

Guten Tag

(good day)

Project Management Process Groups

Initiating	Planning	Executing	Monitoring & Controlling	Closing
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Project
4. Integration
Management

Knowledge Areas

5. Scope

5.¹/₂
3
4

5.5
6

6. Time

7. Cost

8. Quality

9. Human Resources

10. Communications

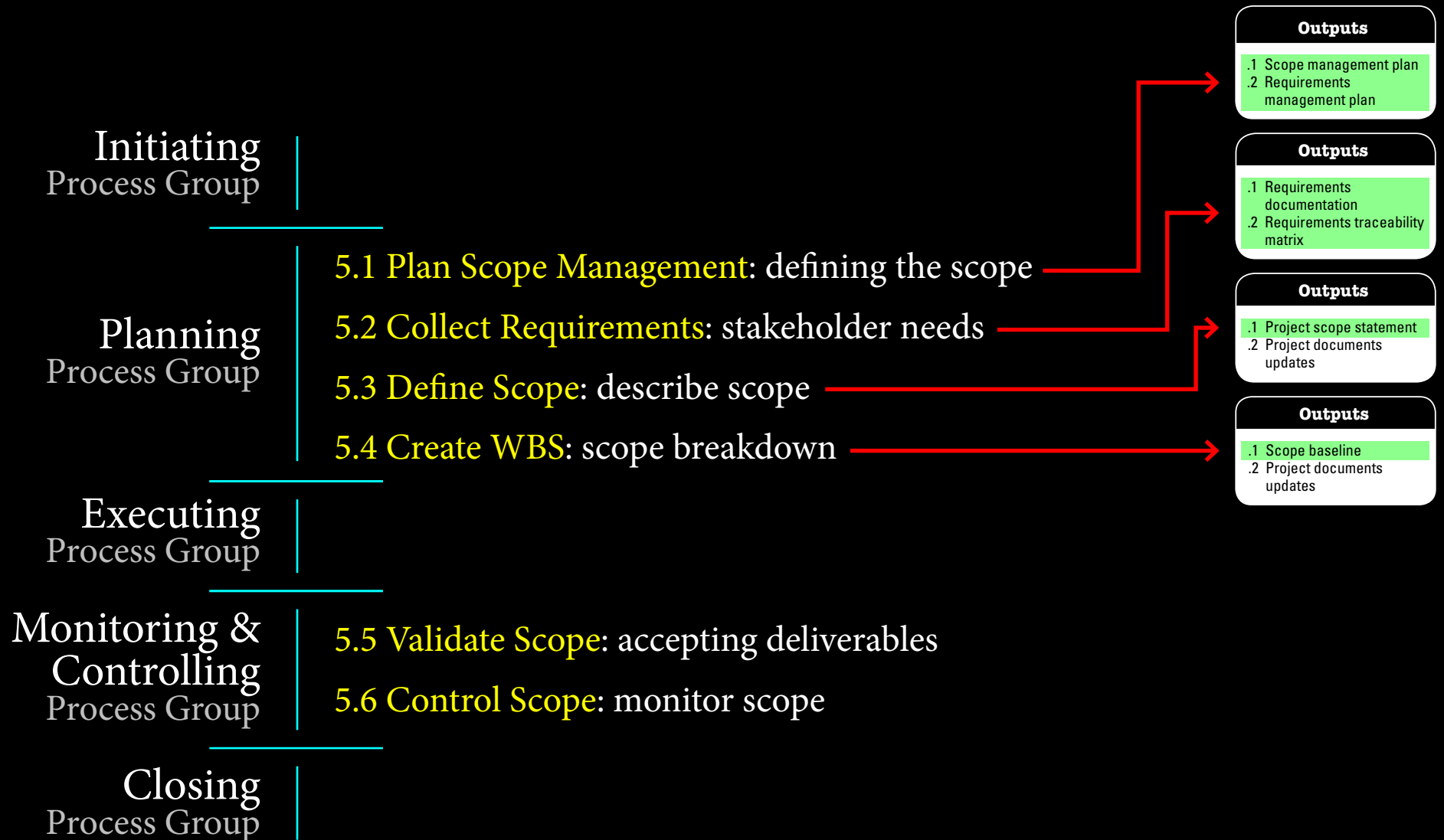
11. Risk

12. Procurement

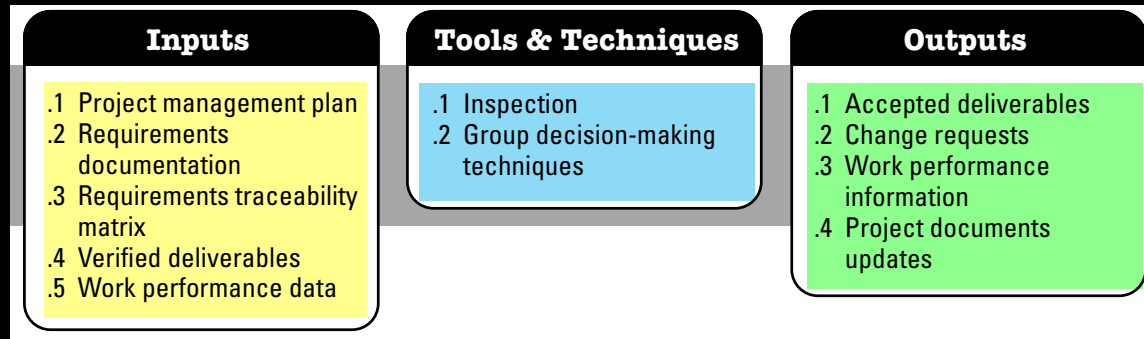
13. Stakeholder

5.5 Validate Scope

Project Scope Management



5.5 Validate Scope



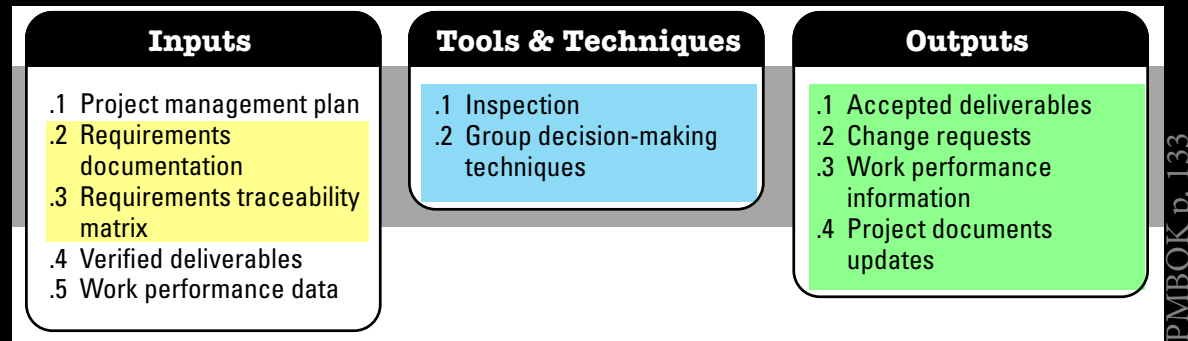
What & Why?

Validate Scope is concerned with **acceptance of the deliverables**

Increases the chance of successful acceptance of the final product, service or result by **validating each deliverable**

Control Quality is concerned with correctness of the deliverables and is generally performed **before Validate Scope**

5.5 Validate Scope



Requirements Documentation: a list/executive summary/report of what is required to satisfy the business requirements of the project

Requirements Traceability Matrix: a chart that shows product requirement and the **deliverables that satisfy** them

