finite Time

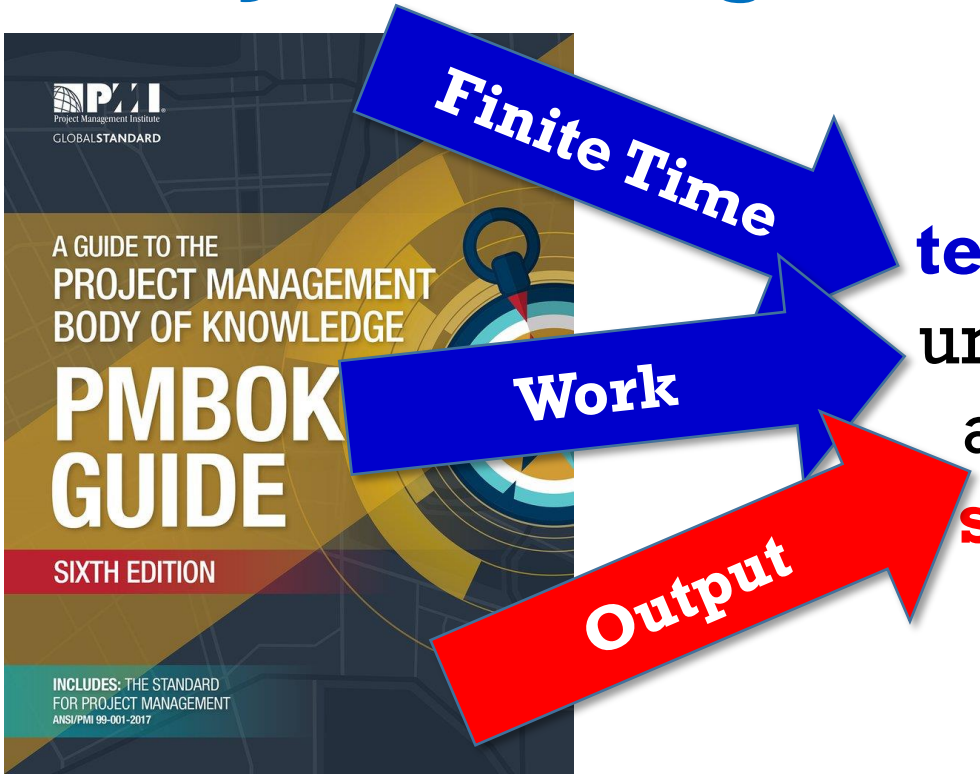
"A project is a **temporary** endeavor undertaken to create a unique product, service or result."

Project Management 101



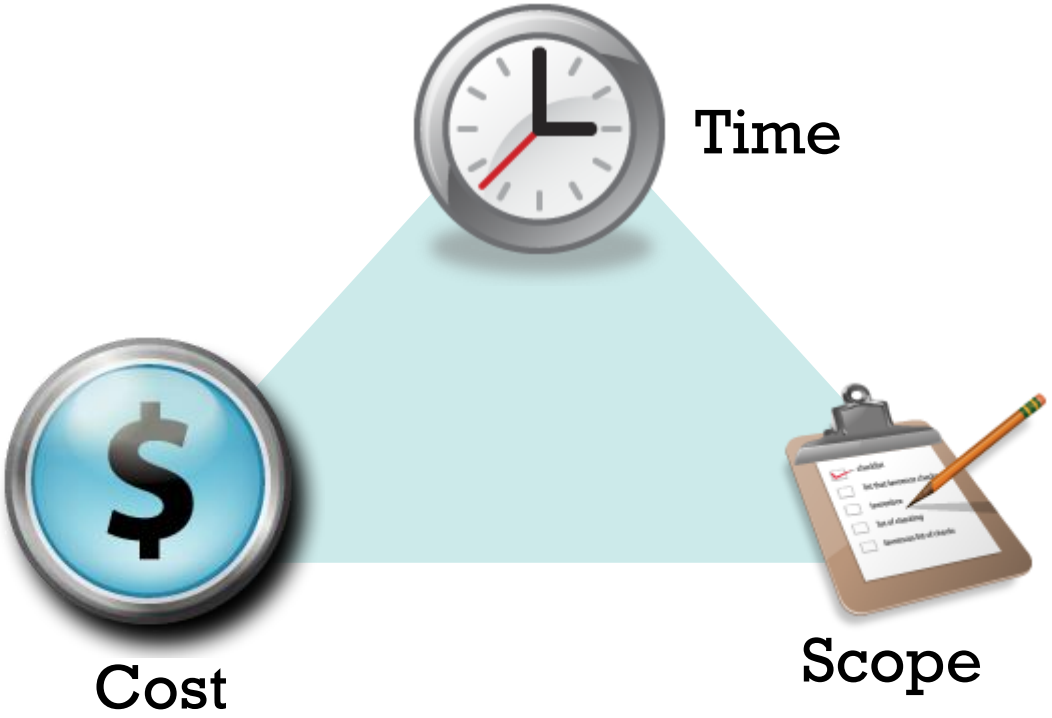
"A project is a **temporary** endeavor undertaken **to create** a unique product, service or result."

Project Management 101



"A project is a **temporary** endeavor undertaken **to create** a **unique product, service or result**."

“The Iron Triangle”



Or, to Put Another Way …

Pick any two:

__ Better

__ Faster

__ Cheaper

Definitions

chiding woman," may be related to skāld, as shown by the senses of some of the Old Icelandic words derived from skāld. Old Icelandic skāldskapr, for example, meant "poetry" in a good sense but also "a libel in verse," while skāld-stöng meant "a pole with imprecations ... that libelous, cursing ... poets' productions and that this association with poets passed firmly along with the Scandinavian borrowing into English.

ld·ing (skōl′dĭng) *n.* A harsh or sharp reprimand.

·lex (skō′lĕks′) *n., pl.* **-li·ces** (-lĭ-sēz′). The knoblike anor end of a tapeworm, having suckers or hooklike parts that in adult stage serve as organs of attachment to the host on which tapeworm is parasitic. [New Latin, from Greek *skōlēx*, .]

·o·sis (skō′lē-ō′sĭs, skŏl′ē-) *n.* Abnormal lateral curvaf the spine. [Greek *skolios*, crooked + −OSIS.] **—sco′li·** (-ŏt′ĭk) *adj.*

p (skŏl′əp) *n.* & *v.* Variant of **scallop.**

pen·drid (skŏl′ə-pĕn′drĭd) *n.* Any of numerous cenof the family Scolopendridae, especially the larger ones, *Scolopendra gigas* of the West Indies. [From New Latin *dridae*, family name, from Latin *scolopendra*, a kind of , from Greek *skolopendra*, millipede.] **—scol′o·pen′-** drĭn′, -drĭn) *adj.*

id (skŏm′broid′) *adj.* Of or belonging to the suborroidei, which includes marine fishes such as the mack**mbroid** *n.* A scombroid fish. [New Latin *Scombroi-* r name, from Latin *scomber, scombr-*, mackerel, from *bros.*]

ŏns) *n.* A small defensive earthwork or f German *Schanze*, fr

something) to the side to make room."

scoot·er (skōō′tər) *n.* **1.** A child's vehicle consisting of a footboard between two small end wheels, controlled by an steering handle attached to the front wheel. **2.** A motor over water or ice. **3.** *Nautical.* A flat-bottomed sailboat with runners that can

scop (shōp) *n.* An Old English poet or bard. [Old English.]

scope (skōp) *n.* **1.** The range of one's perceptions, thoughts actions. **2.** Breadth or opportunity to function. See Synonyms **room. 3.** The area covered by a given activity or subject. Synonyms at **range. 4.** The length or sweep of a mooring **5.** *Informal.* A viewing instrument such as a periscope, scope, or telescope. **—scope** *tr.v.* **scoped, scop·ing, scopes** *Slang.* To examine or study carefully and in detail: "[He] *the big picture of Israeli-Arab relations*" (James Wolcott). [Italics Appendix.]

—scope *suff.* An instrument for viewing or observing: *bronchoscope.* [New Latin *-scopium*, from Greek *-skopion*, from *skopein*, to see. See **spek-** in Appendix.]

Scopes (skōps), **John Thomas.** 1900–1970. American teacher who violated a state law by teaching the theory of evolution in a Tennessee high school. His trial (July 1925) was a highly publicized confrontation between defense attorney Clarence Darrow and the director of the prosecution William Jennings Bryan. Scopes was found guilty and fined a nominal sum, but his conviction was later reversed on technical grounds.

sco·pol·a·mine (skə-pŏl′ə-mēn′, -mĭn) *n.* A thick, syrupy, colorless alkaloid, $C_{17}H_{21}NO_4$, from plants such as

they've scored ... make a point in a ga... or contest. **2.** *Slan...* pecially to make a... *places like the bon...* seducing someone s... an illicit drug. [Mi... from Old Norse *sko...*

score·board (sk... large board that re... test.

score·card (skôr... printed program o... and record the prog... used to record one...

score·keep·er ... official who record... **—score′keep′ing**

score·less (skôr′... points scored.

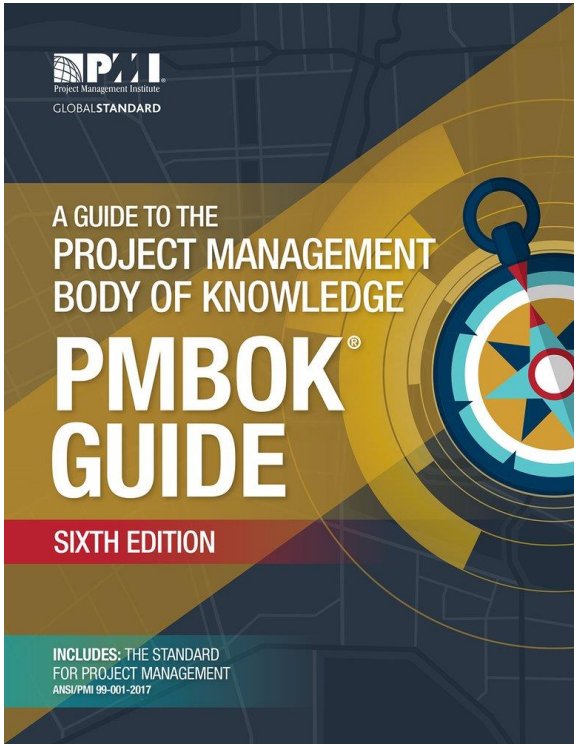
Scores·by Soun... gian Sea indenting...

sco·ri·a (skôr′ē... skōr′-). **1.** *Geolog...* Also called *cinders*... metal or ore; slag... from Latin *scōria*, ... See **sker-**[3] in App...

sco·ri·fy (skôr′ə... separate (an ore) i... **ca′tion** (-fĭ-kā′sh...

scorn (skôrn) *n.* ... or object considere... of such an attitude...

PMBOK definition: Scope

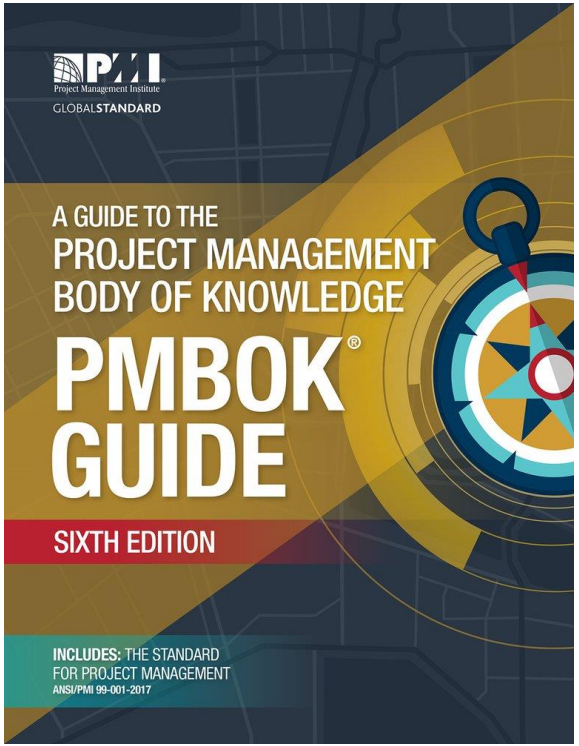


"The sum of the:

- ***Products***,
- ***Services***, and
- ***Results***

to be provided as a project."

PMBOK definition: Product

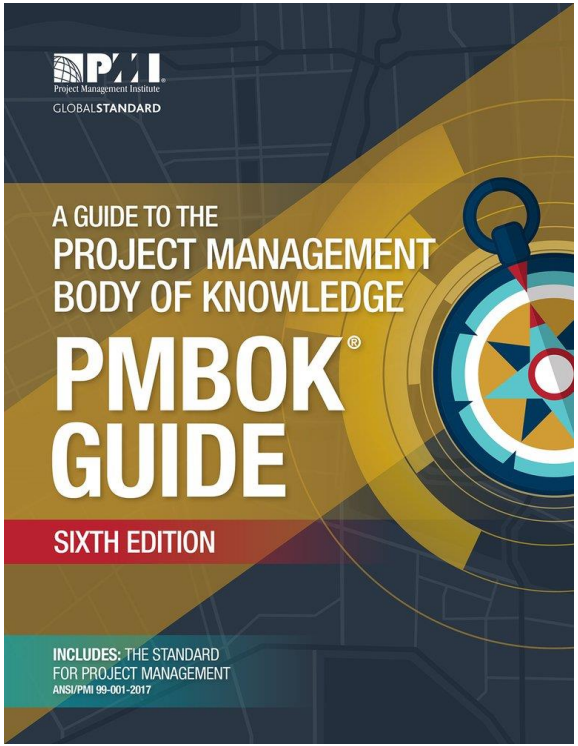


"An artifact that is produced, is quantifiable, and can be either an end item in itself or a component item.

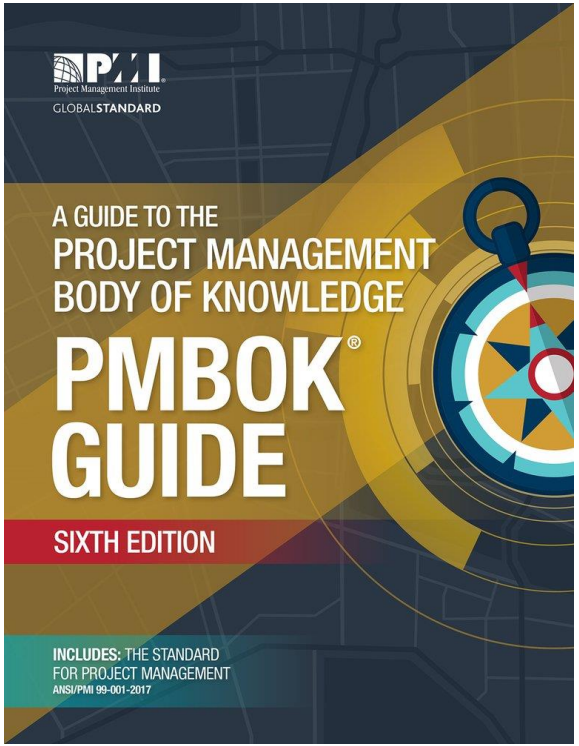
"Additional words for products are materials and goods.

"See also *deliverable*."

PMBOK definition: Service



PMBOK definition: Result

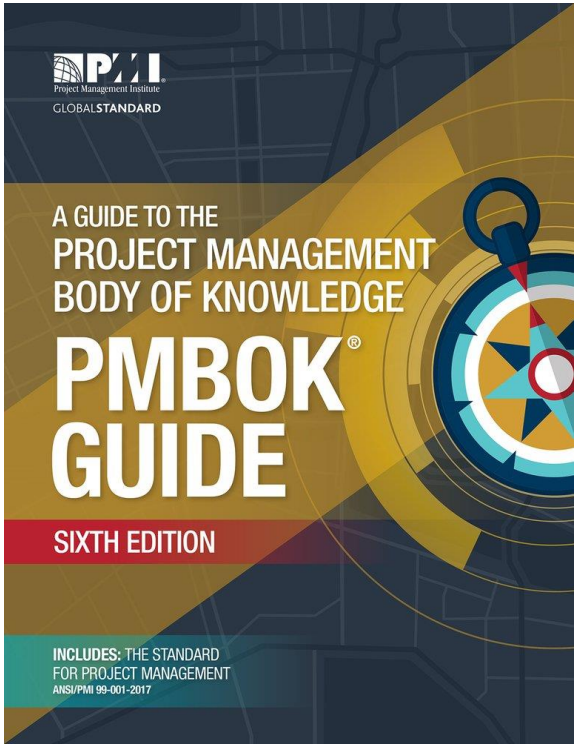


"An output from performing project management processes and activities.

"Results include outcomes (e.g., integrated systems, revised process, restructured organization, tests, trained personnel, etc.) and documents (e.g., policies, plans, studies, procedures, specifications, reports, etc.).

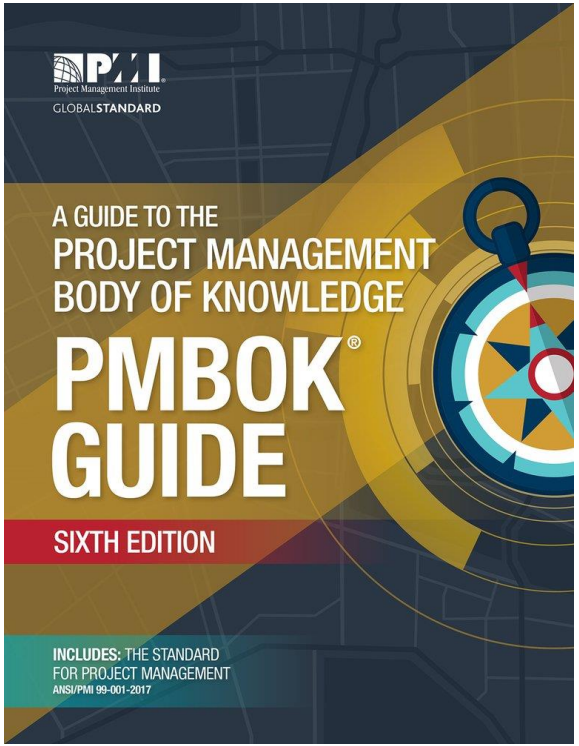
"See also *deliverable*."

PMBOK definition: Deliverable



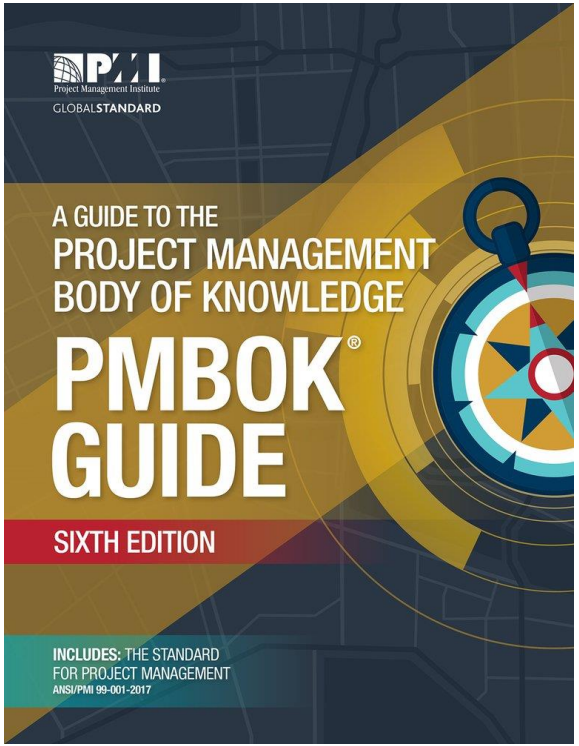
"Any unique and verifiable *product*, result, or capability to perform a service that is required to be produced to complete a process, phase, or project."

PMBOK definition: Scope Management



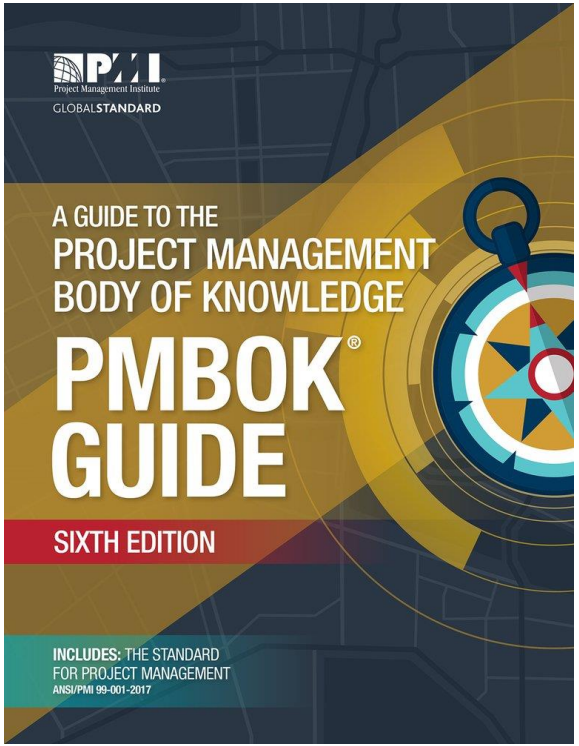
"The processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully."

PMBOK definition: Scope Management



"The processes required to ensure that the project includes **all the work** required, and **only the work** required, to **complete the project successfully**."

Key Concepts



"Scope can refer to:

Product scope

The features and functions that characterize a product, service, or result

Project scope

The work performed to deliver a product, service, or result."

