



# Project Scope Management

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# What is Scope Management?

- PMBOK Definitions & Processes
- Reasons for Project Failure
- PM Responsibilities
- Team Responsibilities
- ON Project Environment
- Past Experiences
- Summary/Best Practices
- Q&A



# Scope Management – PMBOK Definition

“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. Project Scope management is primarily concerned with defining and controlling what is and what is not included in the project.”

PMBOK 4th edition, page 134



# Project Scope Management Processes

**Collect Requirements:** Defining and Documenting Stakeholder needs to meet the project objective

**Define Scope:** Developing a detailed description of the project and product

**Create WBS:** Subdivide major project deliverables and project work into smaller, more manageable components

**Verify Scope:** Formalizing acceptance of the completed project deliverables

**Control Scope:** Monitor project status and product scope and manage changes to the scope baseline

**Scope can refer to:**

**Product Scope:** Features and functions that characterize a product, service, or result

**Project Scope:** The work needed to accomplish delivering a product, service, or result with the specified features and functions



# Main Reasons for Late, Over Budget & Failed Projects

- Lack of Sponsor Buy-in
- Lack of Requirements/Results
- Scope Creep
- Communications Issues
- Poor Project Management



# What are the PM's Responsibilities?

- Negotiate, Verify & get formal Approval w/signature Project Scope w/Sponsor & Key Stakeholders
- Plan
  - Scope Statement
  - Product Scope
  - Project Scope
  - WBS & WBS Dictionary
- Monitor & Control
  - Measure Against Baselines
  - Determine Variances
  - Verify Scope
  - Control Scope
  - Configuration Management
  - Recommend Changes
  - Preventative & Corrective Actions



# What About the Team?

- Help develop technical requirements & deliverables (Product Scope)
- Help develop schedule
- Responsible for own activities
- Have the team help develop & control scope (Ownership)



# ON Project Environment

- ON develops custom integrated semiconductors
  - Application Specific Integrated Circuits (ASIC)
- Each development is a custom project
- 250-350 Active projects on average
- ISO 9001 certified process
- Projects take 6 months to 3 years
- ~50 PMs & 600 Engineers
- International Project Teams, 10-50 people
- Pre-sales sets initial expectations
- Pre-Study/Design may reset and/or clarify
- Scope & features are contractual requirements
- May be concurrent development w/customer
- Customers like to add scope by “Clarification”



# PM Experiences

- Project Examples
  - Control 3<sup>rd</sup> party Consultants or Vendors
    - Consultants try to expand scope
    - Me included!
  - Have Had to correct Customer Scope
    - Technical Requirements not Correct
    - Scope Too Small
    - Scope Too Large
  - Exec VP Tried to Turn Call Center Projects Over to 3<sup>rd</sup> party vendor who was Managing Scope



# How Manage Scope/Best Practices

- Get Signed Documents from Sponsor
  - Scope Statement
  - Plan Approvals
    - Change Process
    - PM Authority
  - Other Project Approvals
- Involve Team in Planning
  - Take Responsibility & Ownership
- Monitor & Control Activities
  - Monitor Against Baselines
  - Look for Scope Changes
  - Change Approvals
- Formal Deliverables
  - Technical Requirements
  - Formal Acceptance (Sign-off)
- Communications
  - e-Mails
  - Minutes
  - Correspondence
  - Constant Validation & Verification



# Q&A