A means of tracking requirements throughout the project life cycle

A structure for managing changes to the product scope

Requirements Traceability Matrix

From the Requirements documentation

Objectives	Reading Area			Book Storage			Public Meeting Space		Children's Area		Audio			Office Space		Computers							
	Magazines	Newspapers	Comfortable chairs—25	Patron desks—2	150,000 books	15 different categories	Signage above for easy locating	Rooms	Separate entrance	Drop-down screens	Small chairs—80%	Story time locale	Room for audio books and music	Shelves for audio books—15	Racks for music—12	Offices—4	Cubes—15	For public use—48	For visitor service desk—12	For staff—20	With audio capability—5	Printers	
Improve access to job resources by 20%.		X		X				X		X								X	X				X
Improve local children's reading levels by two grade levels in one year.			X		X	X					X							X					
Provide a pleasant place for community members to meet.	X	X	X					X	X		X	X	X	X									
Replace the existing library by end of next quarter.	X	X	X		X	X	X				X		X		X	X	X			X	X	X	X

Shows how our requirements are being met (may not be known yet)

Requirements Traceability Matrix

From the Requirements documentation

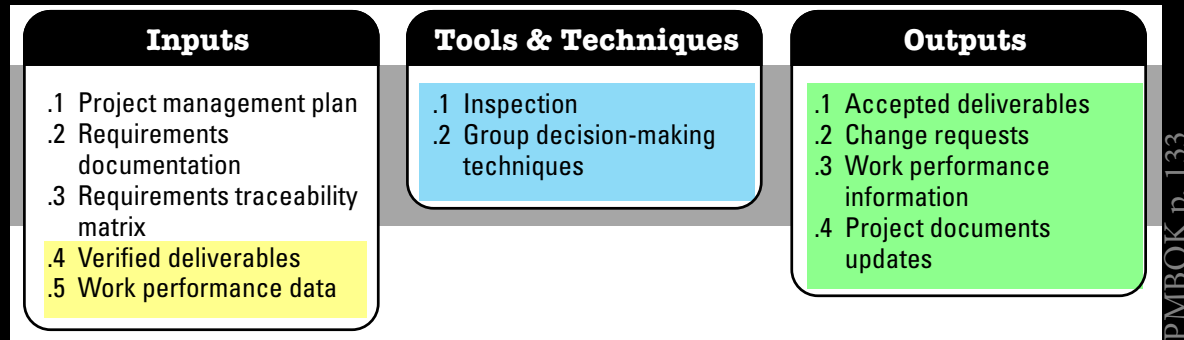
Requirements Traceability Matrix								
Project Name:								
Cost Center:								
Project Description:								
ID	Associate ID	Requirements Description	Business Needs, Opportunities, Goals, Objectives	Project Objectives	WBS Deliverables	Product Design	Product Development	Test Cases
001	1.0							
	1.1							
	1.2							
	1.2.1							
002	2.0							
	2.1							
	2.1.1							
003	3.0							
	3.1							
	3.2							
004	4.0							
005	5.0							

Figure 5-6. Example of a Requirements Traceability Matrix

(PMBOK® Guide, p. 119)

Shows how our requirements are being met (may not be known yet)

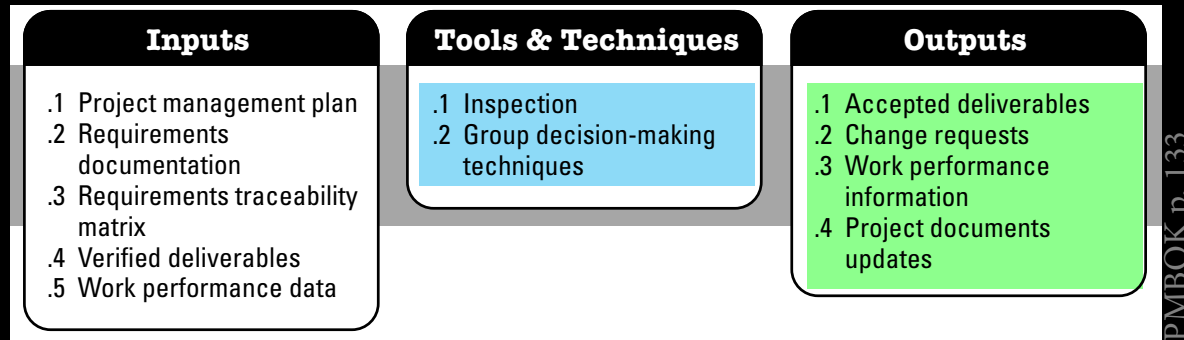
5.5 Validate Scope



Verified Deliverables: that have been completed and checked for correctness by the Perform Quality Control process