Classic Scope Definition Elements

- Work Breakdown Structure (WBS)
- Product Breakdown Structure (PBS)

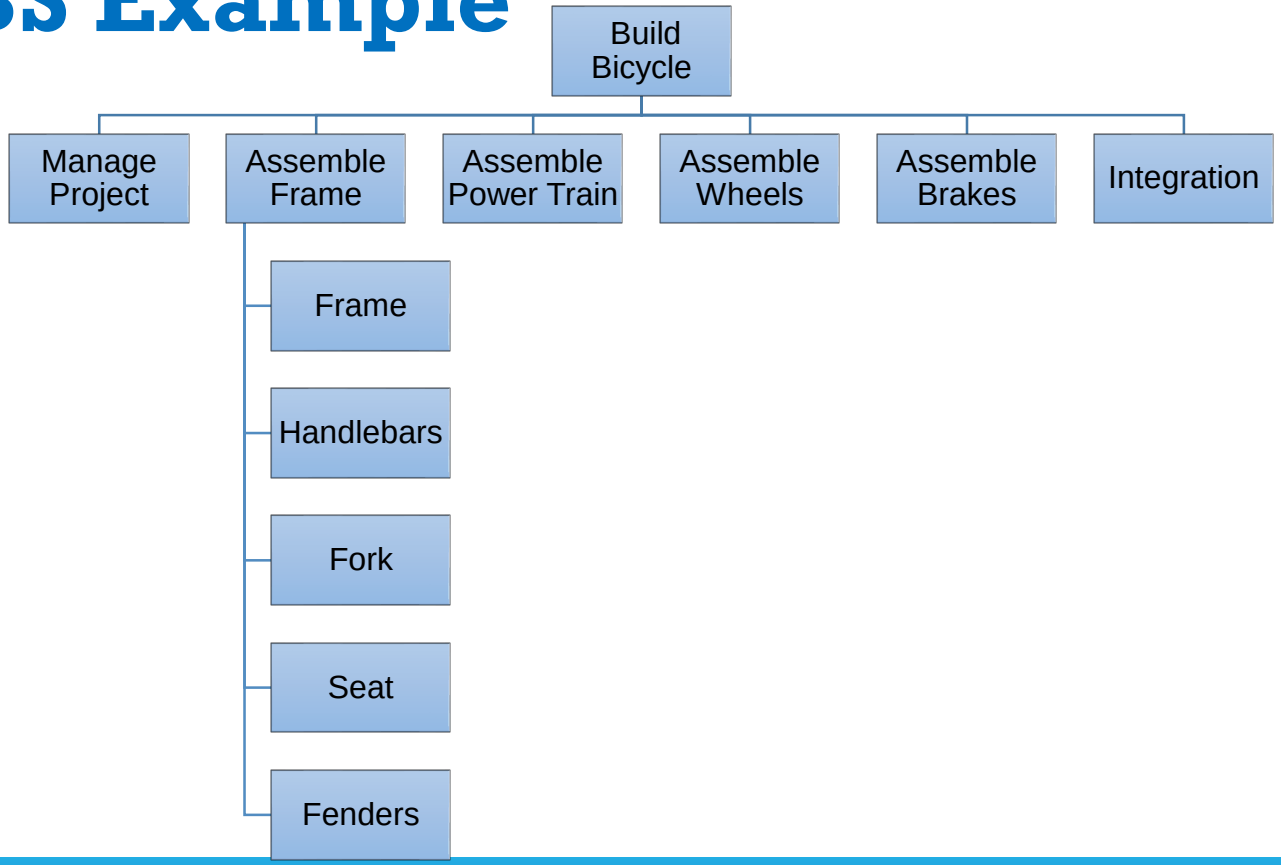
Work Breakdown Structure (WBS)

"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."

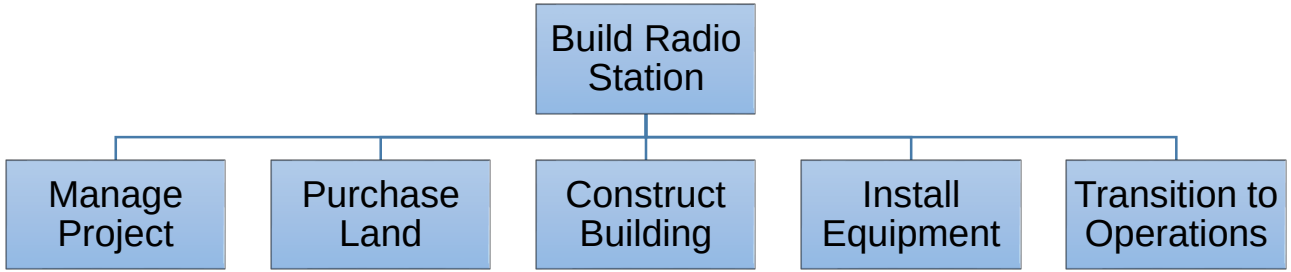
In Other Words:

The WBS describes HOW the Project will deliver its outputs

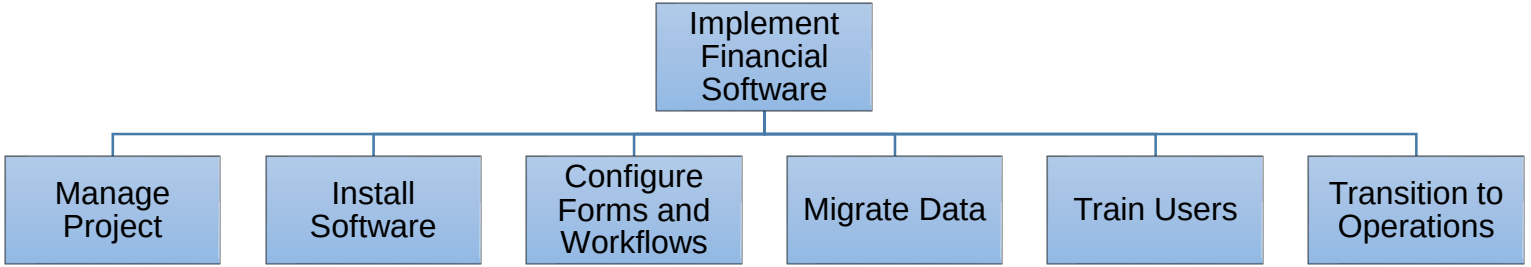
WBS Example


Build Bicycle
Manage Project
Assemble Frame
Assemble Power Train
Assemble Wheels
Assemble Brakes
Integration
Frame
Handlebars
Fork
Seat
Fenders

WBS Example


Build Radio Station
Manage Project
Purchase Land
Construct Building
Install Equipment
Transition to Operations

WBS Example


Implement Financial Software
Manage Project
Install Software
Configure Forms and Workflows
Migrate Data
Train Users
Transition to Operations

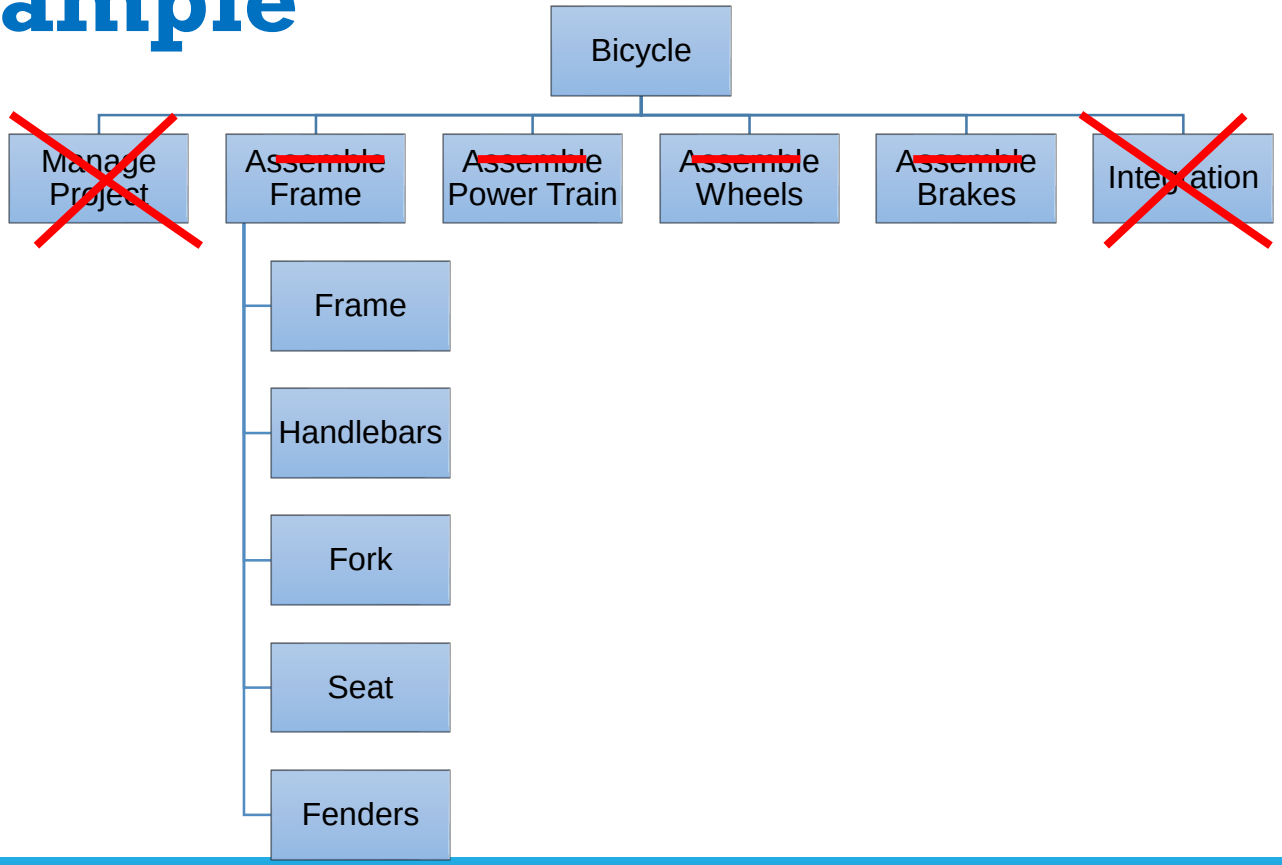
Product Breakdown Structure (PBS)

- A hierarchical decomposition of all the products to be products by a project.

In Other Words:

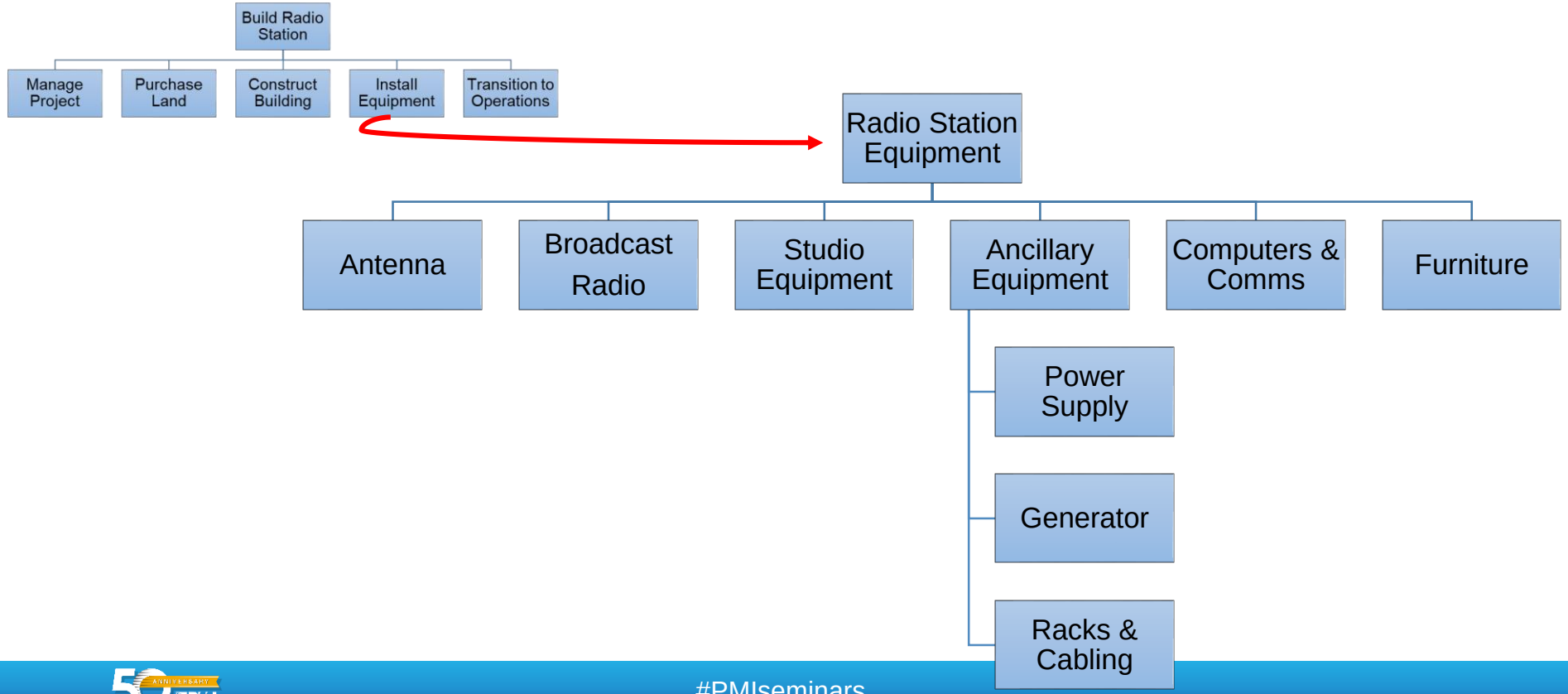
The PBS describes WHAT outputs the Project will deliver

PBS Example

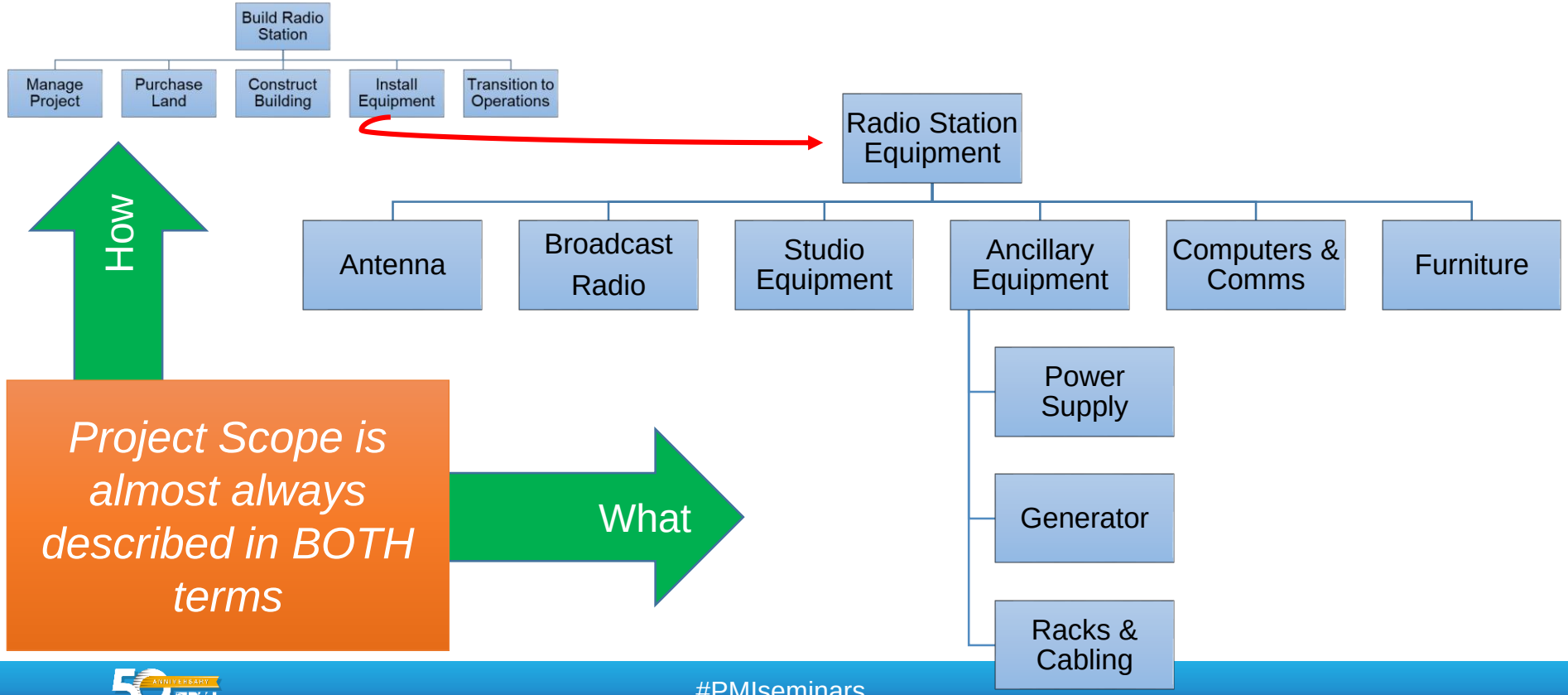


This illustrates the common problem of merging PBS and WBS

PBS Example


Build Radio Station
Manage Project
Purchase Land
Construct Building
Install Equipment
Transition to Operations
Radio Station Equipment
Antenna
Broadcast Radio
Studio Equipment
Ancillary Equipment
Computers & Comms
Furniture
Power Supply
Generator
Racks & Cabling

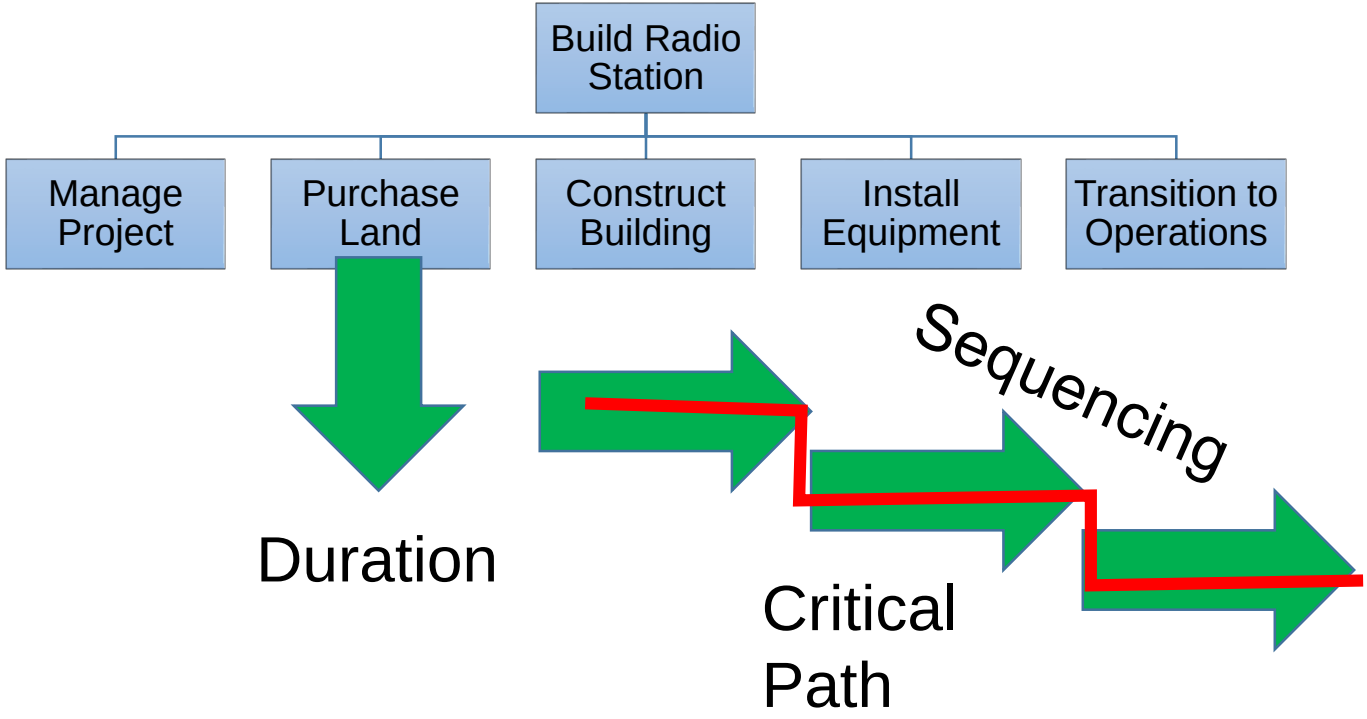
Why Both Are Useful



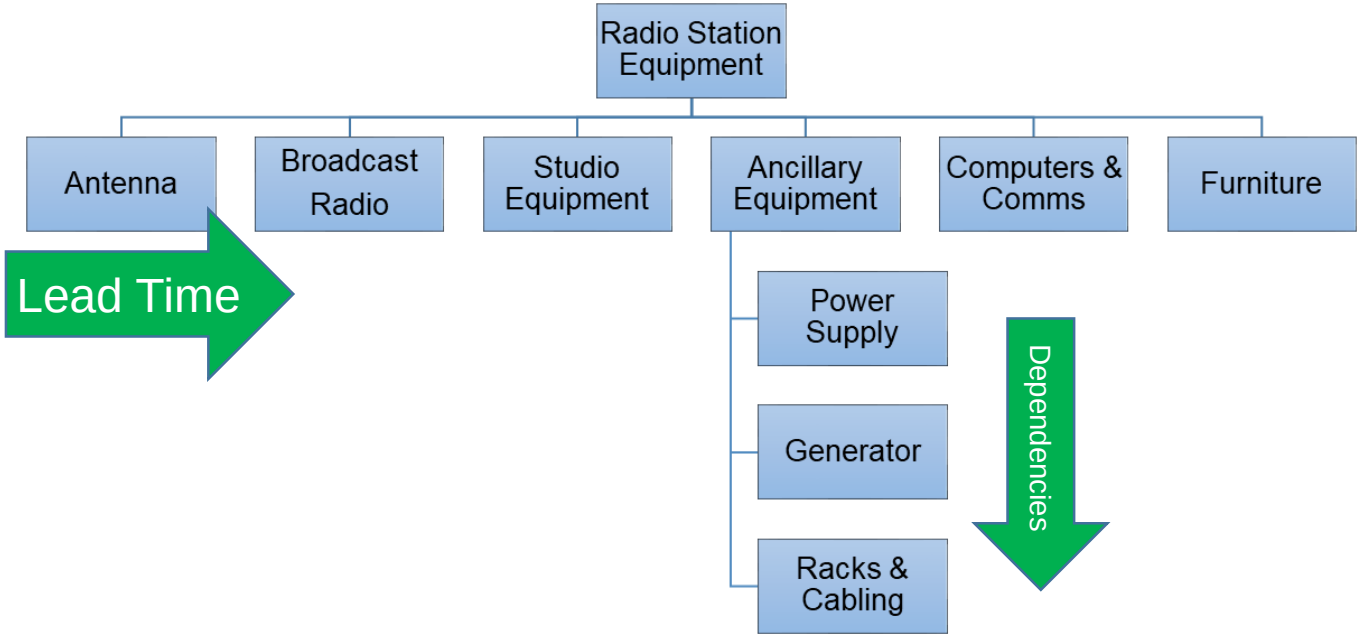
Project Scope is almost always described in BOTH terms

