Project Scope Management – 2 days

Course Specifications
Course length: 2 days

Course Description
This seminar focuses on the identification, elaboration, planning and management of project scope, including selected processes from the Project Integration Management and Project Scope Management *PMBOK® Guide* Knowledge Areas. The class addresses requirements identification and analysis, scope identification and planning, the scope baseline, scope management and change control, integration of scope, schedule and cost, scope verification and sign-off by the customer. During the course, "best practices" will be introduced, and put into context through various exercises and scenarios and case studies.

Target Student: Students enrolling in this course should be planning to lead a project (primary audience) or serve on a project team (secondary audience).

Prerequisites: To ensure your success, we recommend you have some working knowledge or experience in working in a project environment, or have completed a foundations course in project management.

Delivery Method: Instructor-led, group-paced, classroom-delivery learning model with structured minds-on and hands-on activities.

Benefits: Students will learn how to use project scope management techniques to proactively plan, assess, monitor, control, document, and close out their project scope management activities on a project successfully.

Performance-Based Objectives

- Discuss the processes of Project Scope Management and a project manager's role in this activity.
- Discuss why projects are unsuccessful due to inadequate scope management, and how project teams can address this shortcoming.
- List and discuss the requirements elicitation and prioritization process used to determine a project's scope.
- Examine a Scope Management Plan, and describe its use in project scope management.
- Develop the components of the Project Scope Statement and using this document to create the project's scope boundaries.
- Discuss techniques for developing a Work Breakdown Structure for a project.
- Discuss the process of verifying project scope and formally accepting the project's deliverables.
- Identify techniques for proactively monitoring and dealing with requests for scope change throughout the project life cycle.
- Use Lessons Learned regarding project scope management to continuously improve the Scope Management Plan.

Course Content

1. Introduction to Project Scope Management

    - Session Overview
    - Introductions
    - Course Objectives

Exercise – Create a paper airplane

2. The Project Management Framework

    - Business case for a project
    - Project objectives
    - How do you define success?
    - The Triple Constraint

Exercise – Determine the project objectives

    - Stakeholders
    - Stakeholder analysis

Exercise – Identify project stakeholders

    - Managing uncertainty
    - Progressive elaboration
    - Phases & Life Cycles
    - Product Life Cycle
    - Rolling wave planning
    - *PMBOK® Guide* Processes
    - Process Group Interaction
    - Planning processes
    - Project Management Plan
    - Project Subsidiary Management Plans
    - Project Scope Management Plan

Exercise – Review a Project Scope Management Plan

    - *PMBOK® Guide* Knowledge Areas
    - Project Scope Management processes
    - Project Scope Management key processes

3. Collect Requirements

    - Collect Requirements process
    - Requirements analysis
    - Requirements gathering techniques
    - Group Creativity techniques

Exercise – Create a list of Business Requirements

    - Prioritizing requirements

Exercise – Prioritize the Business Requirements

- Collect Requirements outputs
- Requirements Documentation
- Requirements Management Plan
- Requirements Traceability Matrix
- Sample Requirements Traceability Matrix

Exercise – Fill in a Requirements Traceability Matrix

4. Define Scope
   - Define Scope process
   - Define Scope – Tools and Techniques
   - Facilitated Workshops
   - Project Scope Statement
   - Project Boundaries

Exercise – Determine the boundaries of a project
   - Assumptions
   - Constraints

Exercise – Create a Project Scope Statement

5. Create WBS

   - Create WBS process
   - Work Breakdown Structure (WBS)
     - Work Breakdown Structure – Tree view
     - Work Breakdown Structure – Outline view
   - WBS Numbering
   - Product-oriented WBS
   - Process-oriented WBS
   - Decomposition
   - Steps for Decomposing a project

Exercise – Develop a high-level WBS
   - Work packages
   - Control account
   - Planning package
   - WBS Dictionary

Exercise – Develop a detailed WBS
   - WBS Templates
   - Scope baseline
   - Setting the Performance Measurement Baselines
   - Calculating Variance

6. Verify Scope
   - Verify Scope definition
   - Verify Scope process

- Inspection
- Verify Scope vs Perform Quality Control
- Transition Documentation
- *Discussion – What typically happens during your project's deployment?*

7. Control Scope
   - Monitoring & Controlling Processes
   - Scope Creep
   - Control Scope process
   - Perform Integrated Change Control

Exercise – Develop a Scope Change Control process

   - Variance analysis
   - Calculating Variance

Exercise – Determine variances off the project plan

   - Calculating Variance

Exercise – Make recommendations for dealing with project variances

8. Class Closeout
   - Maintenance/Support Activities
   - Maintenance/Support Concerns
   - Closing Processes
   - Close Project or Phase
   - *Discussion – What typically happens during project closeout?*
   - Administrative Closure
   - Organizational Process Assets Updates
   - Lessons Learned

Exercise – Final Scenario

Class Closure