Work Performance Data: the raw data of the project's status (how much work is completed, how much time has elapsed, costs incurred to date)

5.5 Validate Scope



Inspection: reviews, audits and walkthroughs

Deliverables are measured, examined and validated **to determine if the work meet the requirements and acceptance criteria**

Group Decision-Making Techniques:

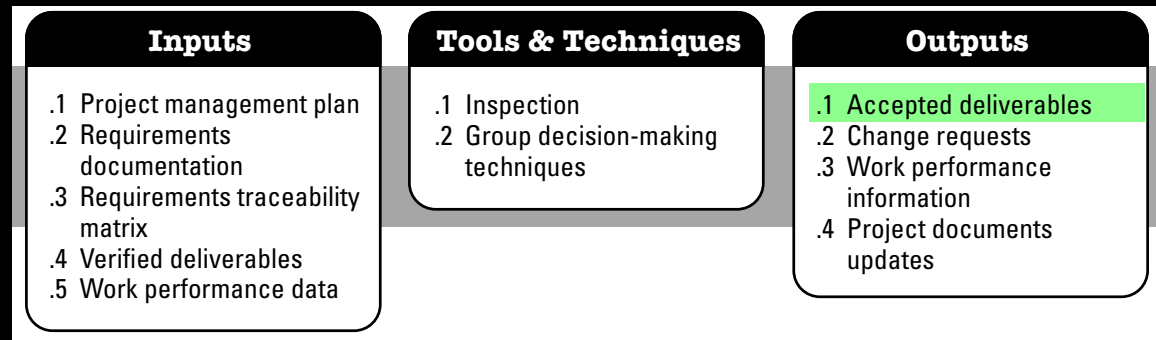
Unanimity - all agree