Back to the Triple Constraint

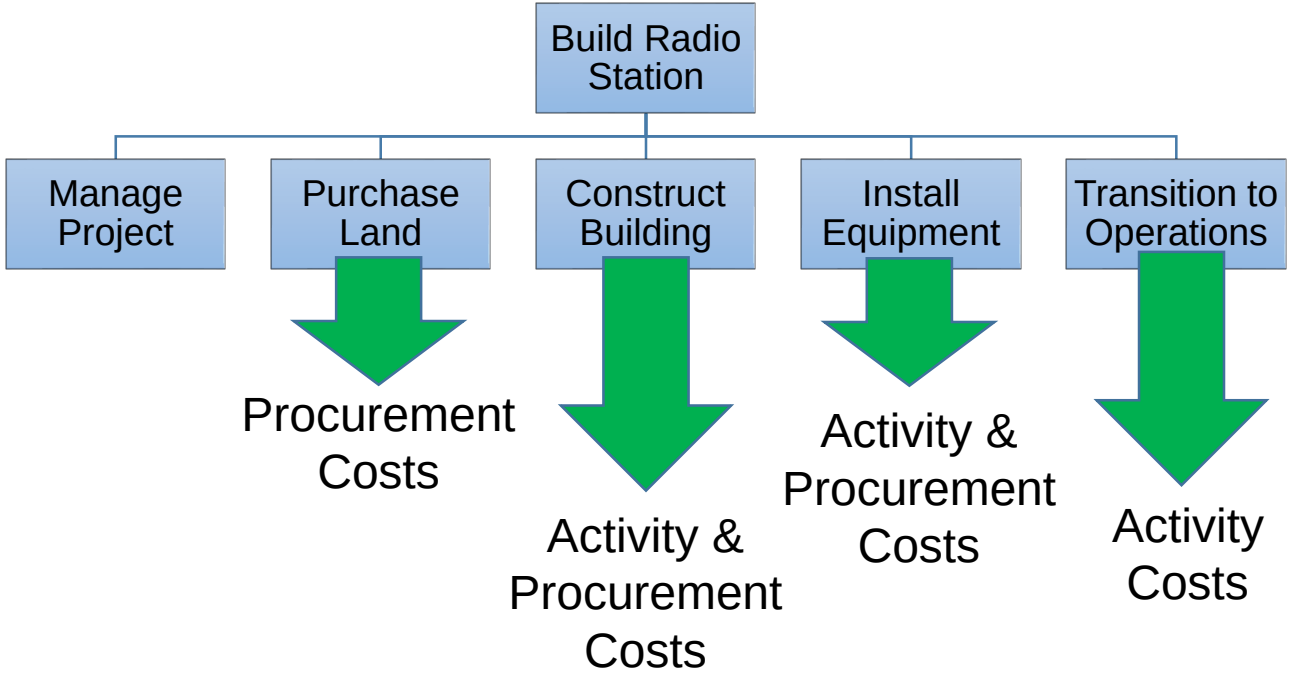
WBS Impacts on Schedule



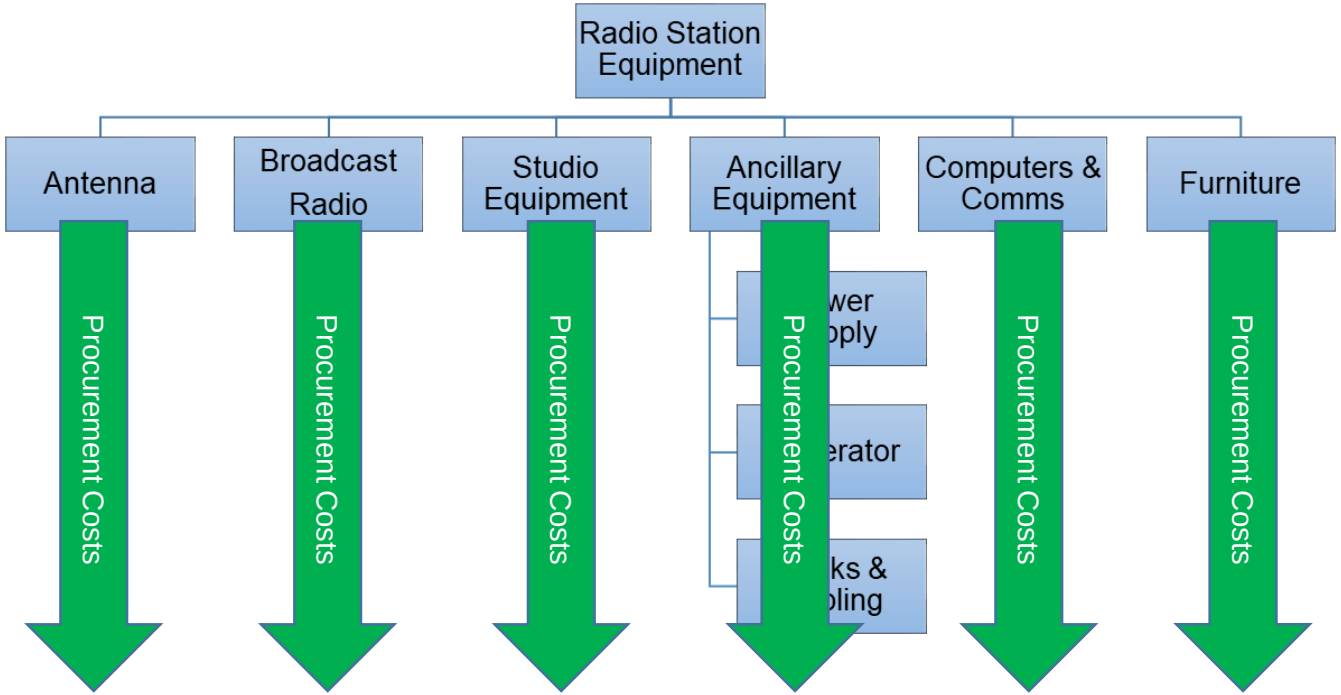
PBS Impacts on Schedule



WBS Impacts on Cost



PBS Impacts on Costs



Impacts on Risk

- WBS:
  - Critical path
  - Overruns in duration, activity cost
- PBS:
  - Interdependencies
  - Overruns in cost, delivery time

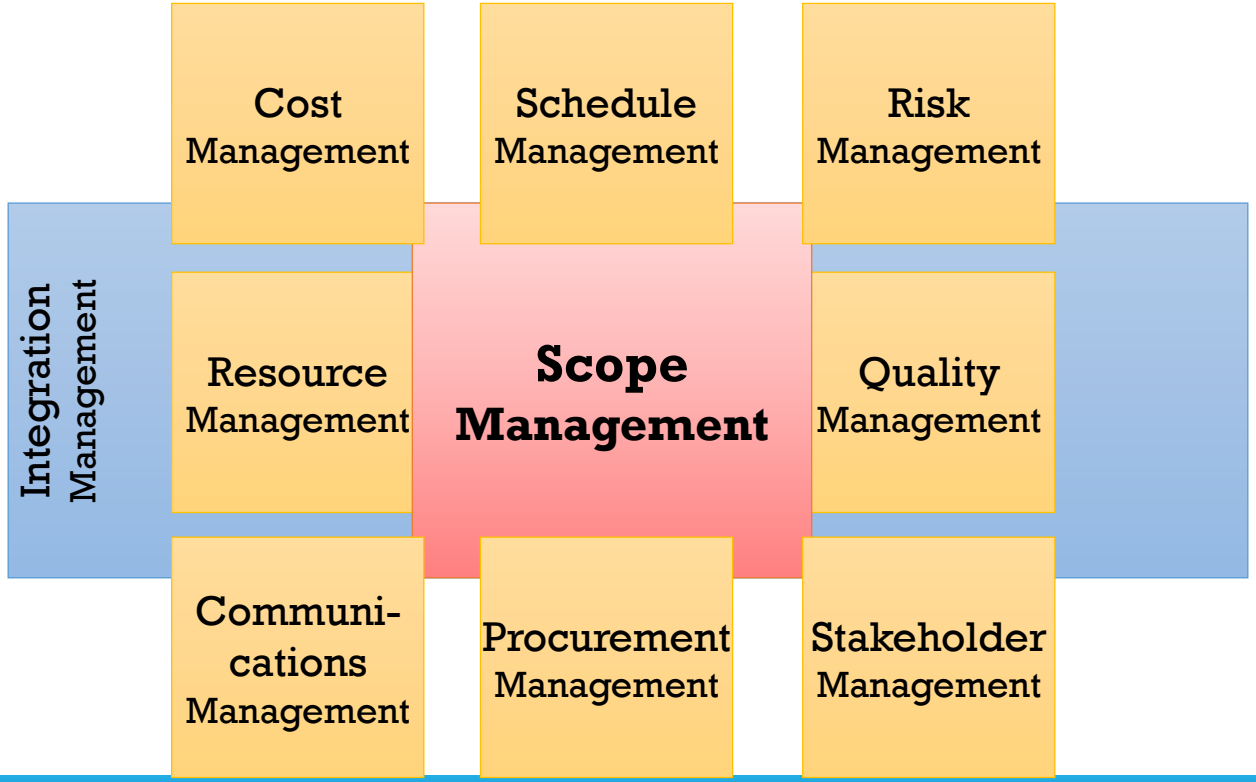
Impacts on Stakeholder Engagement

- WBS:
  - Which stakeholders are involved?
  - How they are involved/
  - Is stakeholder engagement part of the WBS as a project management activity?
- PBS:
  - Producers/suppliers are stakeholders

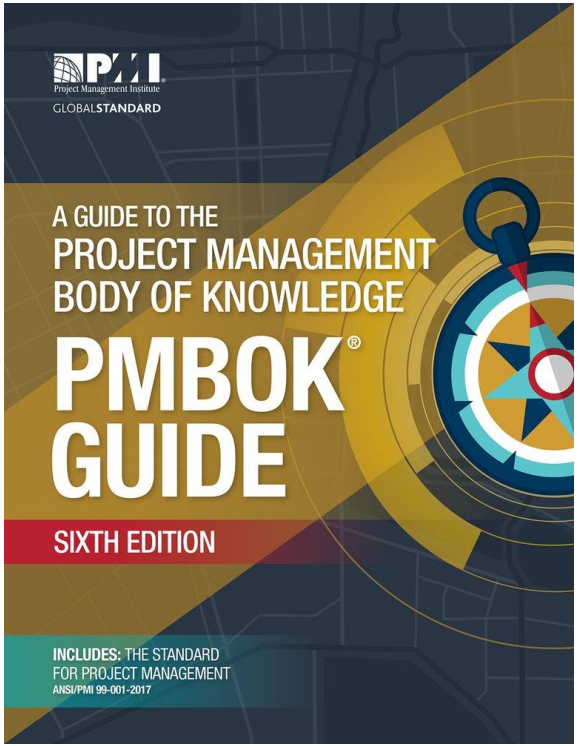
Impacts on Change Management

- WBS:
  - Reflects the project approach: change friendly? Change averse?
  - Changes in scope linked to WBS elements
- PBS:
  - Also reflects the project approach: is it locked in or flexible?

Scope Management: At the Heart



Key Concepts: Project Lifecycle



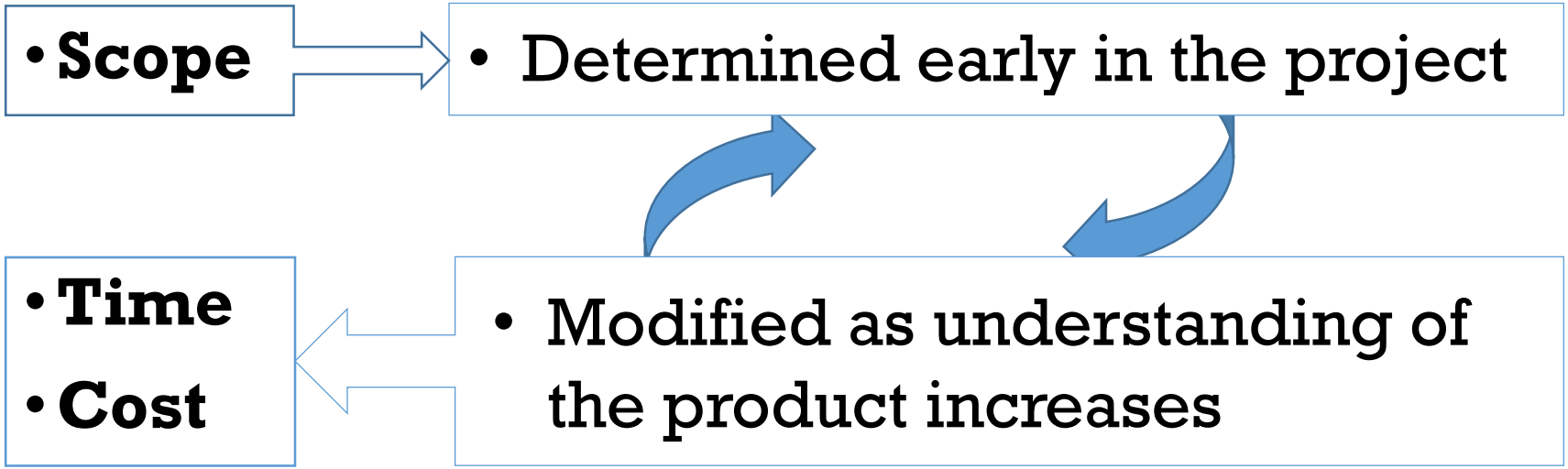
"Projects can range along a continuum from **Predictive** approaches at one end to **Adaptive or Agile** approaches at the other."

Predictive

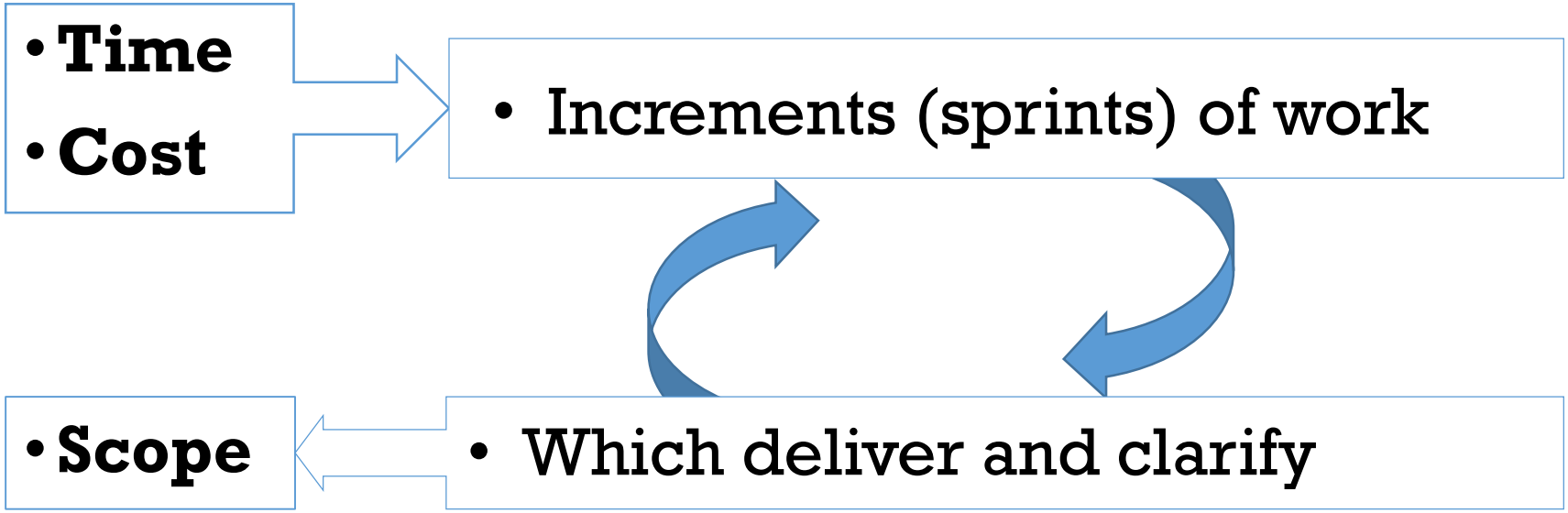
- **Scope**
- **Time**
- **Cost**

- Determined early in the project
- Baselined
- Changes carefully managed

Iterative


• Scope
• Determined early in the project
• Time
• Cost
• Modified as understanding of the product increases

Agile


• Time
• Cost
• Increments (sprints) of work
• Scope
• Which deliver and clarify

Scope Management Process

- Plan Scope Management
- Collect Requirements
- Define Scope
- Create WBS (and PBS!)
- Validate Scope
- Control Scope

Scope Management Process

- Plan Scope Management
- Collect Requirements
- Define Scope
- Create WBS

Planning

- Validate Scope
- Control Scope

Monitoring & Controlling

Key Inputs

- Project Charter
- Project Documentation
  - Assumption Log
  - Risks Register
  - Stakeholder Register
- Project Management Plan
- Enterprise Environment Factors
- Organizational Process Assets

Key Outputs

- Scope Management Plan
- WBS
- Requirements Documents
- Inputs to Assumptions Log
- Inputs to Stakeholder Register
- Change Requests

Tailoring Considerations

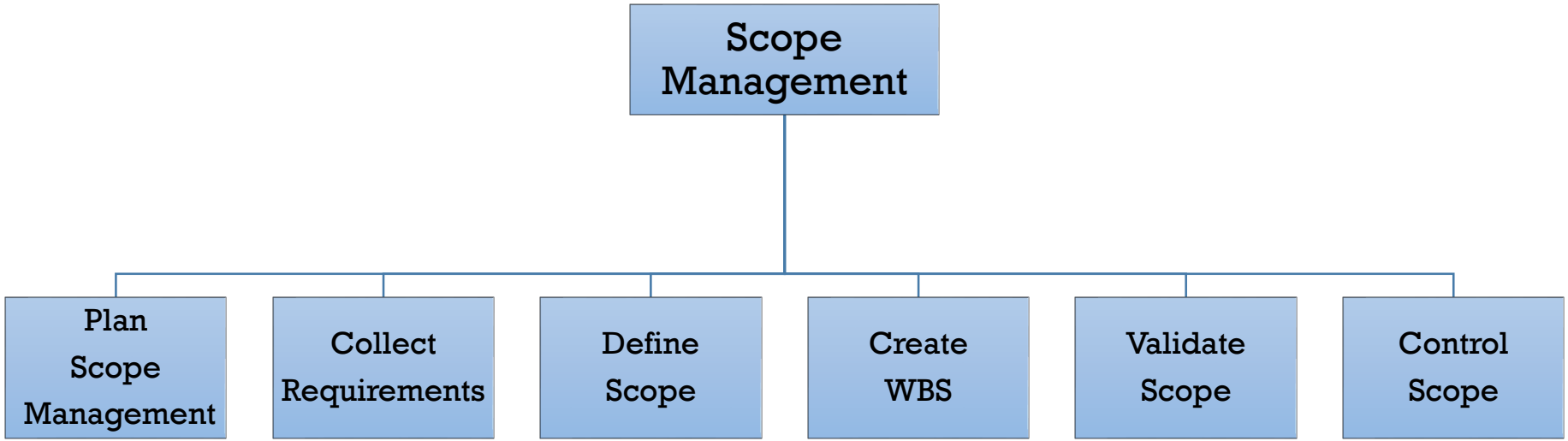
- Knowledge Management
- Requirements Management
- Validation
- Control
- Development Approach
- Stability of Requirements
- Governance

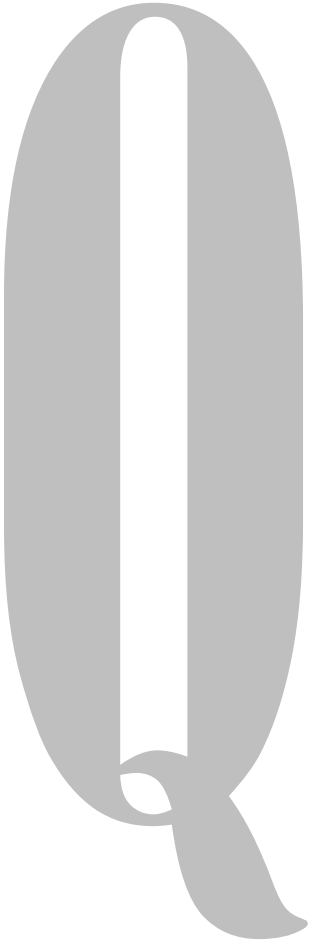
Scope Management Plan

- Preparing the Scope Statement
- Creating the WBS
- Scope Baseline approval and maintenance
- Formal acceptance

Requirements Management Plan

- Collection
- Analysis
- Tracking
- Prioritization
- Traceability
- Change management
- Reporting


Scope Management
Plan Scope Management
Collect Requirements
Define Scope
Create WBS
Validate Scope
Control Scope

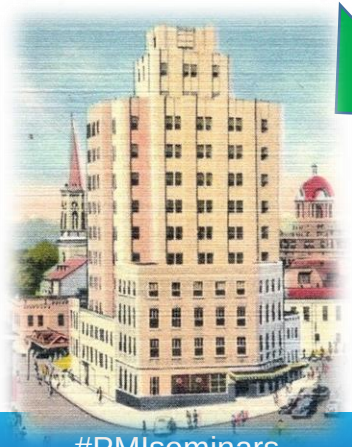


- **What Scope Management problems have you encountered?**

The Relocation Project

Accounting

Human Resources



New Location

Group Exercise #1: Defining Scope

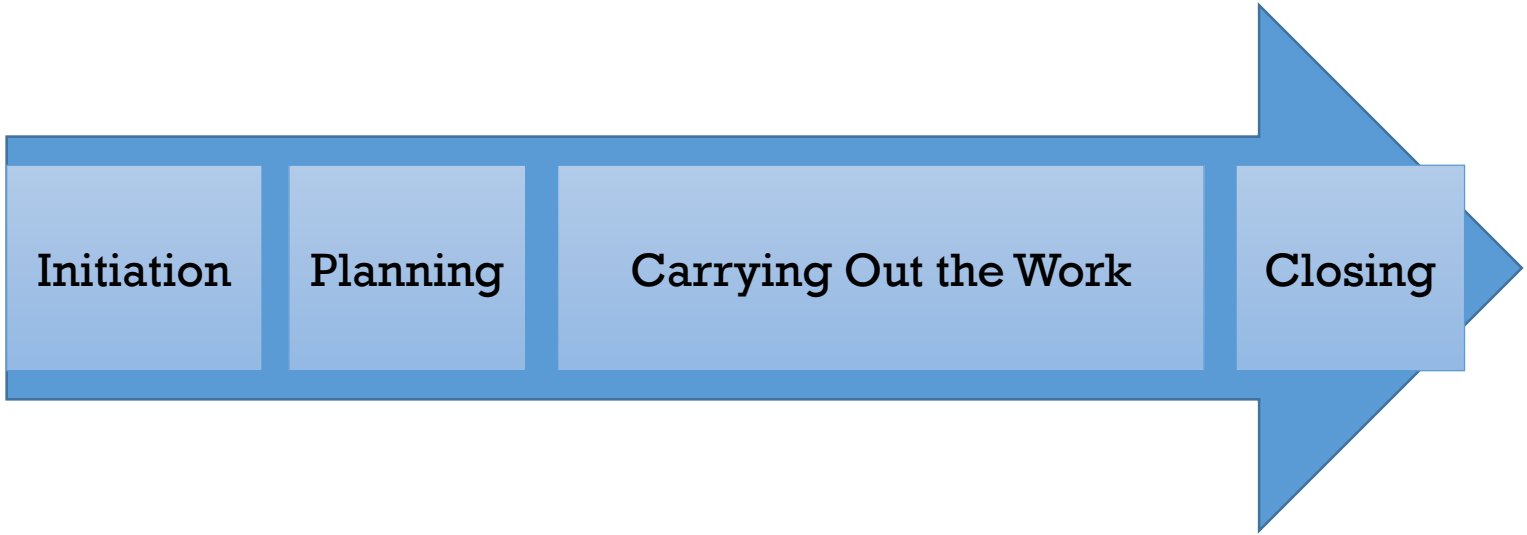
- You are the PM for the Relocation Project.

- Prepare an initial Project Scope Statement:
  - Work Breakdown Structure
  - Product Breakdown Structure
  - List of Planning Assumptions

SCOPE MANAGEMENT: THE NOT-SO BASICS

WHY SCOPE IS COMPLEX

The Project Life Cycle

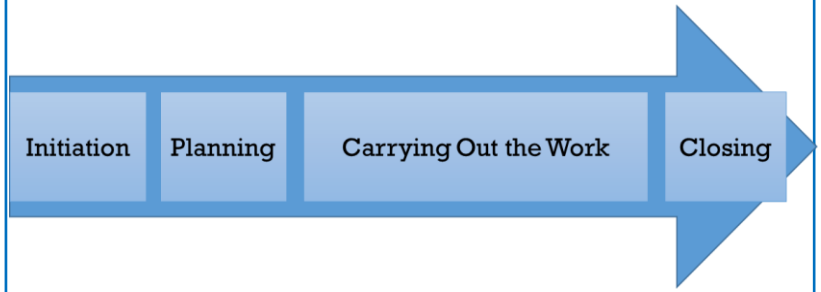


The Larger Life Cycle

What Happened in the Past

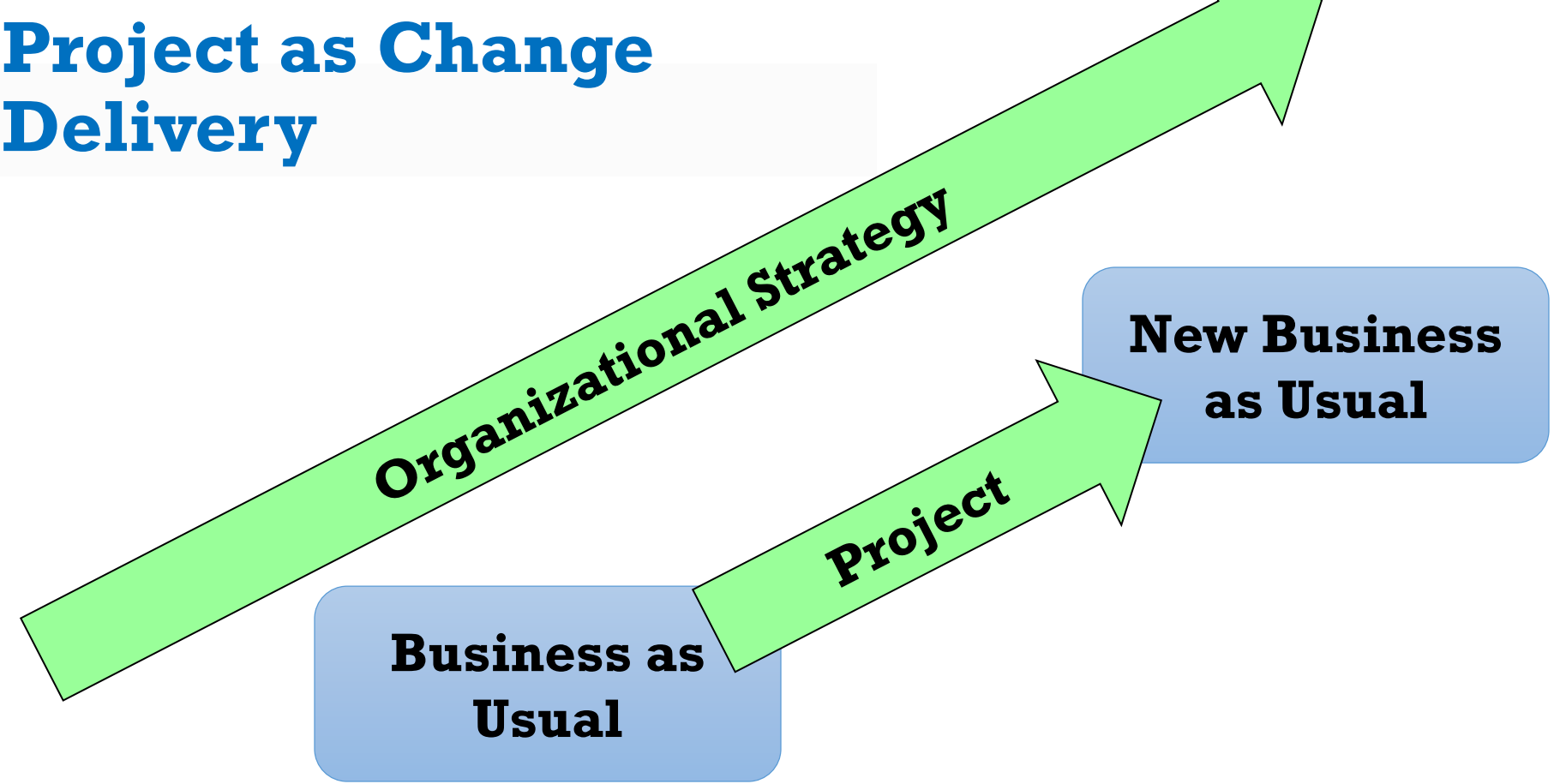
What Led to Project Initiation

What is Going On During the Project



What will Happen After the Project

Project as Change Delivery

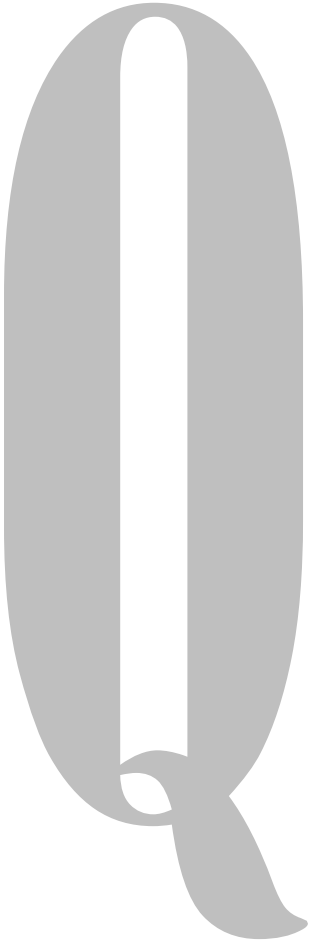


The Larger Life Cycle

What Happened in the Past

What is Going On During the

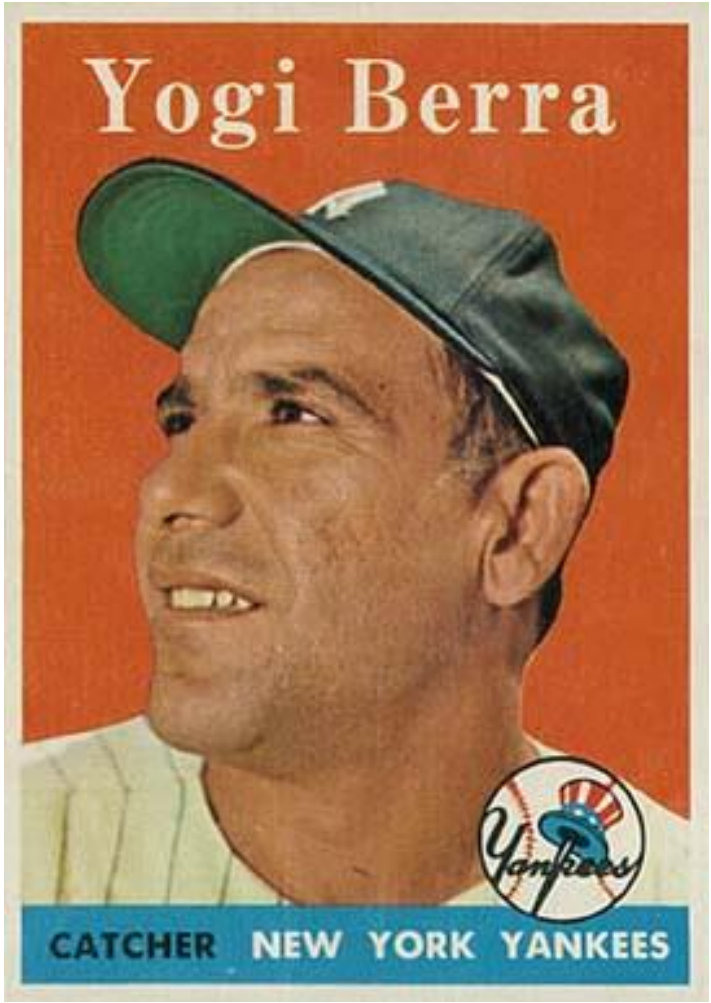
- Enterprise Environmental Factors
  - Organizational culture
  - Infrastructure
  - Personnel
  - Market Forces
  - Regulations
  - Organizational Process Assets



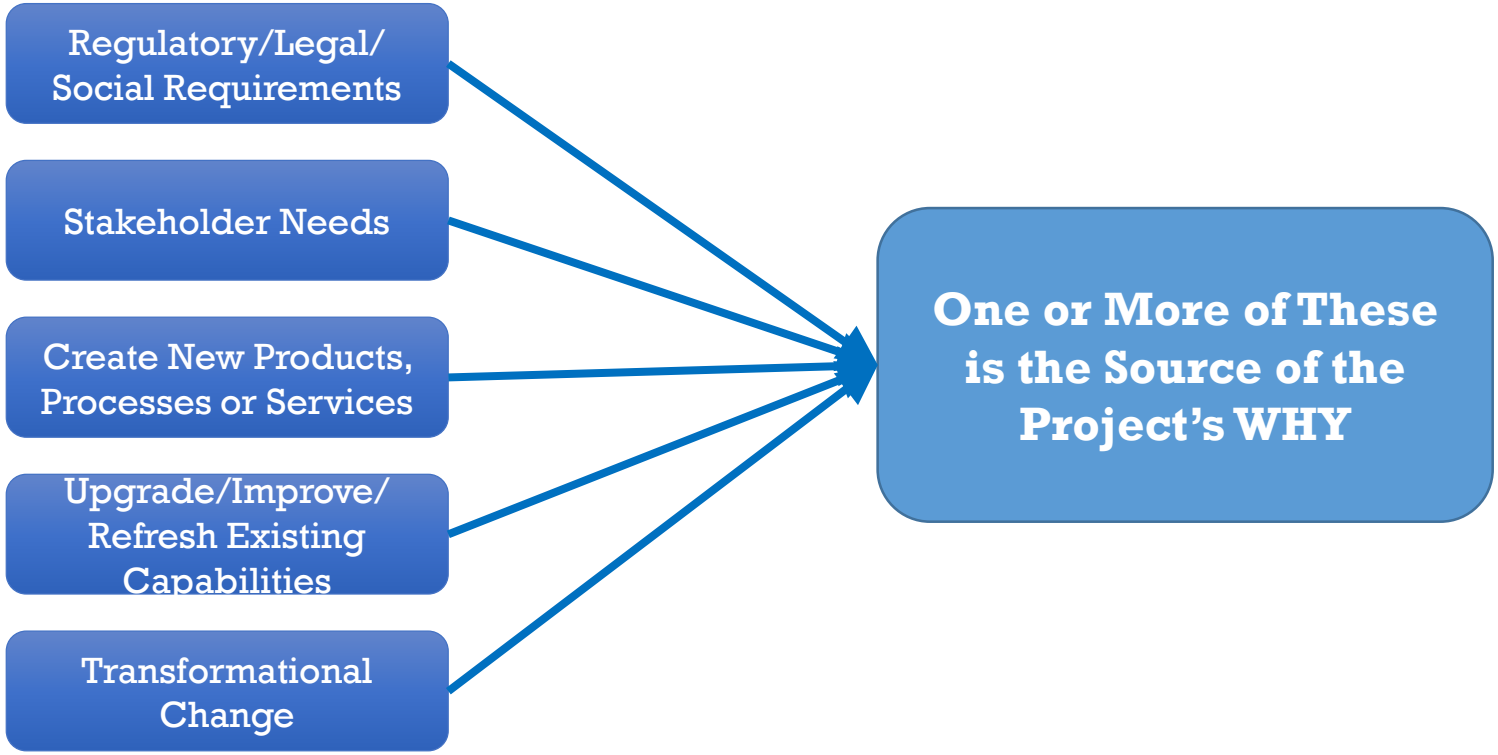
- **What other aspects of “what happened in the past”**
- **can influence scope?**

What is the Project's Why?

“*If you don't know where you are going, you'll end up someplace else.*”



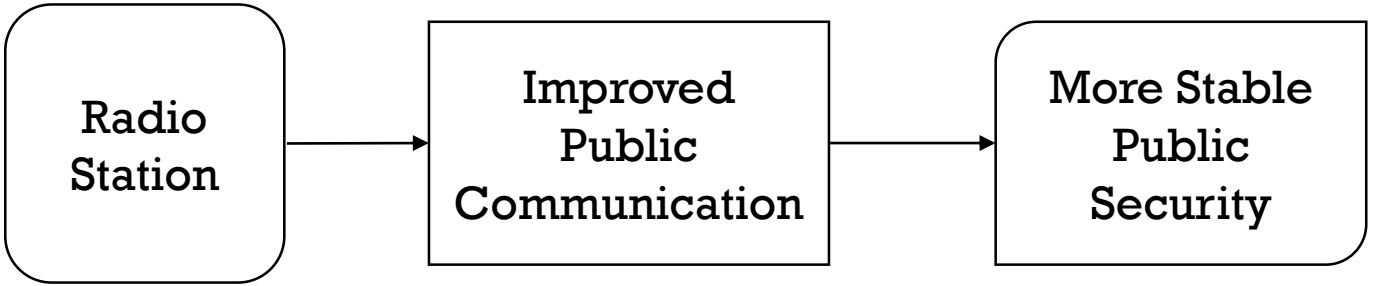
Project Initiation Context



The Basic "Why" Model

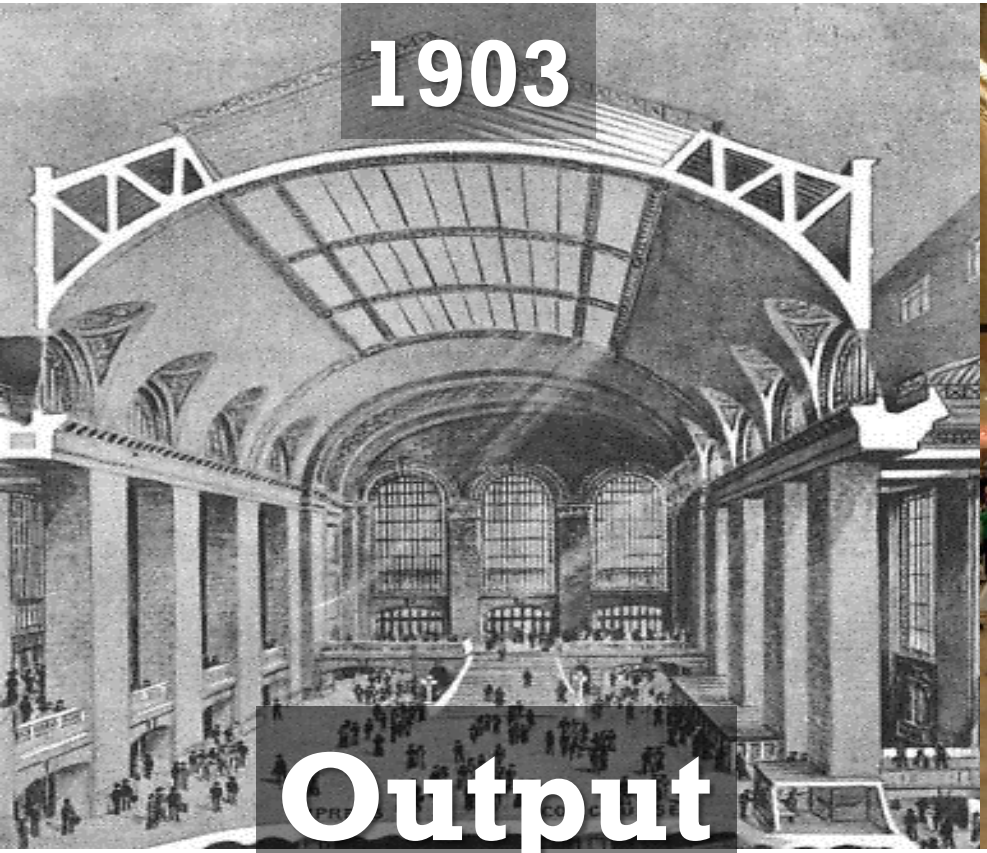
- Projects deliver **outputs**
- The outputs enable **outcomes**
- The outcomes realize **benefits**
- The benefits achieve **strategic objectives**

A Benefits Model



Project Delivers **Output** Enables **Outcome** Realizes **Benefit**

Outputs versus Benefits



Scoping the Scope

- How can you plan Scope Management if any of the following are missing from the Project Charter?
  - Purpose
  - Measurable Objectives and Success Criteria
  - High-level project description, boundaries, and key deliverables
  - Project approval criteria (e.g, what constitutes project success)?

Scope in the Project Charter

- "The Scope section addresses the Who, What, Where, When, and Why of a project."*

*Most of the Project Charter templates you will find on the Internet

Quintillian's Hexameter

Quis?

Quid?

Ubi?

Quibus auxilis?

Cur?

Quomodo?

Quando?

Quintillian's Hexameter

Quis?	Who?
Quid?	What?
Ubi?	Where?
Quibus auxilis?	By what means?
Cur?	Why?
Quomodo?	How?
Quando?	When?