Majority - more then 50% agree

Plurality - most agree

Dictatorship - one person decides

5.5 Validate Scope

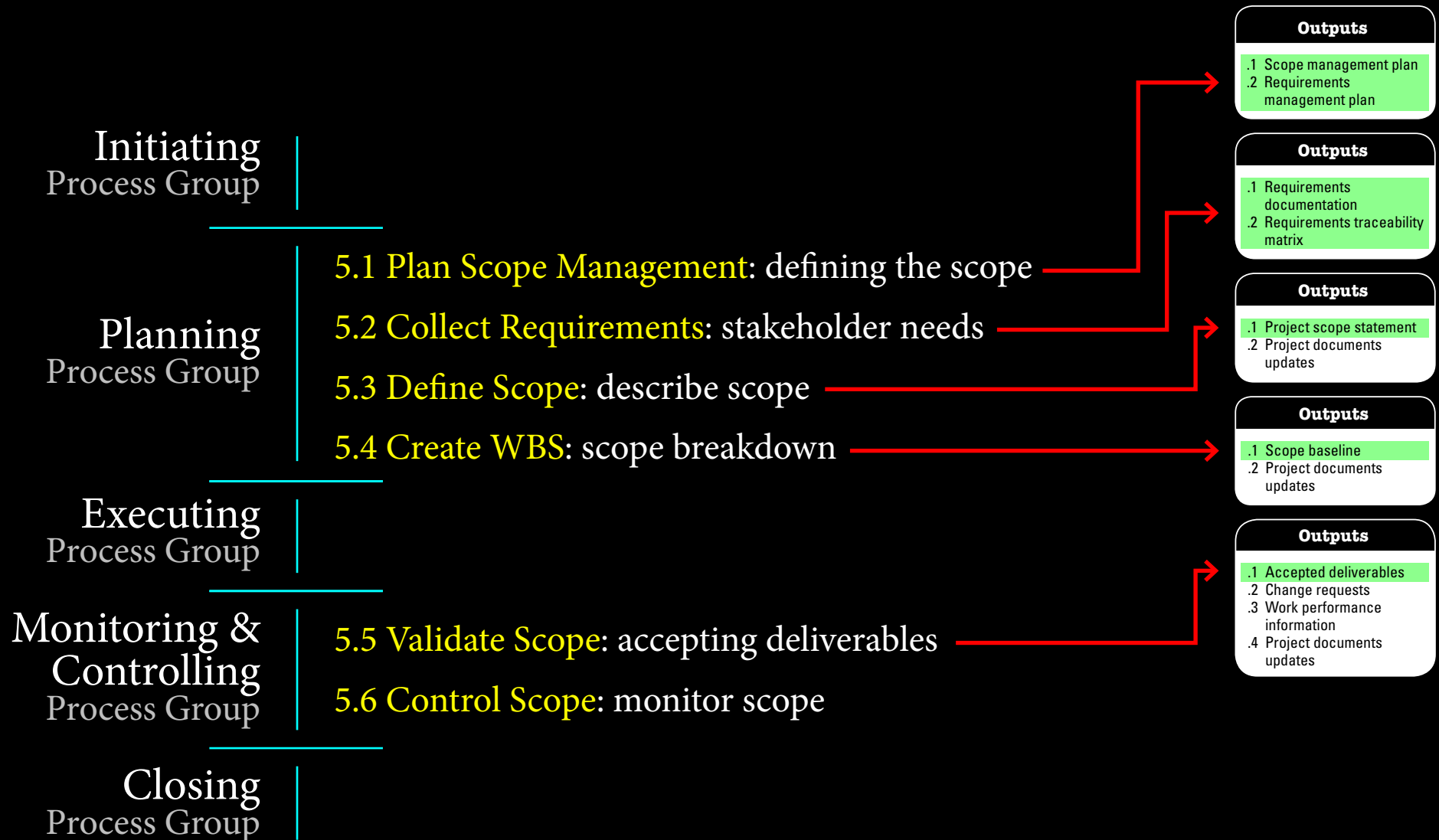


Accepted Deliverables:

The accepted work/product

Formal sign-off is obtained

Project Scope Management



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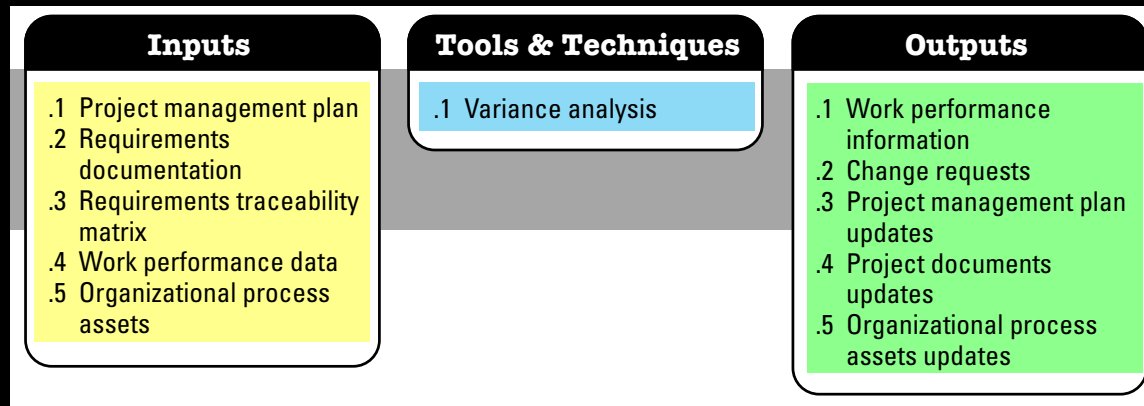
11. Risk

12. Procurement

13. Stakeholder

5.6 Control Scope

5.6 Control Scope



What & Why?