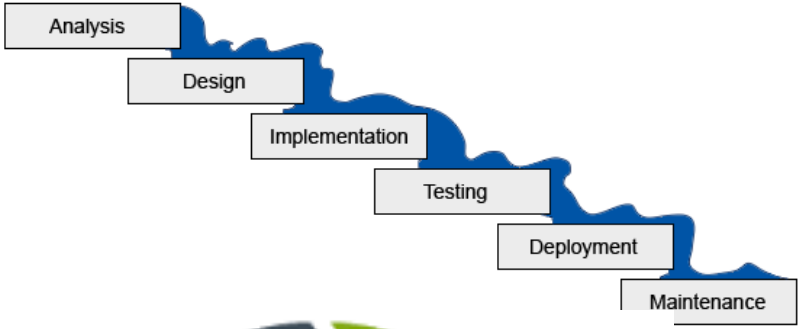
Work Scope vs. Product Scope

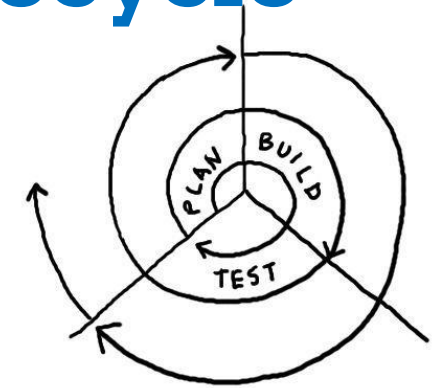
- The WBS (the "How" of Delivery)
- The PBS (the "What" of Outputs)

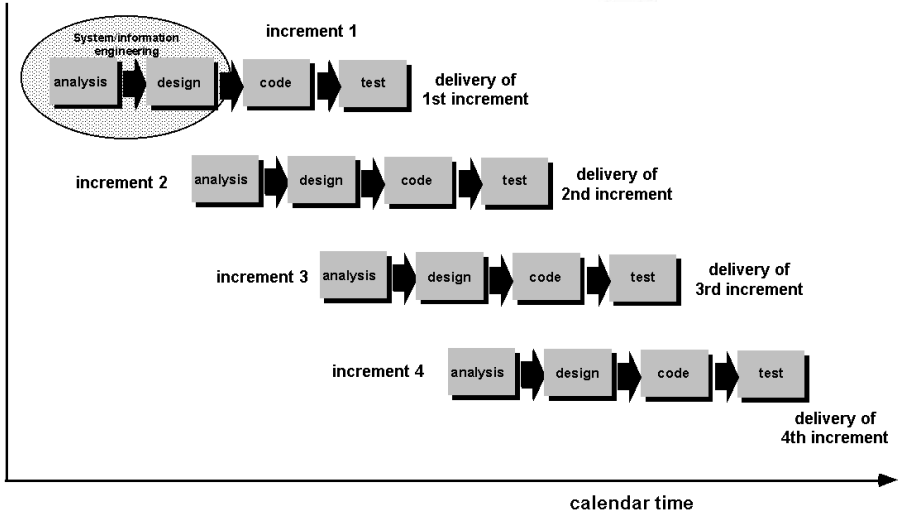
Work Aspects: Change Approach

- **Green Field?**
  - Little or no existing infrastructure, least impact on current operations
- **Upgrade/Improvement?**
  - Backwards compatibility, synchronization with existing operations, before/after comparisons
- **Transformational?**
  - Transition from "As Is" to "To Be," slack in transforming workforce, before/after comparisons

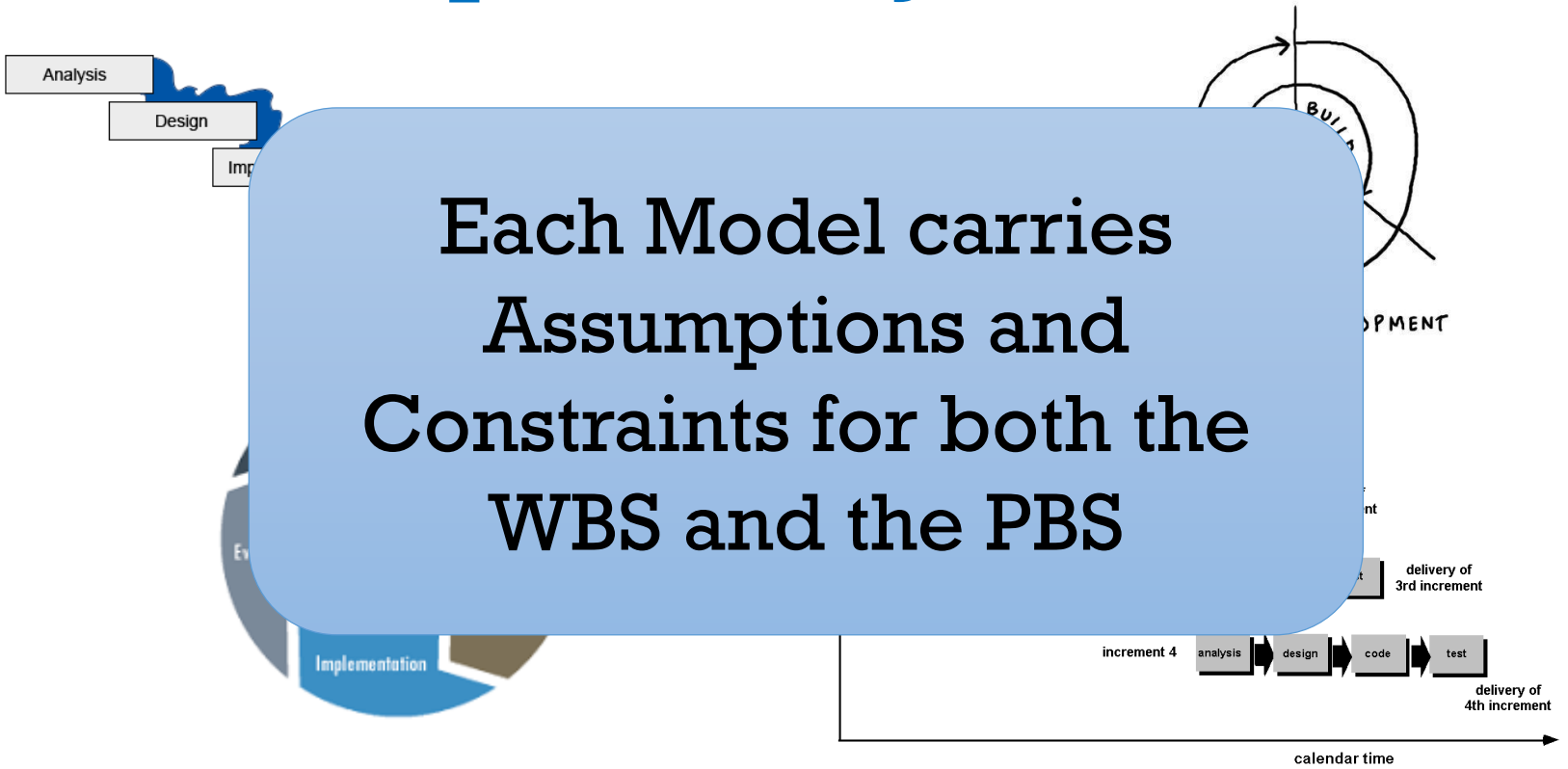
Work Aspects: Project Lifecycle







Work Aspects: Project Model



Each Model carries Assumptions and Constraints for both the WBS and the PBS

Adaptive/Agile/Incremental

- How will the approach be reflected in the Work Breakdown Structure?
- Or will the WBS (and PBS?) be updated and re-baselined repeatedly?
- Are prototypes and other interim deliverables also part of the Product Breakdown Structure?

Project team

- Aspects to consider:
  - Co-located? Dispersed? Virtual?
  - Do they share a common language? Culture? Time Zone?
  - What is the level of commitment of team members?
  - What are their Priorities? Constraints?
  - What is their level of authority?
  - What is their level of expertise/experience?

Sourcing/Procurement

- **Sourcing Decisions:**
  - In-house?
  - Outsourced?
  - Mix?
  - Equipment?
  - Services?
  - Mix?

- Very often, procurement must be included as part of the WBS
  - But procurement approach can also influence the PBS

Contractors as part of the project team

- How are they contributing?
  - As suppliers?
  - As developers?
  - As producers?
  - As integrators?
  - As workforce capacity?
  - As consultants/subject matter experts?
  - Onsite? Offsite?
  - Some or all of the above?

Transition/Handover

- Tied to the change model (e.g., Green Field)
- Transition impacts on WBS (and PBS?):
  - Workforce training/retraining
  - New/adapted procedures
  - Parallel operation (old/new)
  - Fallback option
  - Initial operational support

Product Aspects

- PBS and its components
  - Sourcing
  - Buy? Assemble? Develop? Integrate?

Defining the Outputs/Deliverables

- Production outputs
  - What most customers consider outputs: the things they will use
- Management outputs
  - What are needed to plan, monitor, and control the project

Individual Product Requirements

- Physical Scope
- Quality
- Control requirements
- Acceptance criteria

Physical scope

- Quantity
- Size
- Capacity
- Location

Quality

- Functional requirements
  - What the product needs to do
- Nonfunctional requirements
  - What the product needs to be
  - Often referred to as the “ilities”
    - Reliability
    - Availability
    - Maintainability

Product control requirements

- Design/development/production checkpoints
- Inspection
- Testing
- Inventory

Acceptance criteria

- Who accepts?
- What?
- When?
- Where?
- How?

Other Aspects of Scope

- Boundaries
- Constraints
- Sustainability
- Change Appetite
- Volatility (e.g.,Market, Organization, Technology)
- Time

Boundaries

- Where does the project stop?

Constraints

- **Authority**
  - What Project Manager has authority to decide
- **Legal**
  - What means are considered legal?
- **Regulatory**
  - Are there health and safety constraints?
- **Interfaces**
  - Do the products have to work with other systems?
- **Policy**
  - Are there policy constraints on how the work is done?
- **Operational**
  - Are there constraints on disrupting running operations?

Sustainability

Project Math

- **Q**: *Is Project Scope the Sum of:*
  - Product Scope (PBS)?
  - Work Scope (WBS)?
  - PBS + WBS?

- ***If none of the above, what's missing?***

What happens if the PM can't allocate a requirement to the WBS or PBS?

Importance of a Holding Space

- Early in the Project Life Cycle, it's not always clear what's In Scope and Out of Scope
- Deciding too early can lead to problems with Planning, Execution and Acceptance
- Provide a space to hold what's in doubt
  - This can be one function of the Issue Log

Baselining Scope

- As part of Project Management Plan approval the Scope should be baselined:
  - WBS
  - PBS
  - Requirements Documents

- This is key to enable Change Management and Reporting

Baselining: Establishing Controls

In Scope

Not in Scope

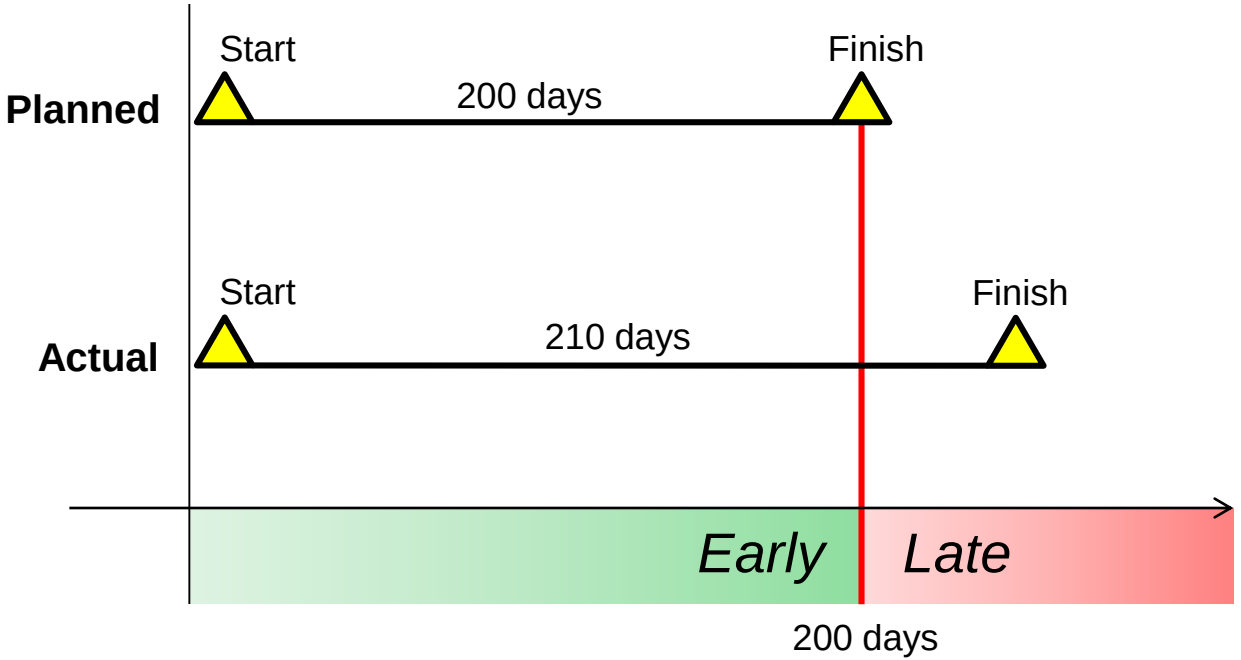
Group Exercise #2: Revising Scope

- In light of the preceding discussion, how should we revise the Initial Project Scope Statement for the Relocation Project?
- Do we need to make changes in:
  - The Work Breakdown Structure to the first level (major activities)?
  - The Product Breakdown Structure?
  - The list of planning assumptions?
- Is there anything we should place into a Holding Space such as the Issue Log?

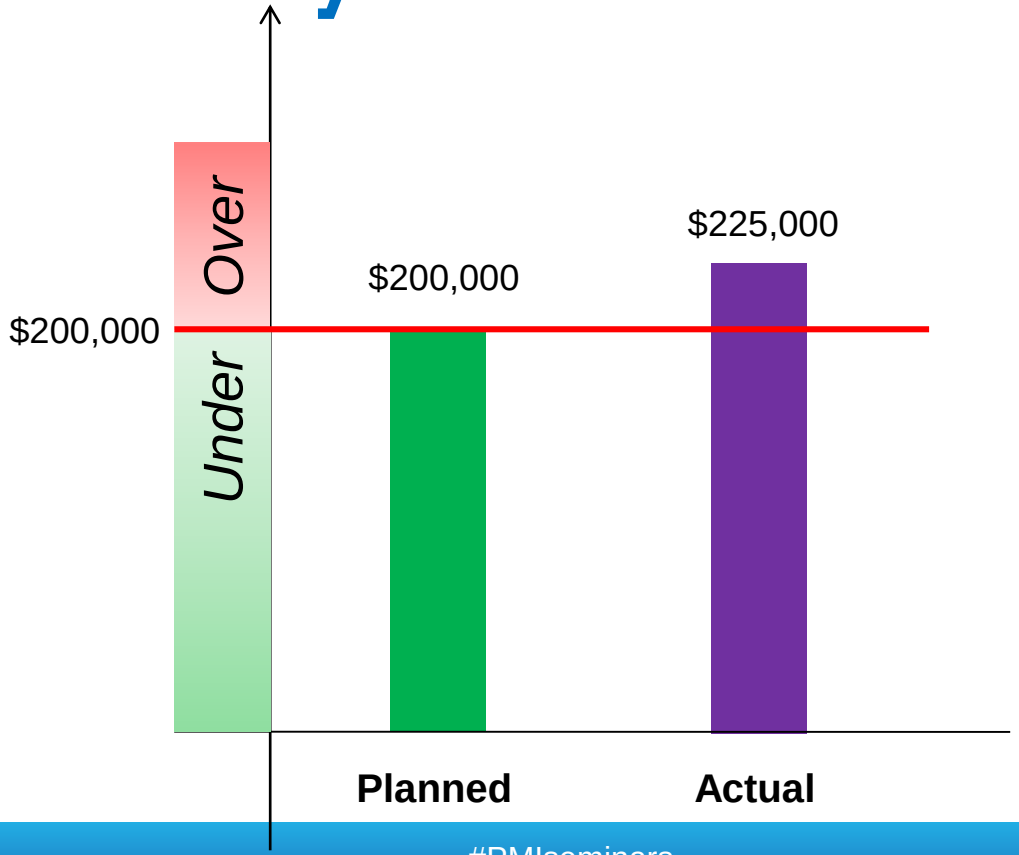
SCOPE MANAGEMENT: THE NOT-SO BASICS

WHY SCOPE IS FUZZY

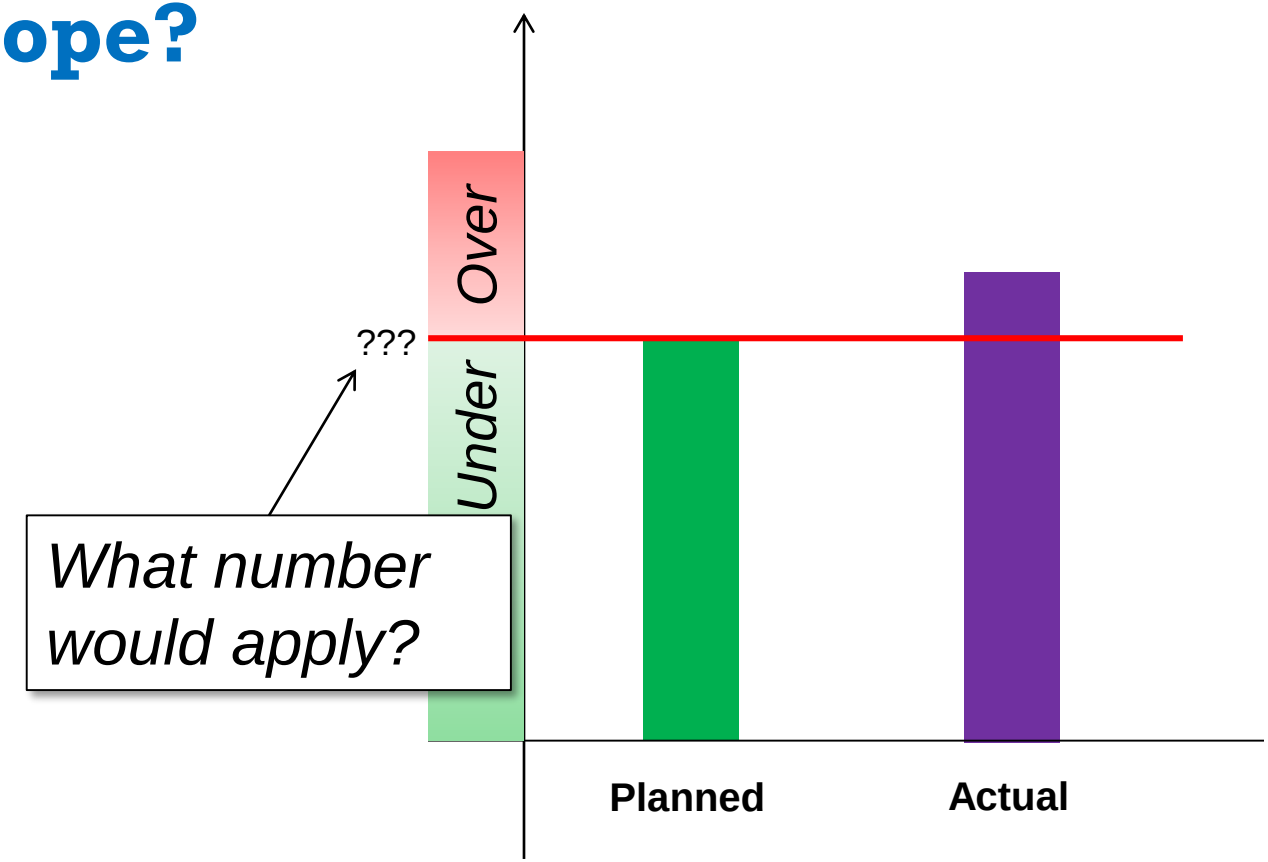
Time is Easy to Measure



Cost is Easy to Measure

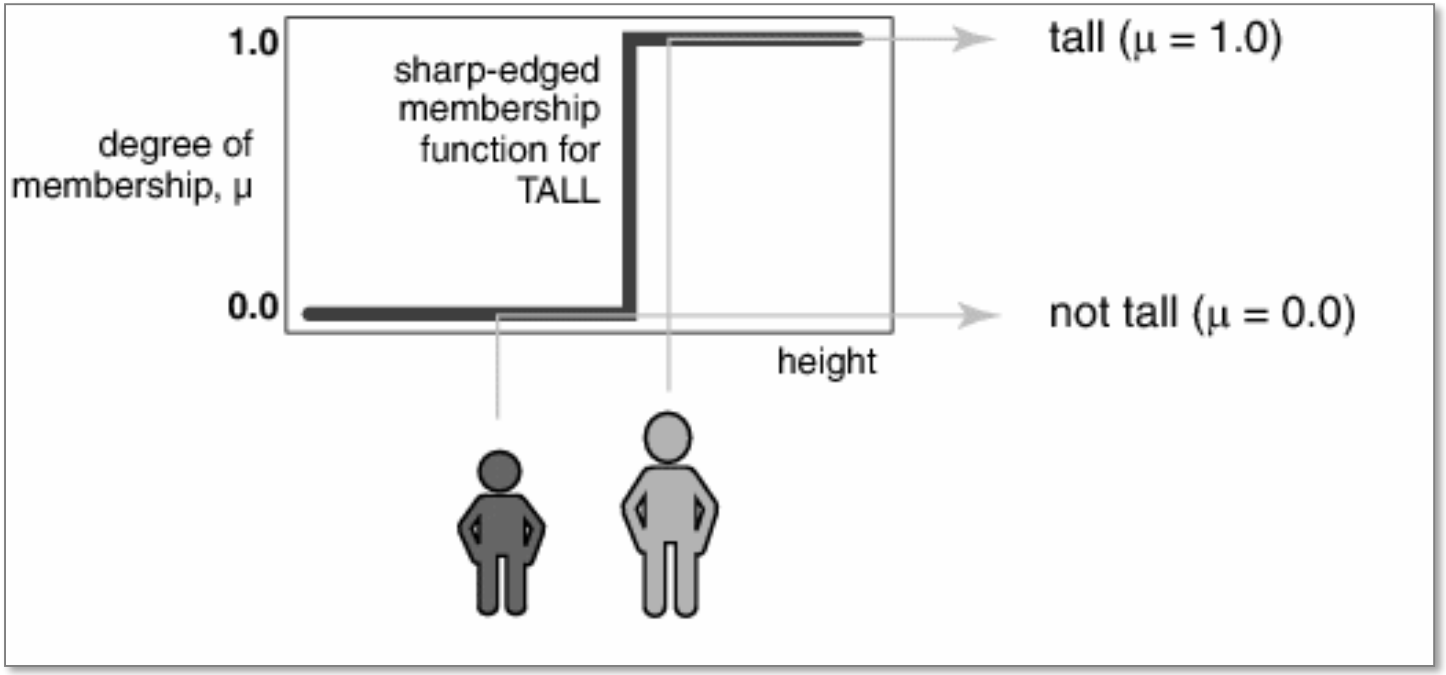


Scope?

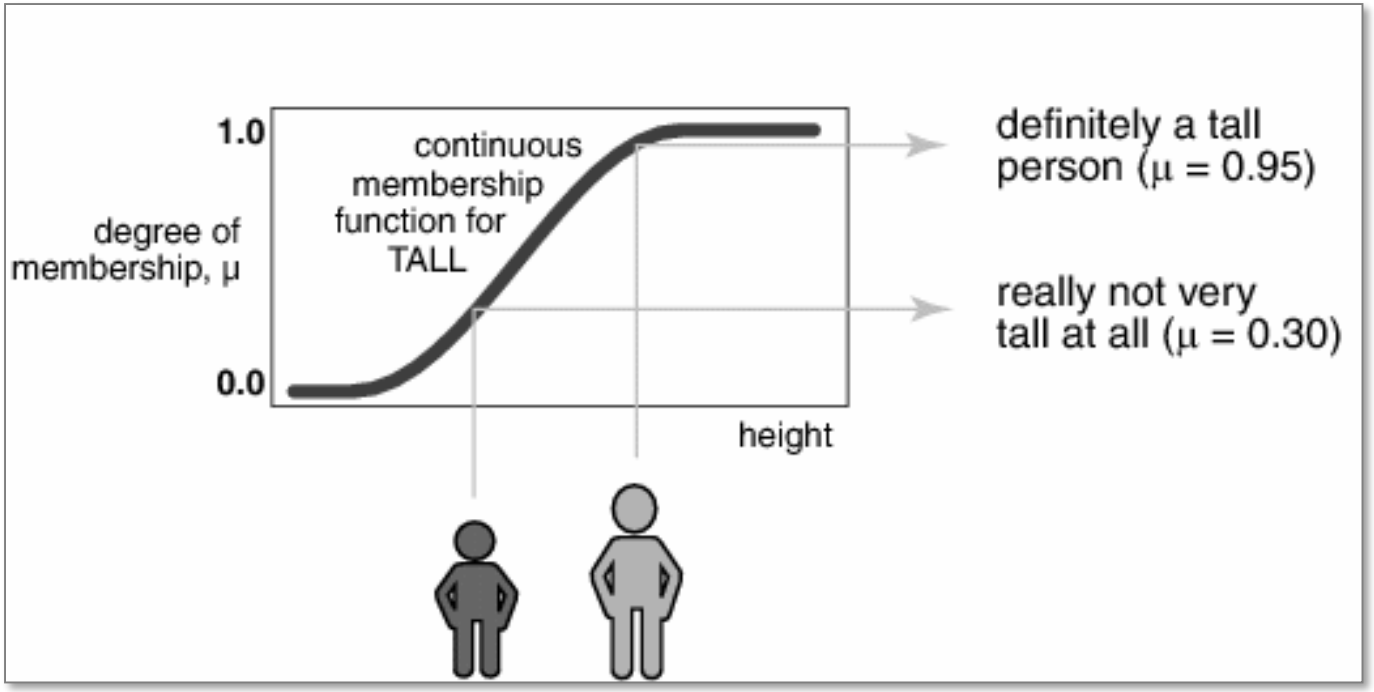


There is **no single measure** for scope

A Set with a Clear Boundary



A Set with a Fuzzy Boundary



INFORMATION AND CONTROL 8, 338–353 (1965)

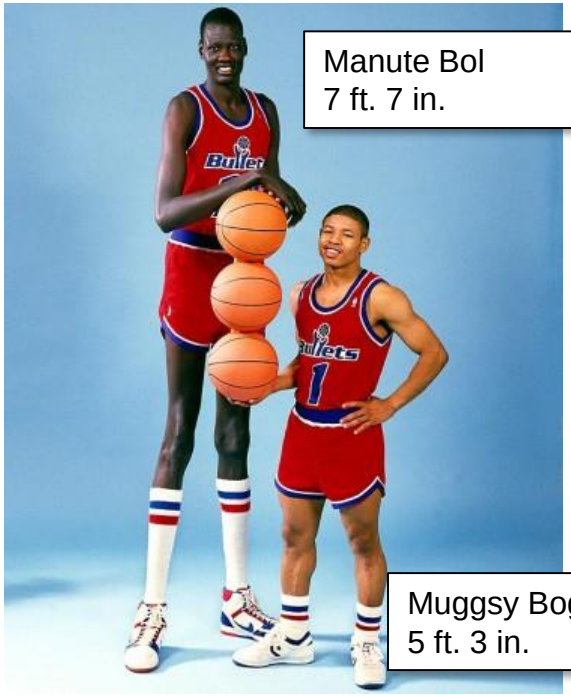
Fuzzy Sets*

L. A. ZADEH

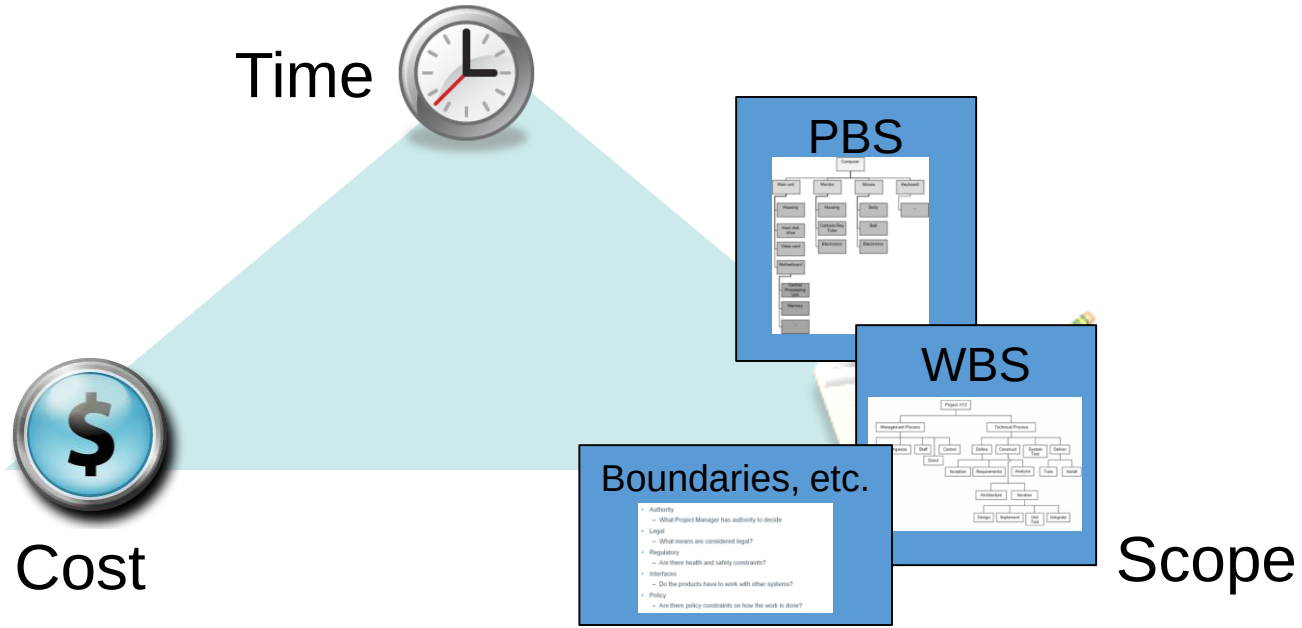
Department of Electrical Engineering and Electronics Research Laboratory, University of California, Berkeley, California

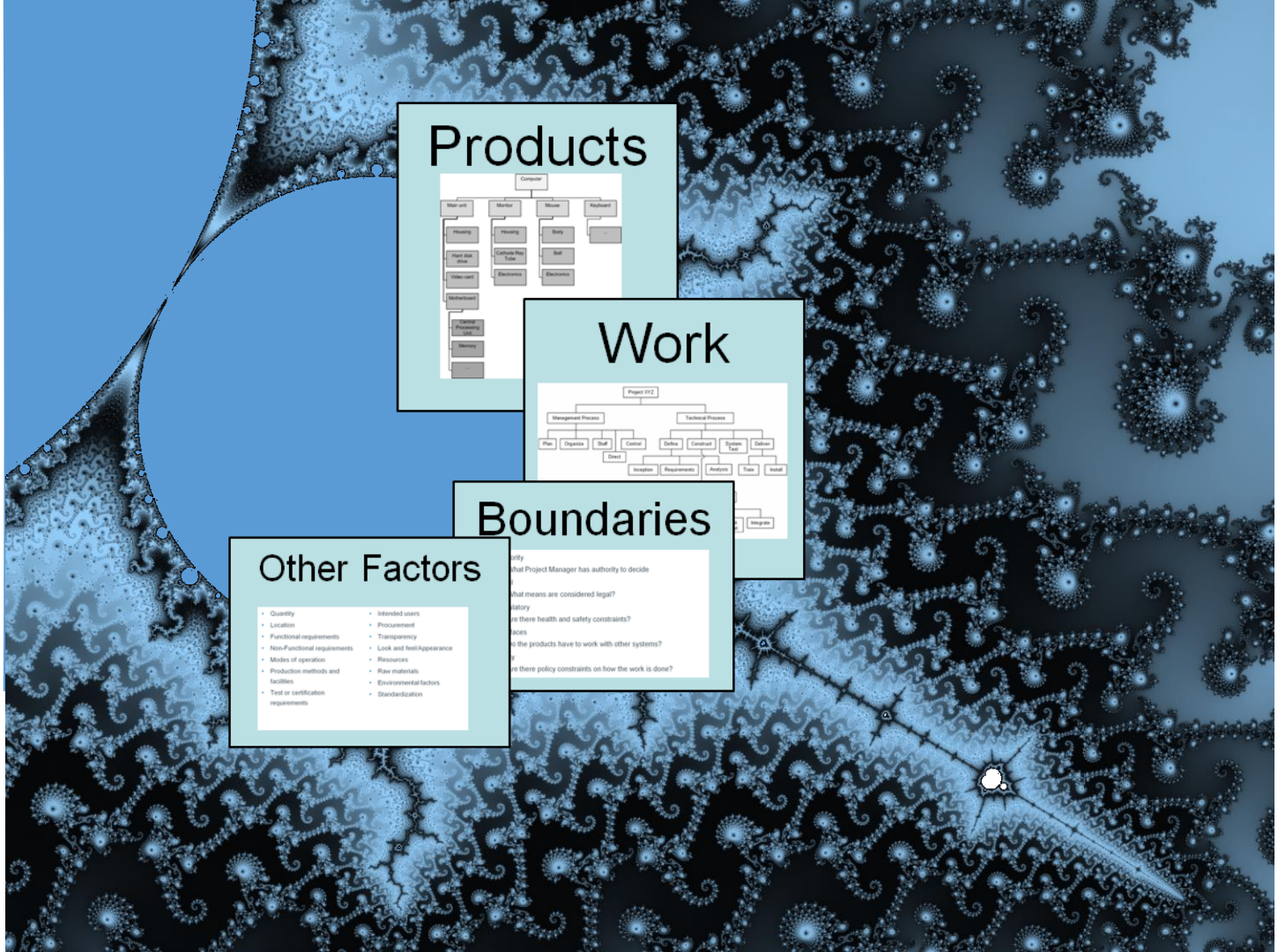
A fuzzy set is a class of objects with a continuum of grades of membership. Such a set is characterized by a membership (characteristic) function which assigns to each object a grade of membership ranging between zero and one. The notions of inclusion, union, intersection, complement, relation, convexity, etc., are extended to such sets, and various properties of these notions in the context of fuzzy sets are established. In particular, a separation theorem for

A Fuzzy Set: Tall Basketball Players



Still a Triangle?




Products
Computer
Main unit
Monitor
Mouse
Keyboard
Housing
Housing
Body
Hard disk drive
Cathode-Ray Tube
Ball
Video card
Electronics
Electronics
Motherboard
Central Processing Unit
Memory
Work
Project XYZ
Management Process
Technical Process
Plan
Organize
Staff
Control
Direct
Define
Construct
System Test
Deliver
Inception
Requirements
Analysis
Train
Install
Integrate
Boundaries
What Project Manager has authority to decide
What means are considered legal?
Are there health and safety constraints?
Do the products have to work with other systems?
Are there policy constraints on how the work is done?
Other Factors
Quantity
Location
Functional requirements
Non-Functional requirements
Modes of operation
Production methods and facilities
Test or certification requirements
Intended users
Procurement
Transparency
Look and feel/Appearance
Resources
Raw materials
Environmental factors
Standardization

Q: Where Do Requirements Come From?

A: Stakeholders!

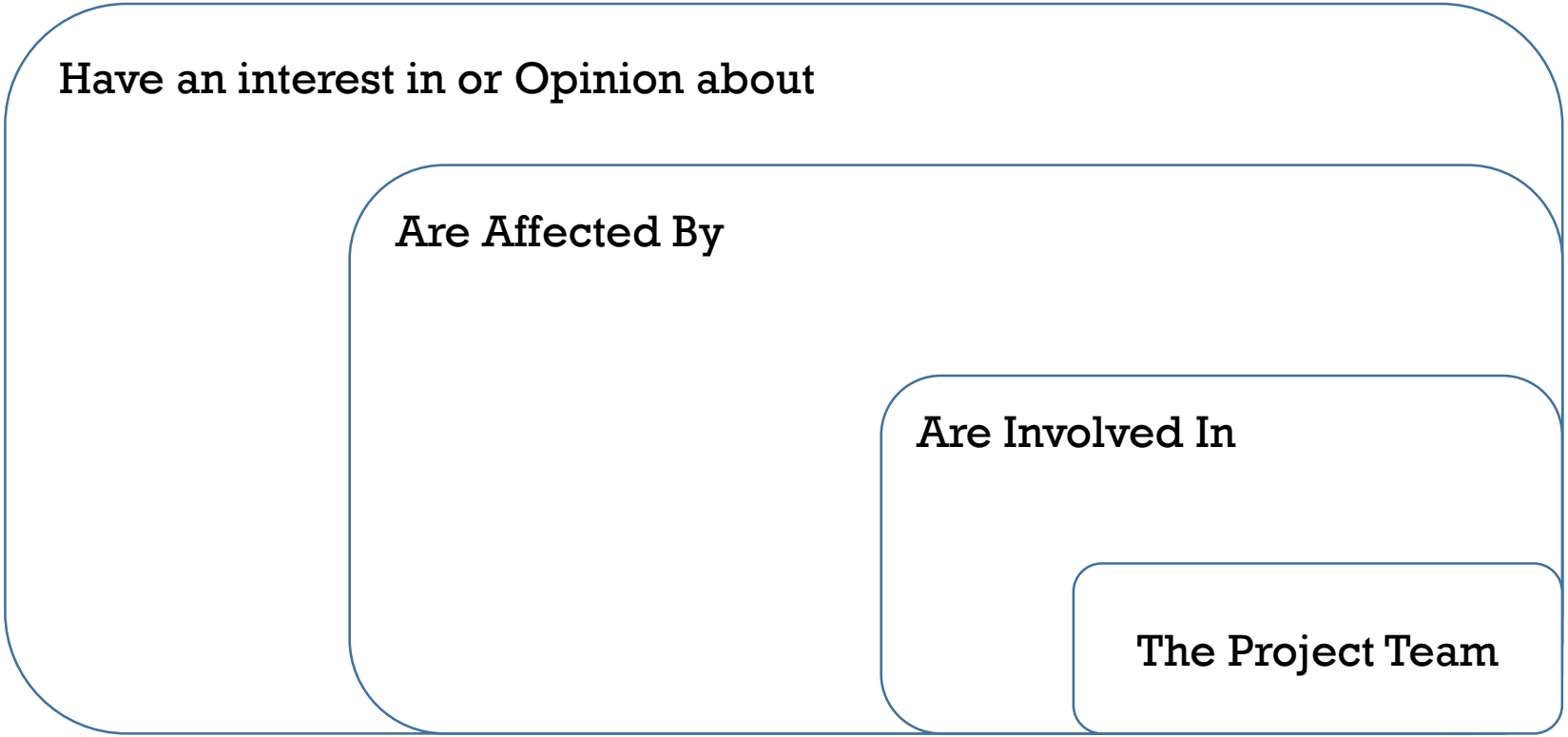
This is why Stakeholder Identification and Analysis should be the first step in the process

Who's a Stakeholder?

- An individual, group, or organization that may be:
  - Involved in
  - Affected by
  - Able to affect
  - Have an interest in
  - Have an opinion about

} The Project or Its Outcomes

Stakeholders



Stakeholder Analysis

- Interests
- Influence
- Authority
- Rights
- Ownership
- Knowledge
- Contribution
- Means to Communicate/Engage

Stakeholder Engagement

- The Key is to Understand that Requirements Elicitation and Validation is a Social Activity

- Participation Always Improves Buy-In

Stakeholder Engagement: Getting Buy-in

- The impact of time/distance/commitment
- Mitigating the risk of rejection

Never underestimate the value of spending long hours together in conference rooms!

Requirements Collection

Requirements Elicitation

- Interviews
- Role-Playing or Simulation
- Brainstorming
- Questionnaires
- Focus Groups
- Prototyping
- Observation

The Challenge of Requirements Elicitation

The Stakeholder's Perspective

The Project's Perspective

It is hard to find someone with 20/20 vision in both

What's a Message?

Requirements Elicitation

Never underestimate the value of a conference room wall covered in Post-It® notes!

Requirements Elicitation/Collection

- Elicitation often involves delving into the stakeholder's unconscious:
  - Expectations
  - Assumptions
  - Fears
  - Opposition

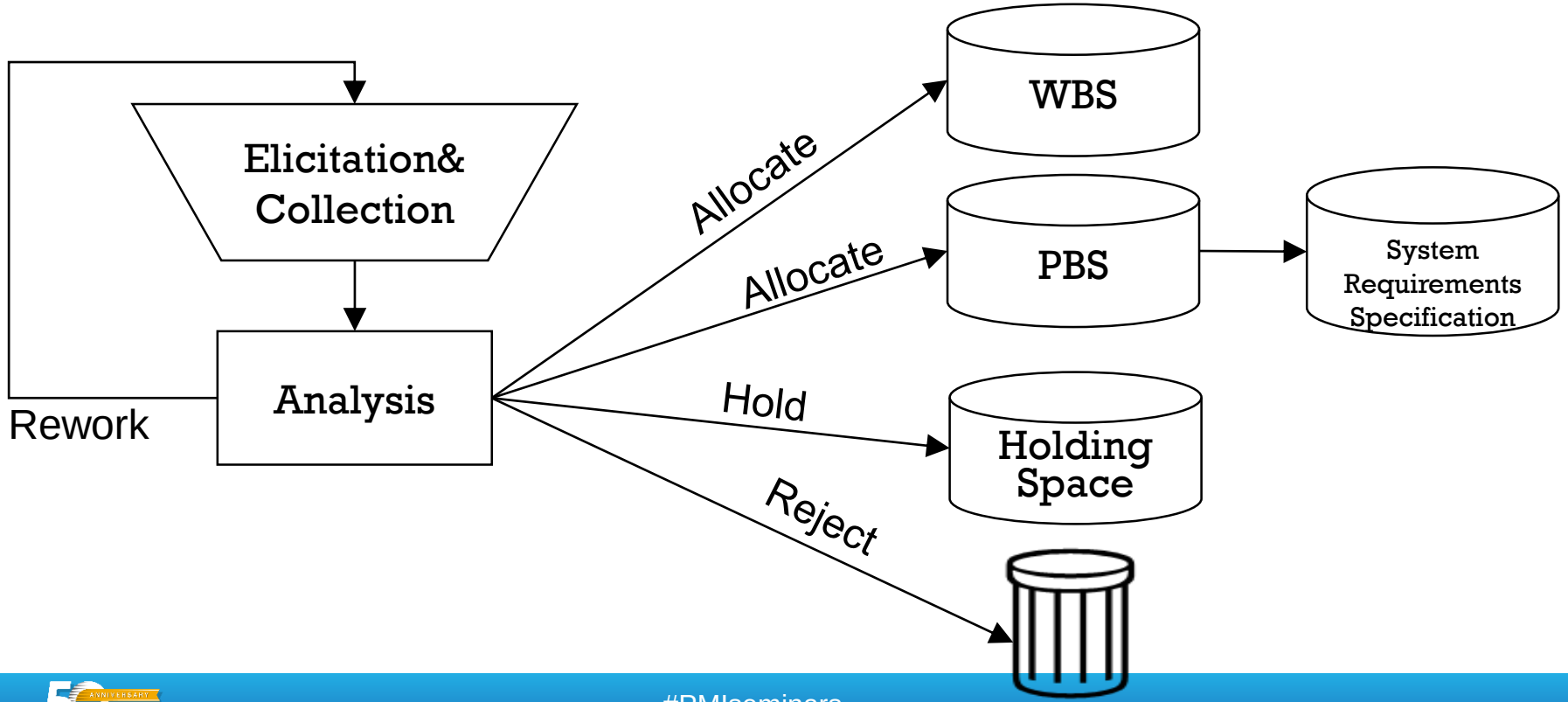
Requirements Elicitation/Collection

- In an Ideal World, Requirements would be delivered on a Silver Plate:
  - SMART
  - Complete
  - Validated
  - Owned
  - Explicit
  - Unambiguous

Requirements Elicitation/Collection

- In the Real World, Requirements are rarely more than *some* of these:
  - SMART
  - Complete
  - Validated
  - Owned
  - Explicit
  - Unambiguous

Requirements Analysis



Requirements Validation

- The Requirements Documentation is almost always assembled from the inputs of multiple stakeholders with varying interests