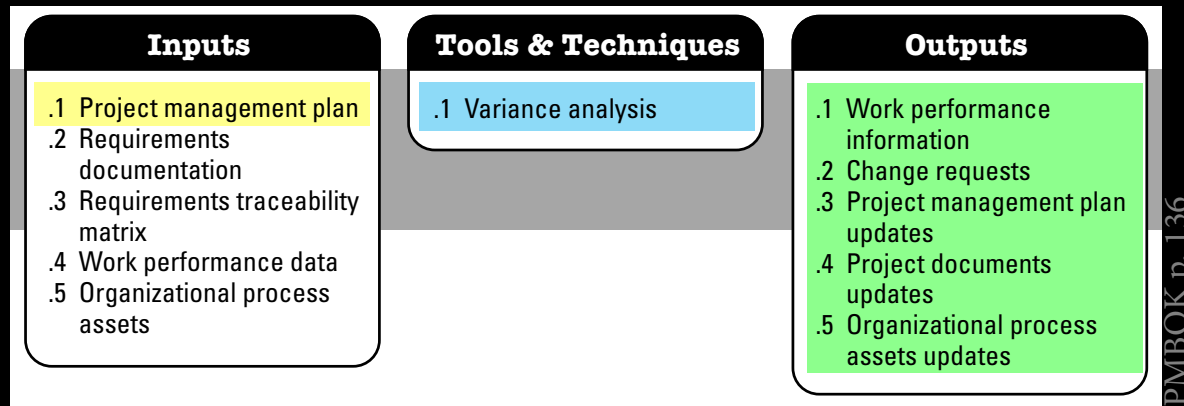
To **monitor the status** of project and product scope

To **manage changes** to the scope baseline

When necessary **integrate changes with other control processes**

Manage expansion to product or project scope (**scope creep**)

5.6 Control Scope



Project Management Plan:

Scope baseline

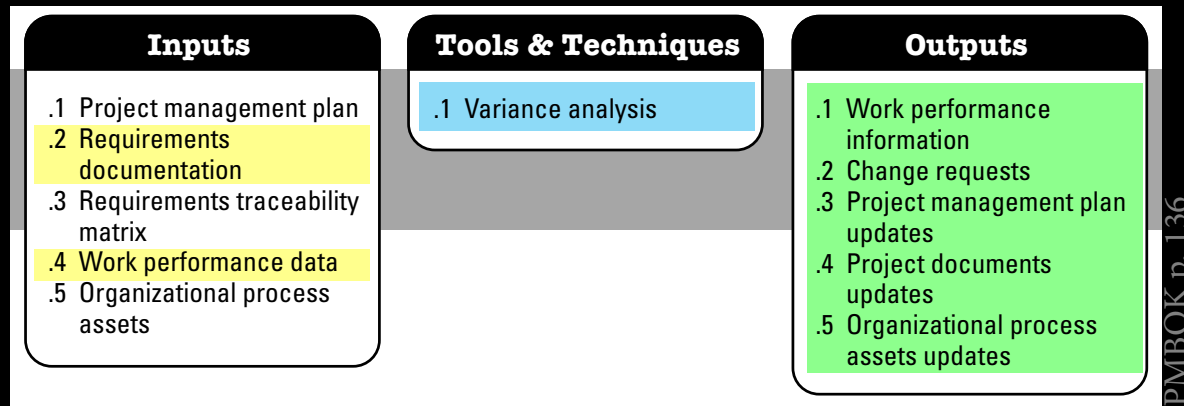
Scope management plan

Change management plan

Configuration management plan

Requirements management plan

5.6 Control Scope

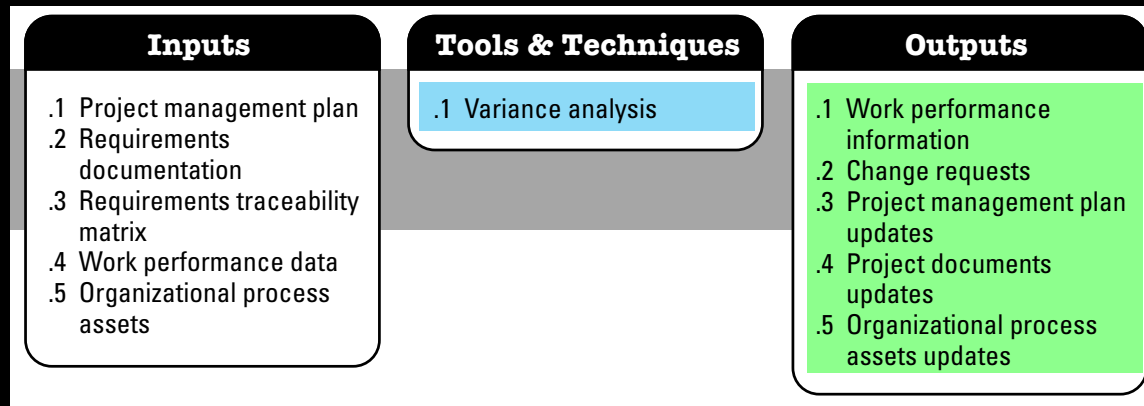


Requirements Documentation: a report of what is required to satisfy the business requirements of the project

Work Performance Data: the raw data of the project's status

This can include the number of change requests received, the number of requests accepted or the number of deliverables completed

5.6 Control Scope



PMBOK p. 136

Variance Analysis: looks at the difference between the current scope and the scope baseline

Scope creep: when scope is being altered over time without using the proper change management processes

Why does it happen? It may be due to:

Interference from the client

An incomplete scope statement

A poor change control system

Miscommunication among team members

Market conditions or technology advancement

Avoid it by:

Never allow changes without proper review and approval

Insist that clients talk to you directly

Prepare a complete scope statement

Maintain good communication among the team

Keep proper checks on the project's progress

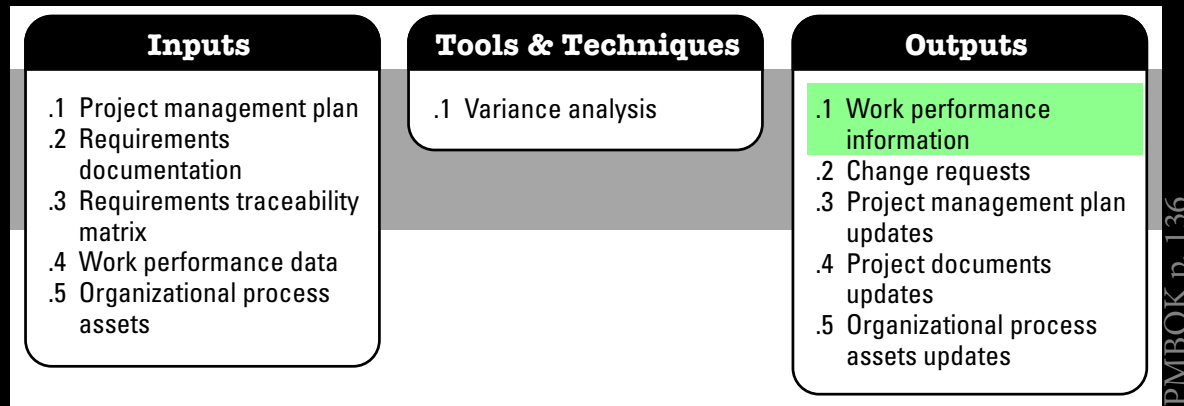
Other creep:

Hope creep: when a team member is behind schedule but reports being on schedule

Effort creep: when a team member is working but not making progress

Feature creep: when team members arbitrarily add features and functions without applying the proper change management processes

5.6 Control Scope



Work Performance Information:

How is the project scope performing **compared to the baseline**

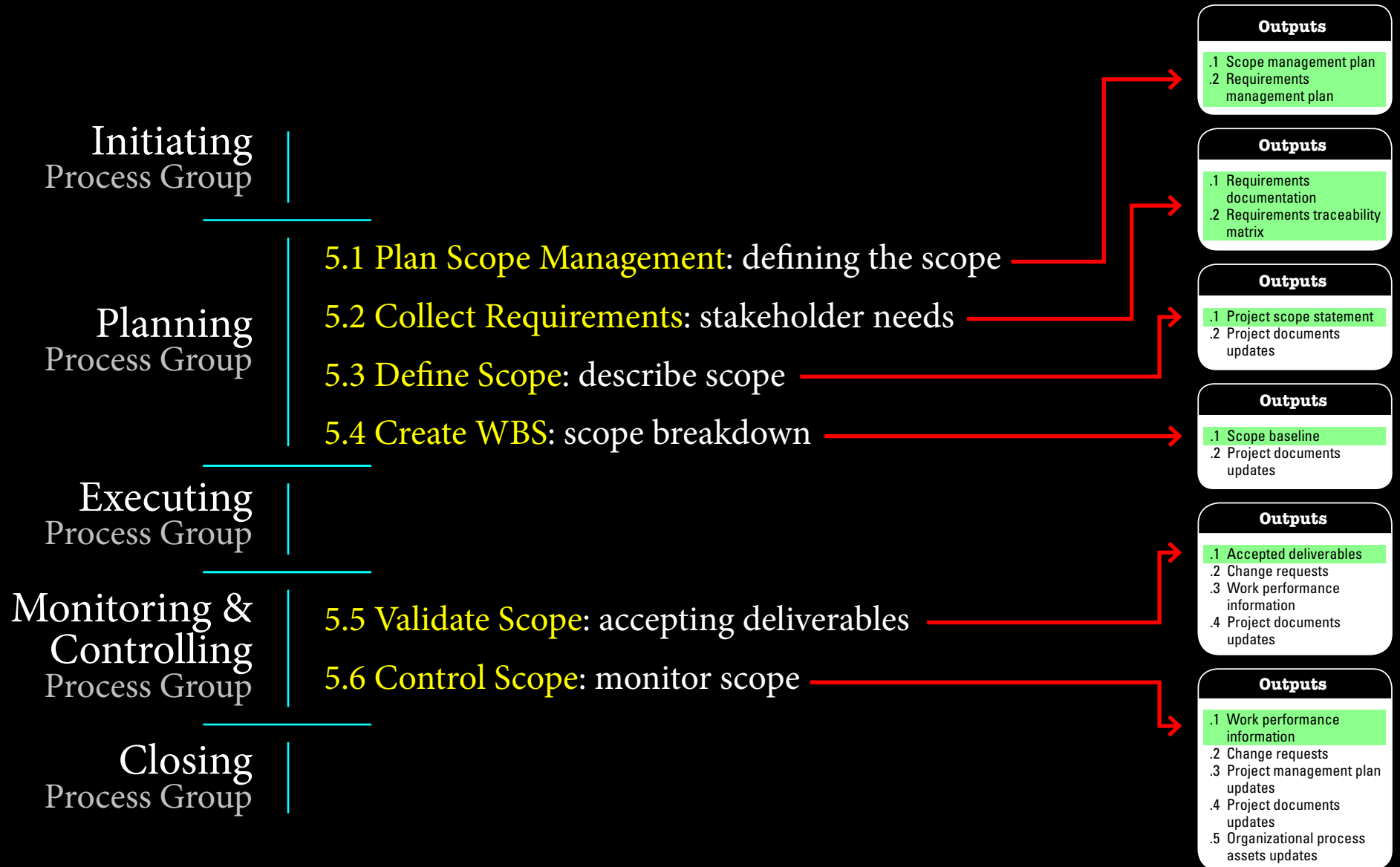
Identified the **causes of differences and change**

Include the **categories of changes**

How has/will the scope change impact; schedule, cost, and quality

Scope performance **forecasts**

Project Scope Management



Auf Wiedersehen

(good bye)