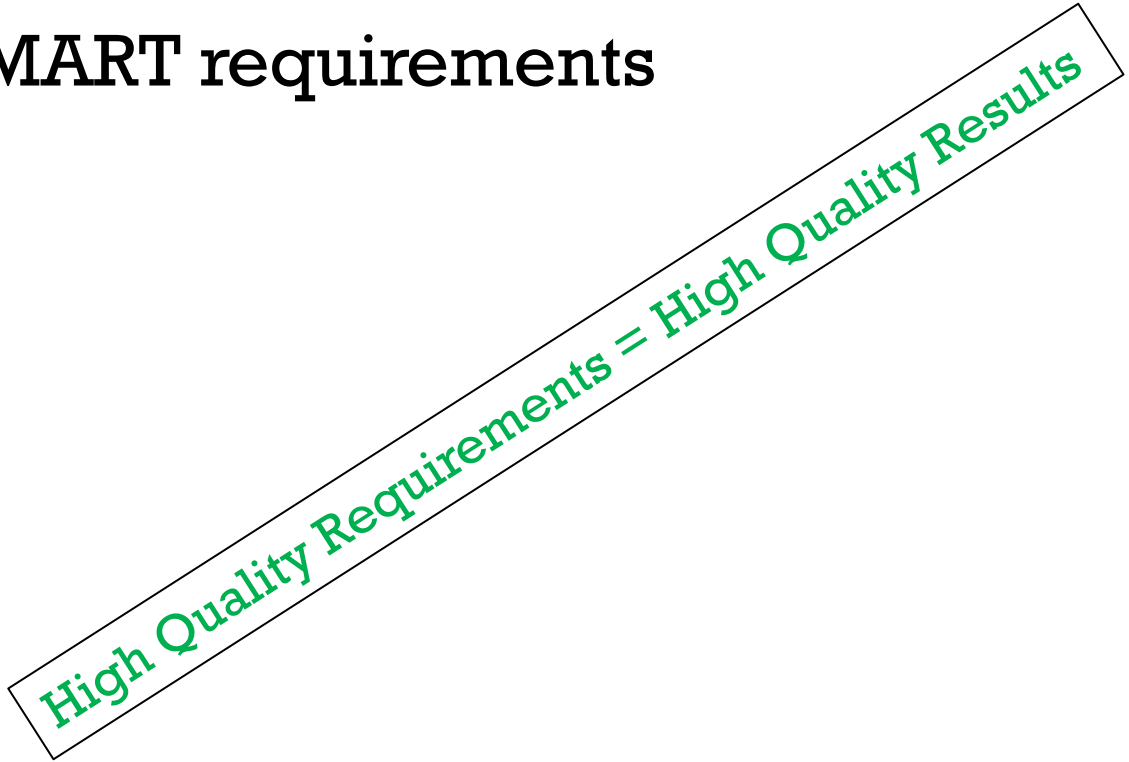
- If possible, make sure someone takes ownership and validates the requirements
  - Avoid the ugly "Who asked for this?" questions

Traceability: Deriving vs. Inventing

• Charter	A few pages
• Project Management Plan	25-50 pages
• Requirements Baseline (WBS, PBS)	25-50 pages
• Statements of Work	10s to 100s of pages
• Product Specifications	10s to 1,000s of pages

Requirements quality control

- The theory of SMART requirements
  - Specific
  - Measurable
  - Attainable
  - Relevant
  - Timely



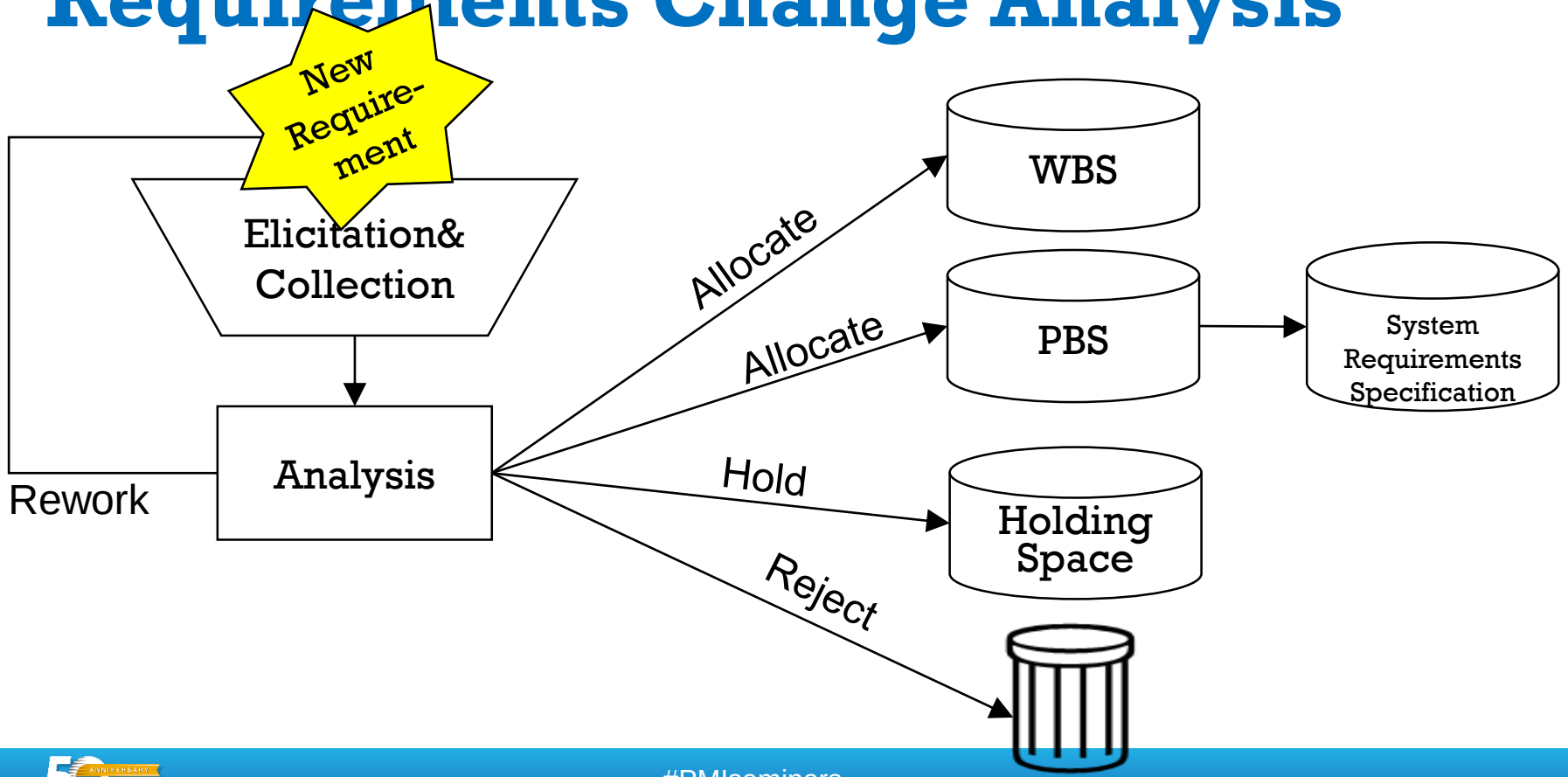
The reality of SMART requirements

1. High Quality Requirements Do Not Guarantee High Quality Results
2. Quality Has a Cost
3. Few Projects Succeed in Obtaining SMART Requirements across the full project scope

Tom Gilb's Challenge

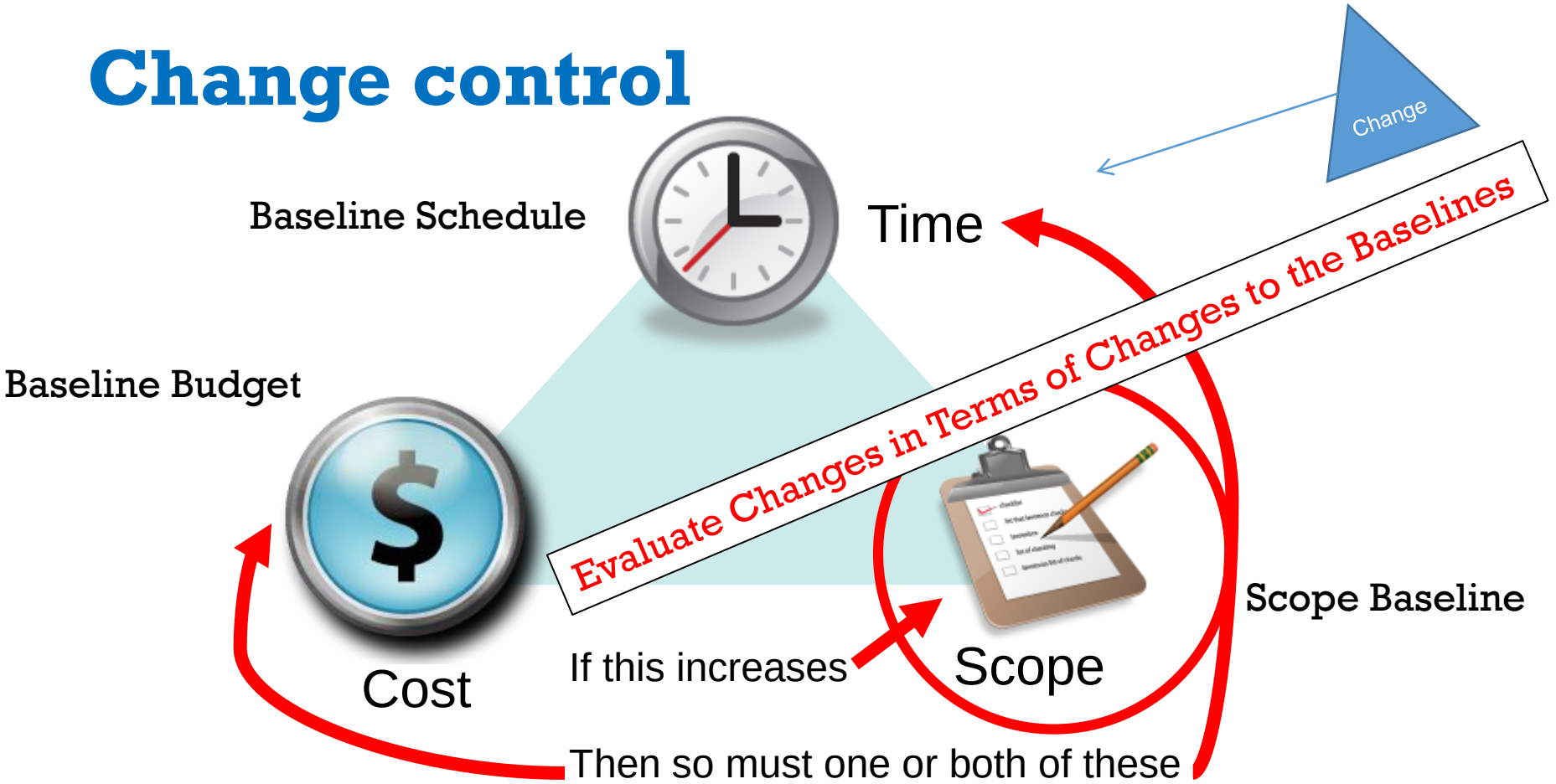
"The Top 10 Critical Requirements for any project can be identified and quantified in a good day's work—and written down on a single page."

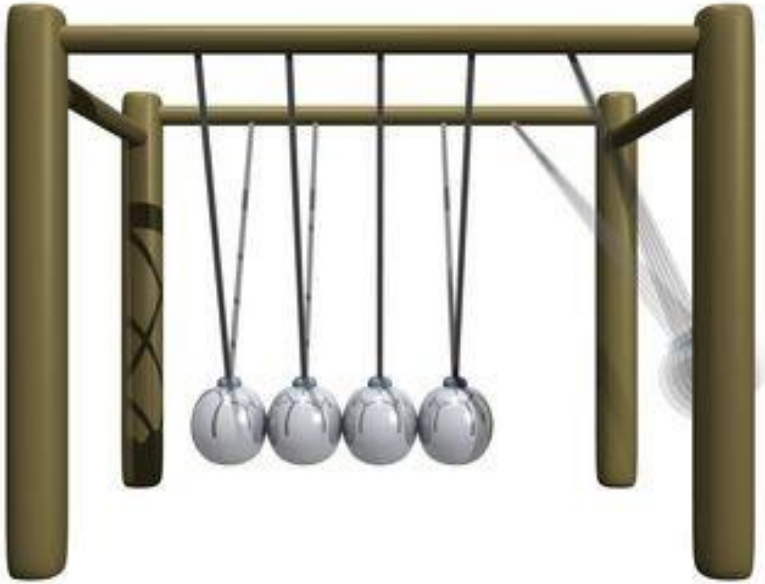
Requirements Change Analysis



The Integrated Project Baseline

Change control





Every action has an equal and opposite reaction.

Rejecting a change has a consequence.

What Happens to Change that Falls Out of Scope?

Group Exercise #3: Requirements

- Identify one Top Ten Critical Requirement
- Quantify it
- Write it down in no more than 3 sentences

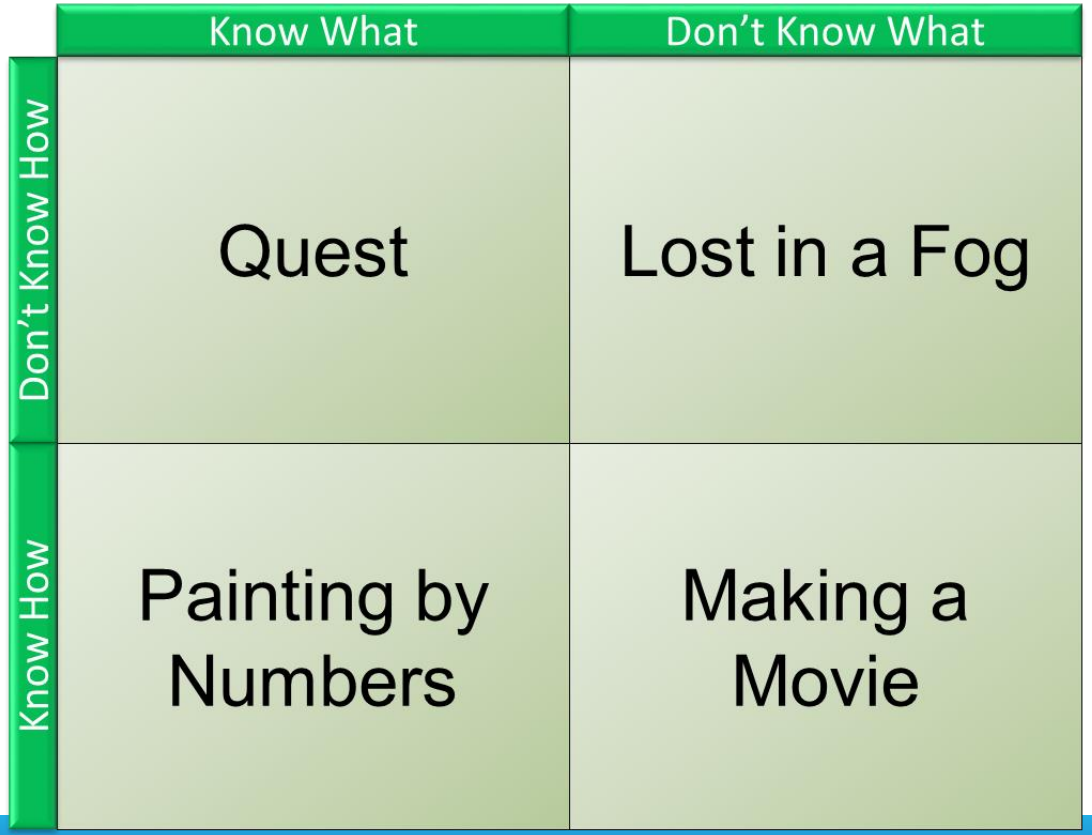
The Tom Gilb Challenge

SCOPE MANAGEMENT: THE NOT-SO BASICS

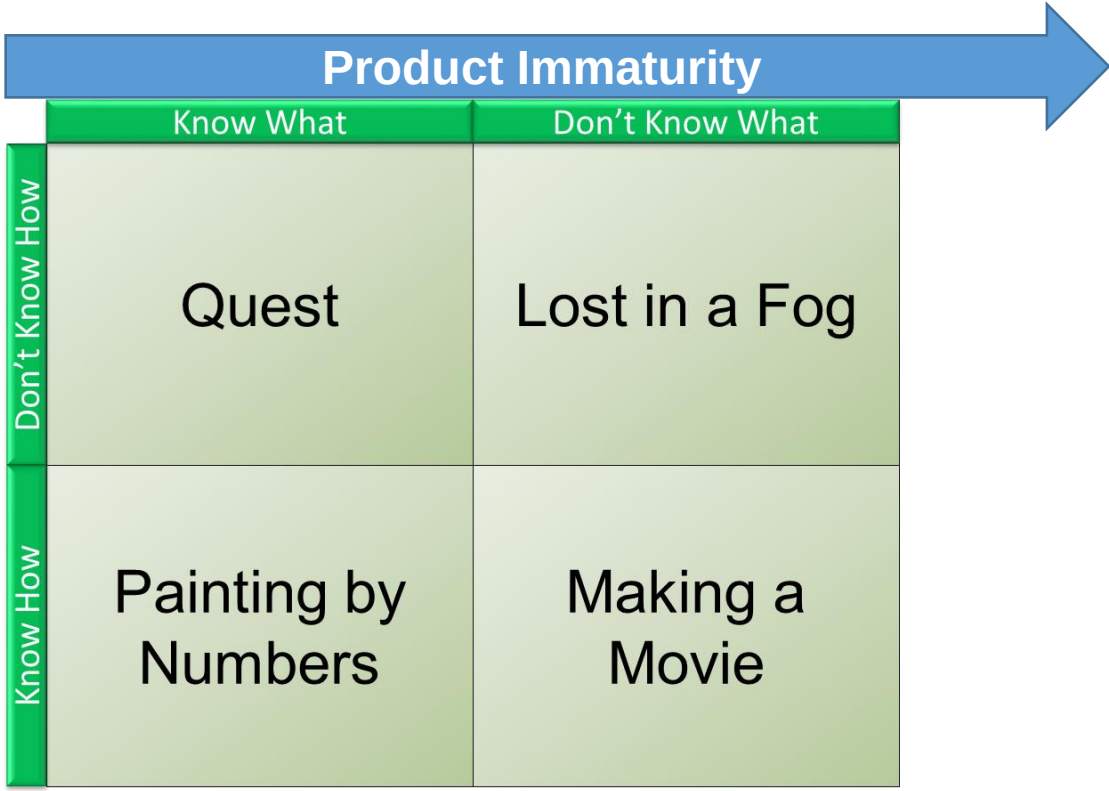
WHY SCOPE IS RISKY

I predict that humans will continue to be terrible at making predictions.

Know What/Know How Matrix



Know What/Know How Matrix



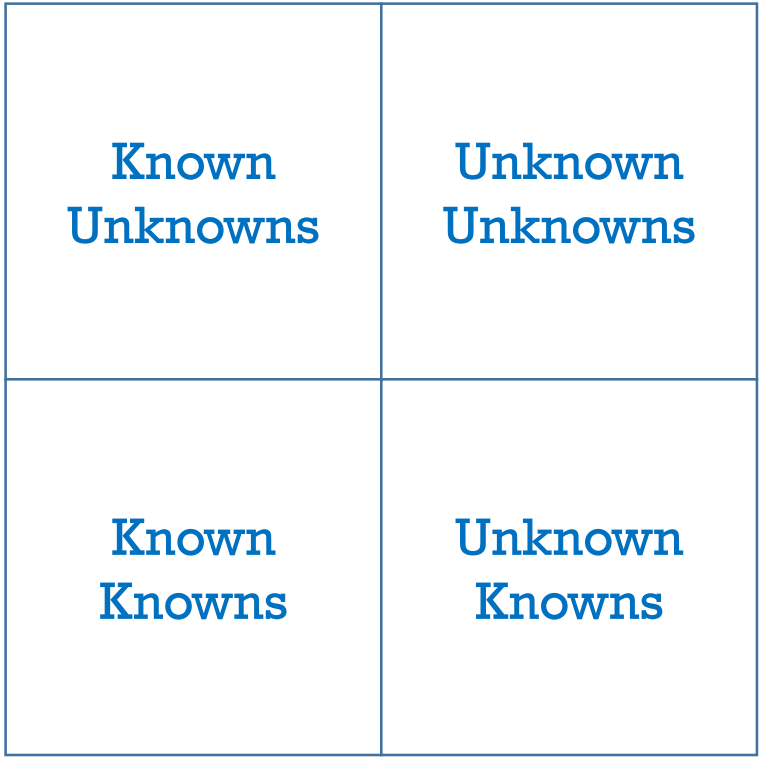
Know What/Know How Matrix

Maturity

- Have we done this type of work before?
- Have we dealt with this type of product before?

- If not … Is there anyone we can ~~copy~~ learn from?

Uncertainty

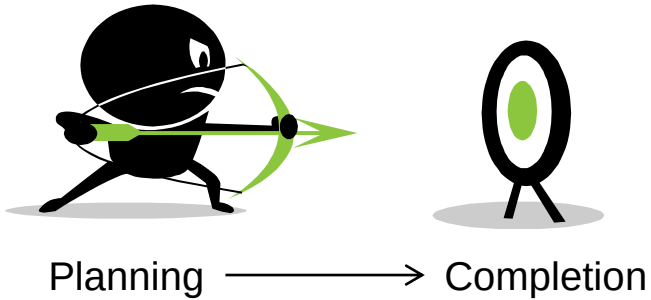


Uncertainty: Explicit and Implicit

- **Explicit**:
  - Whatever is **not stated** must therefore be uncertain

- **Implicit**:
  - Whatever is **stated imprecisely or unclearly** must therefore incorporate some uncertainty

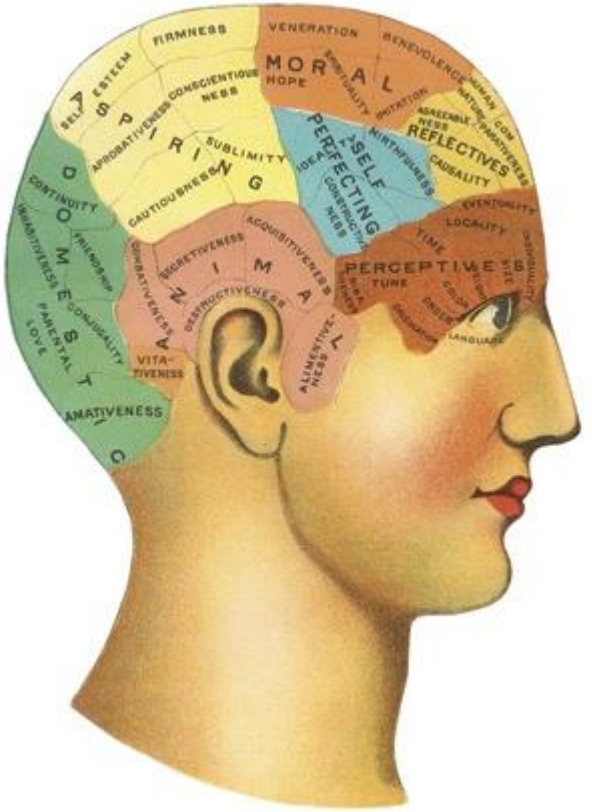
Impact of Duration



Impact of Duration

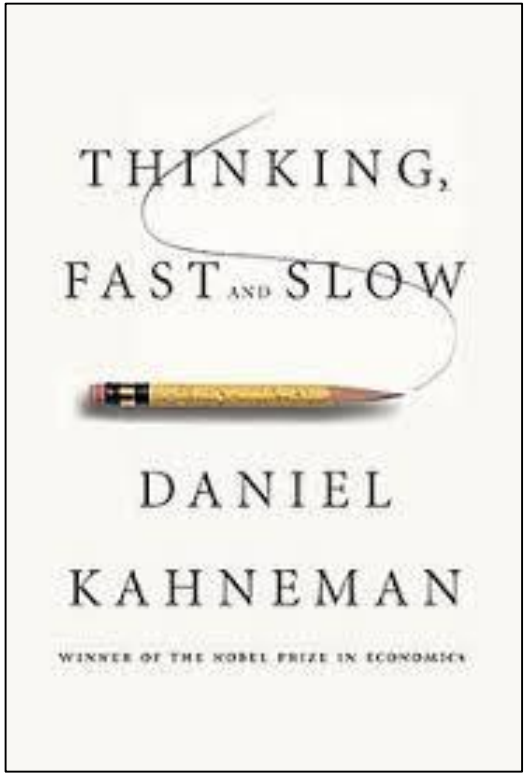
Cognitive Biases

- Groupthink
- Overconfidence
- Selective Perception
- Sunk Cost
- Illusion of Control
- Available Data



Cognitive Biases

- Humans tend to be overly **optimistic** about future benefits
- Humans tend to be overly **pessimistic** about future losses
- The farther away the target, the greater this effect can be seen



Organizational Culture

Formal and Hierarchical?

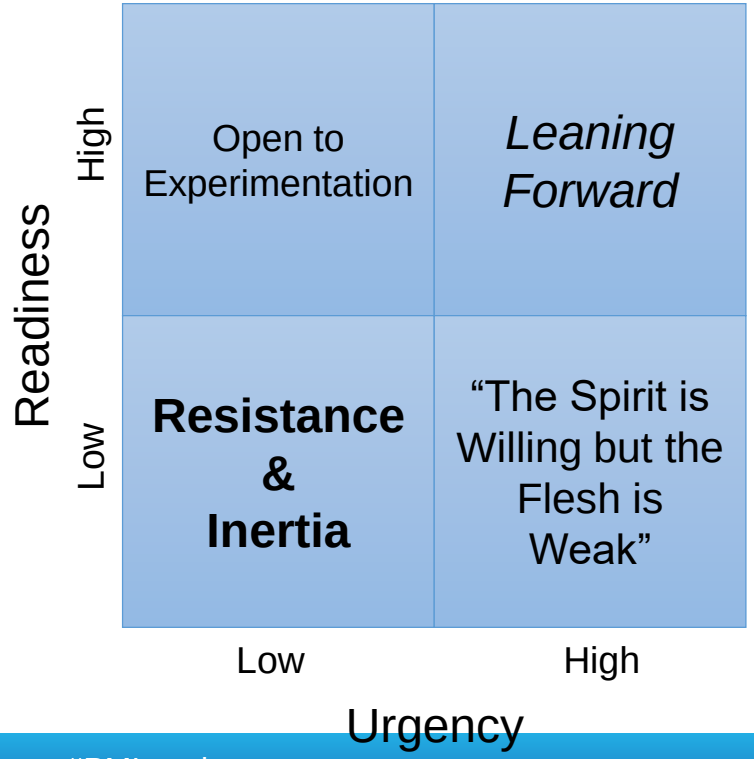
Informal and Cooperative?

Volatility

- How susceptible is the project to:
  - Change from within the project?
  - Change from outside the project?

Change Appetite

What Can the Project Expect To Encounter?



Risk Appetite

Elephants and Risks

Courtesy of Kailash Awati, https://eight2late.wordpress.com

Elephants and Risks

- "Let Sleeping Elephants Lie"
- "It's not MY Elephant!"
- "What Elephant?"
- "The Boss Says There's No Elephant"
- "Maybe the Elephant Will Just Go Away"
- "This isn't an Elephant: It's an Opportunity!"

Inertia
Ownership
Denial
Influence
Wishfulness
Overconfidence

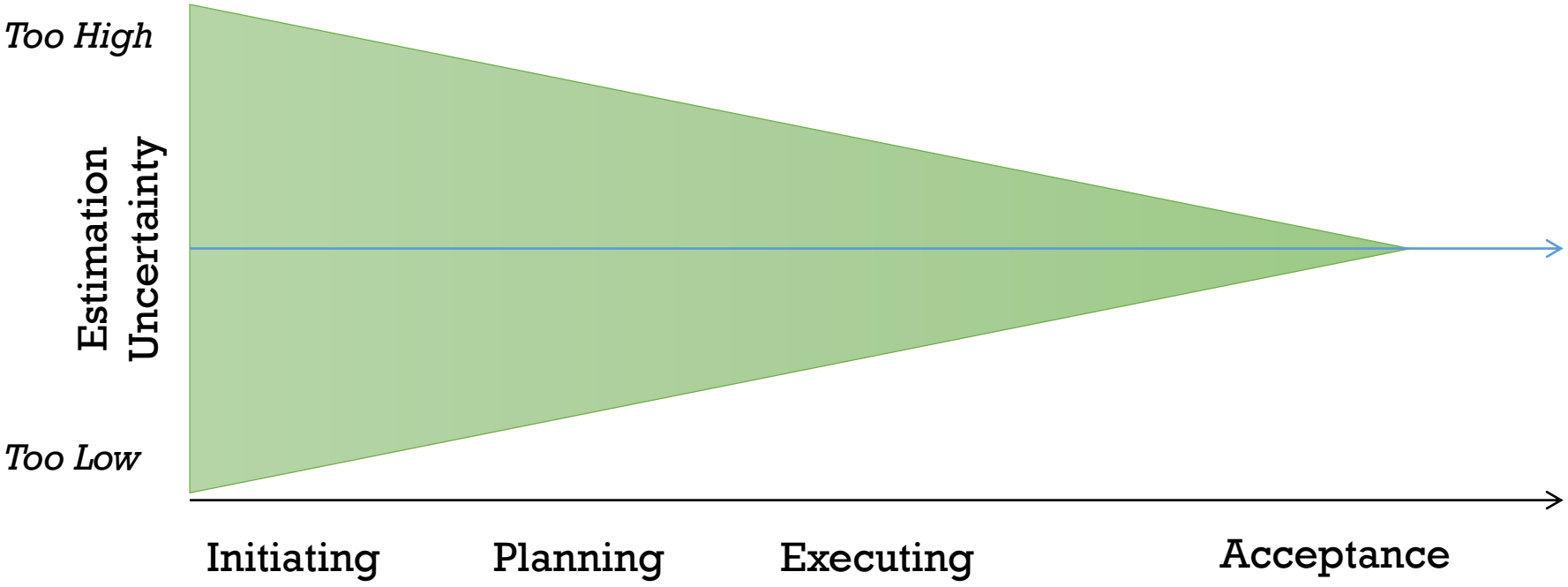
Governance

- Who/What does the Project Manager report to?
  - Internal Project Management
  - Project Board
  - Project Sponsor
  - Program Management Office
  - Corporate Board or Committee
  - Public Board or Committee
- Are there any back-channels? Do they matter?

Decision Making

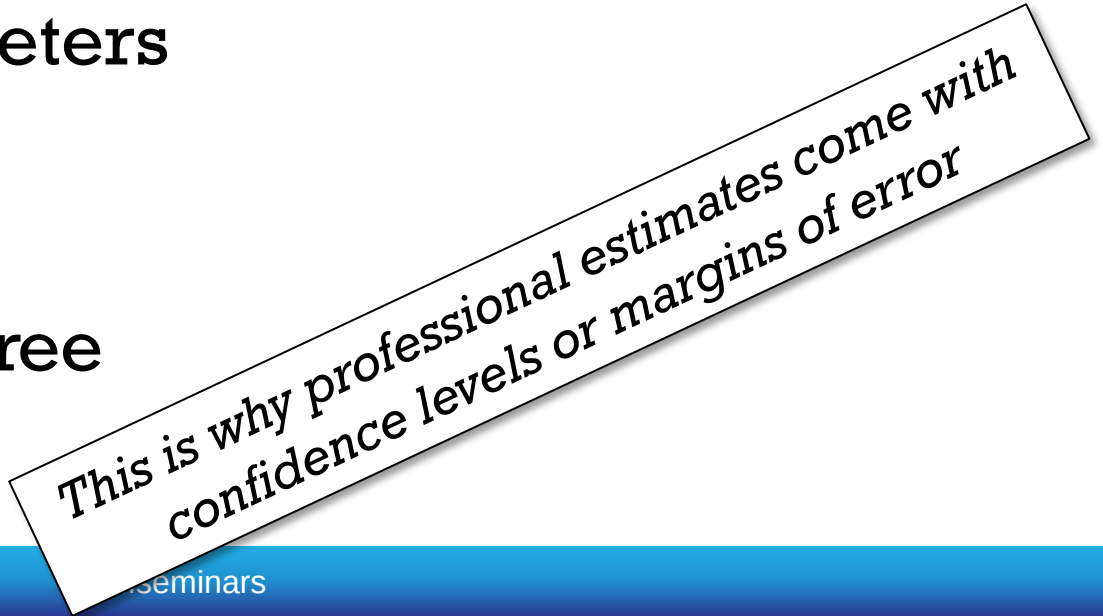
- Who can approve changes to:
  - Project Scope Baseline?
  - Contracts and Agreements?
  - Project Budget?
  - Project Schedule?
- And how fast do these processes work?

The Cone of Uncertainty

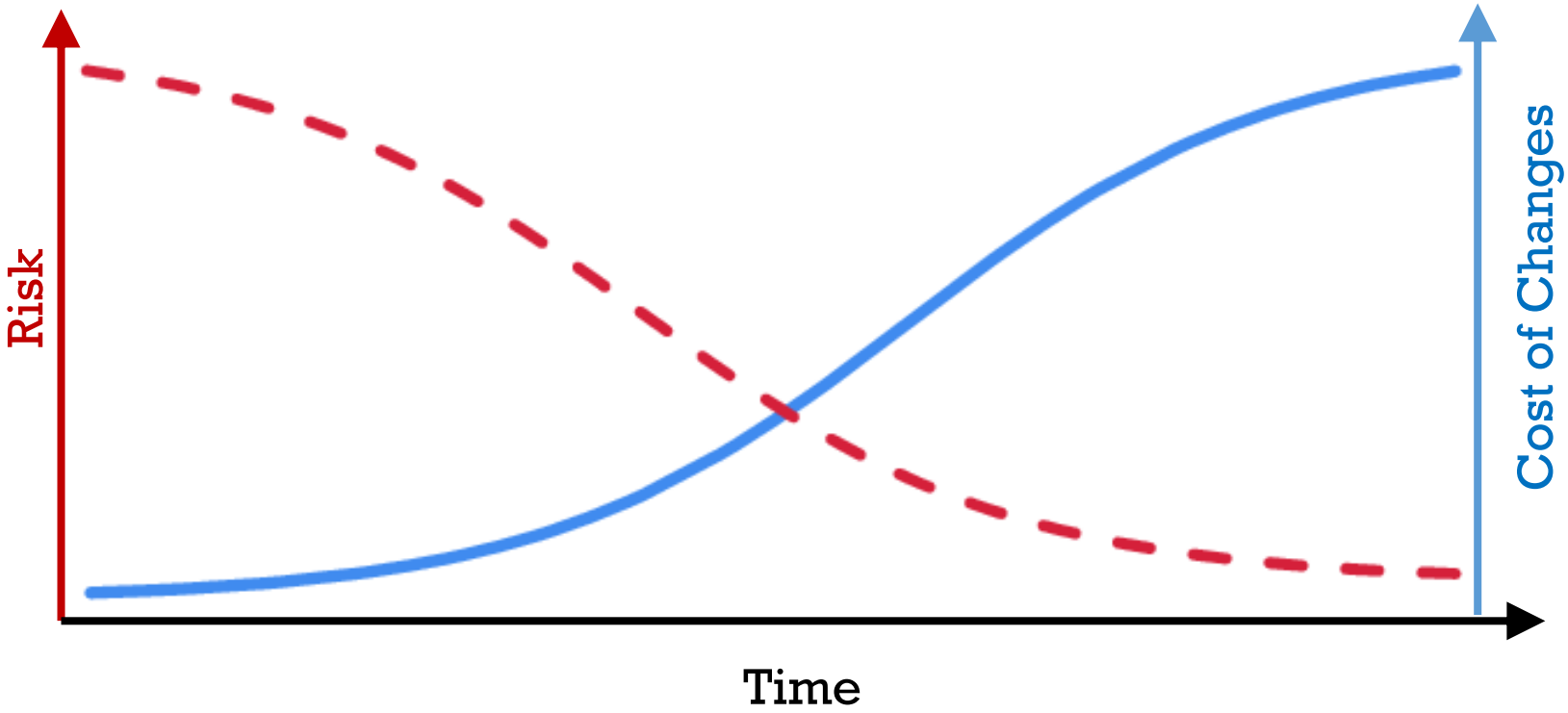


All Estimates are Uncertain

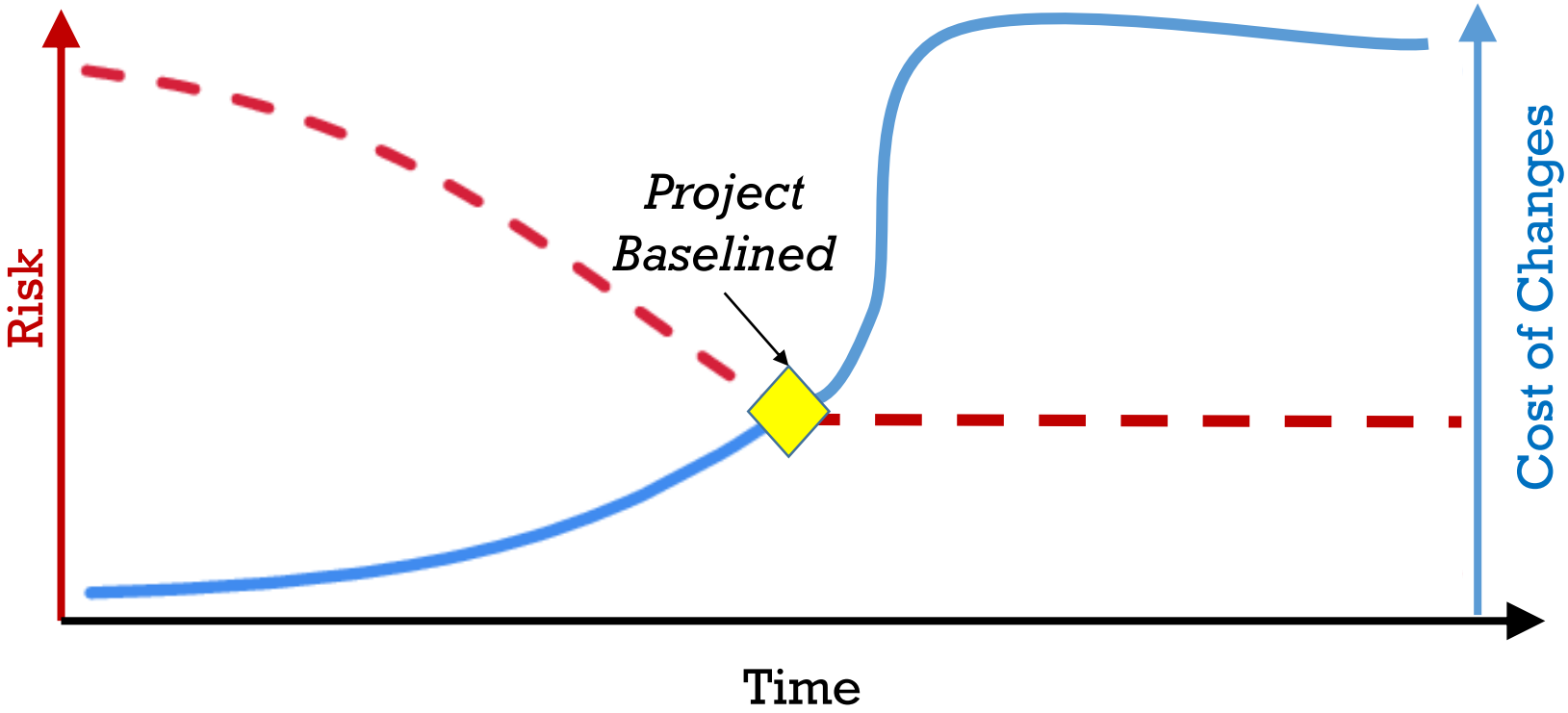
- Lack of adequate data
- Inappropriate comparisons
- Misjudged parameters
- Missing elements
- False precision
- Mandated by decree



Risk & Cost of Change over Time



Risk & Cost of Change in a Predictive Project



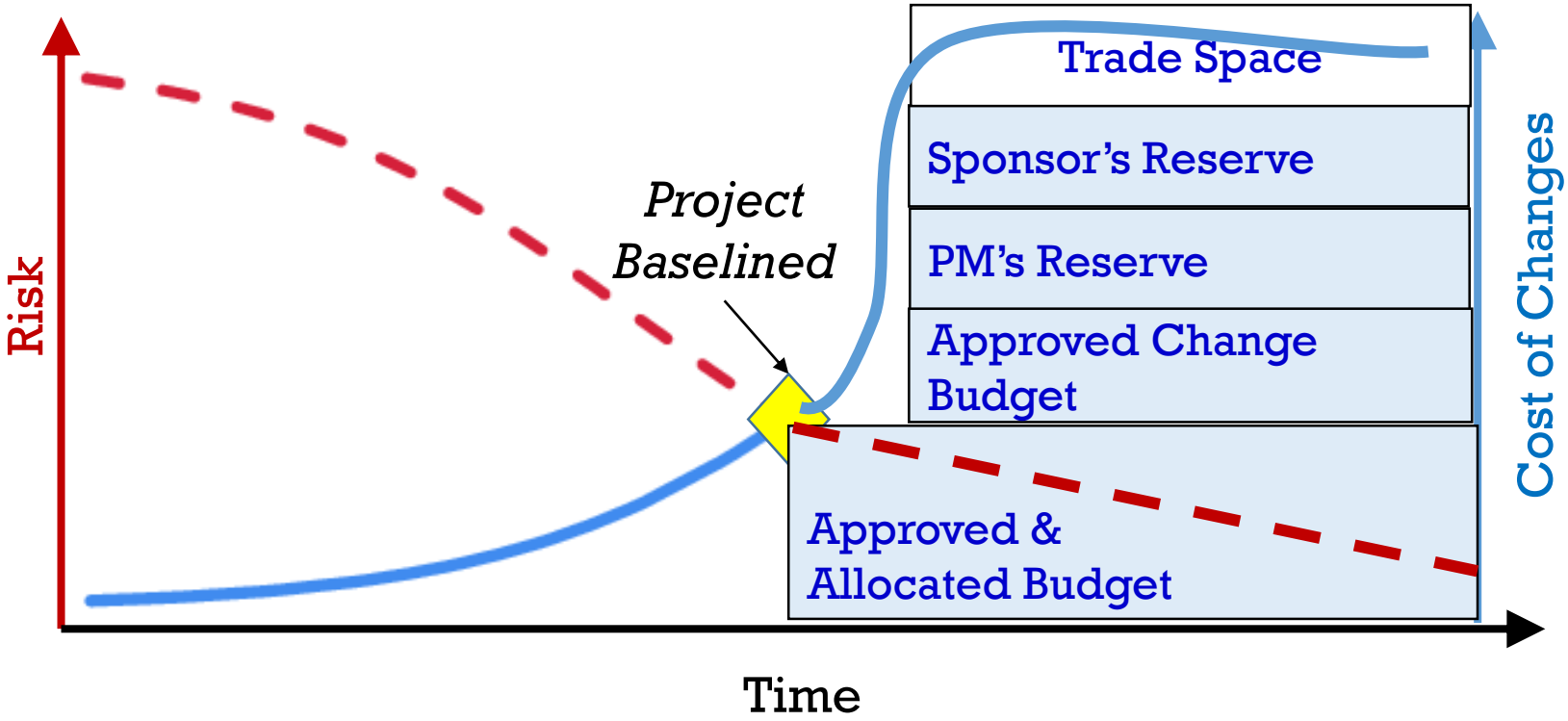
Dealing with uncertainty

- Define it out—or define it in
- Plan it out—or plan it in
- Reduce it incrementally
- Reduce it agilely
- Eliminate it through renegotiation
- Ignore it and hope for the best …

Mitigation measures:

- Estimates with confidence levels/margins of error
- Contingency budget
- Change budget
- Tolerances
- Costed Risks
- Adaptive Life Cycle
- Rolling Backlog
- Scope Holding Pen

Mitigating Risk & Cost of Change



Group Exercise #4: Scope Risks and Responses

- Think about the Relocation Project:
  - Identify two High Risks of Uncertainty or Scope Change
  - Propose two Responses or Ways to Mitigate each

Day One Lessons Identified Discussion

- What have you found useful?
- What can you take away to use on your projects?
- Are there any topics we need to deep-dive into?

Questions?