

PMBOK:

# Project Scope Management (SM) Knowledge Area

*...my perspective*

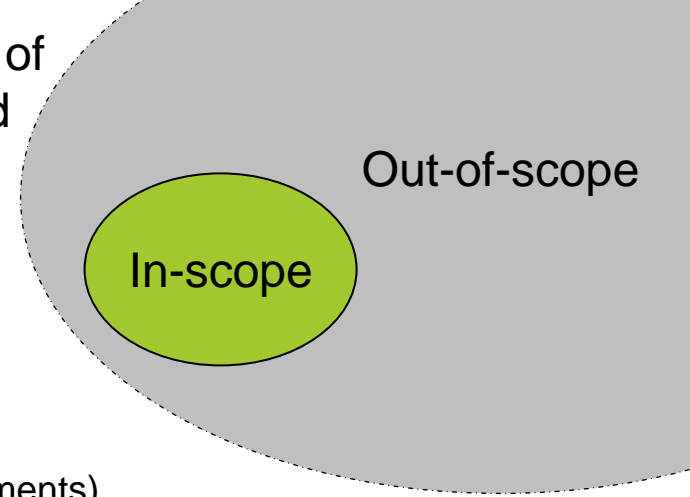
Razvan Radulian

President

Why-What-How Consulting, LLC

# Some definitions

The rest of  
the world



## Scope

In general terms...

- sets a boundary, limits, or range
- In-scope vs. Out-of-scope vs. The rest of the world

**Product Scope** (primary focus of Business Analysis/Requirements)

= the features and functions that characterize a product, service, or result

**Project Scope** (primary focus of Project Management)

= the work that needs to be accomplished to deliver a product, service, or result with the specified features and functions

Note about PMBOK's use of terms:

- Scope = Project Scope (**but**, sometimes, Scope = Project + Product Scope)
- Product = Product, Service, or Result

**Management** = Plan, Define, Execute, Monitor & Control, Close

**Scope + Management = Scope Management**

## PMBOK:

*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.*

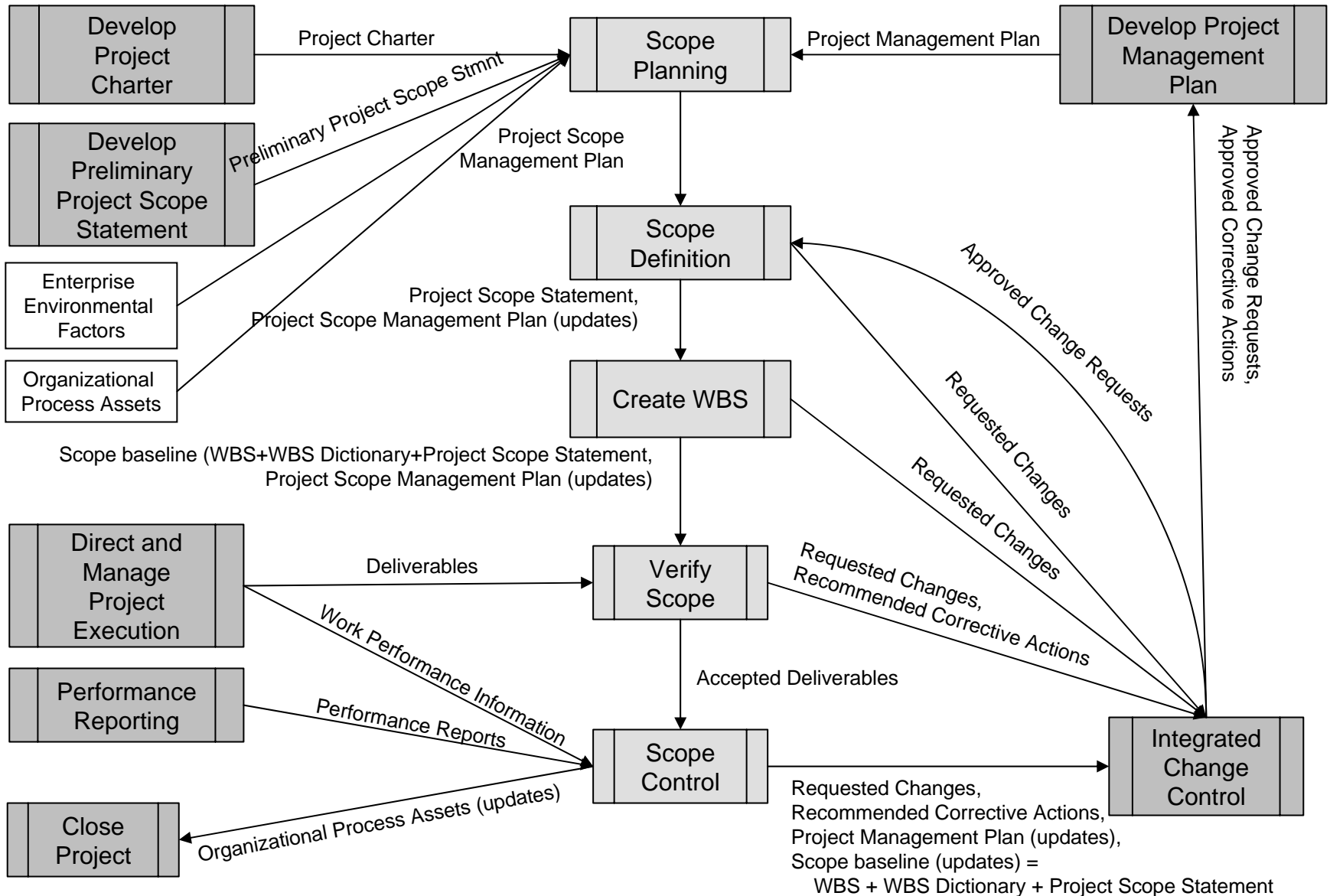
# Why do it?

- Strong interdependency between Product and Project Scope:
  - Product Scope determines Project Scope
  - Project Scope implements and constraints Product Scope
- Without Product Scope it would be impossible to:
  - Agree on what the product should be (the Requirements)
  - Verify if the Product meets its Requirements

Note: think in terms of Features & Functions
- Without Project Scope it would be impossible to:
  - Determine & agree on the work that needs to be done to deliver the product (within scope)... and the work that should stay out of scope
  - Plan, Execute, Monitor and Control the Project Work (and its Product deliverables)

Note: think in terms of Activities, Resources, Schedules, Costs...

# Project Scope Management Process Flow (PMBOK Fig 5-2, page 106)



## PM Framework:

# SM's relationships with other KA

### Key Inputs:

- Project Charter (from Initiation)
- Preliminary Project Scope Statement (from Initiation)
- Project Management Plan (from Planning)
- Deliverables (from Execution)
- Work Performance Information (from Monitoring & Control)
- Approved Change Requests (from Monitoring & Control)
- Performance Reports (from Monitoring & Control)

### Key Outputs:

- Project Scope Management Plan (as part of Project Management Plan)
- Project Scope Baseline:
  - Project Scope Statement
  - WBS
  - WBS Dictionary

Note: horizontal axis on Figure 5-2 of PMBOK (page 106)

# Tip: **Develop language agility...**

Scope Planning (PMBOK)

= Develop/update Project Scope Management Plan

= Plan Project Scope Management

Scope Definition (PMBOK)

= Develop/update Project Scope Statement

= Define Scope (high level)

Create WBS (PMBOK)

= Create/update WBS = Breakdown Project Work into Work Packages and WBS Dictionary (detailed level)

Scope Verification (PMBOK)

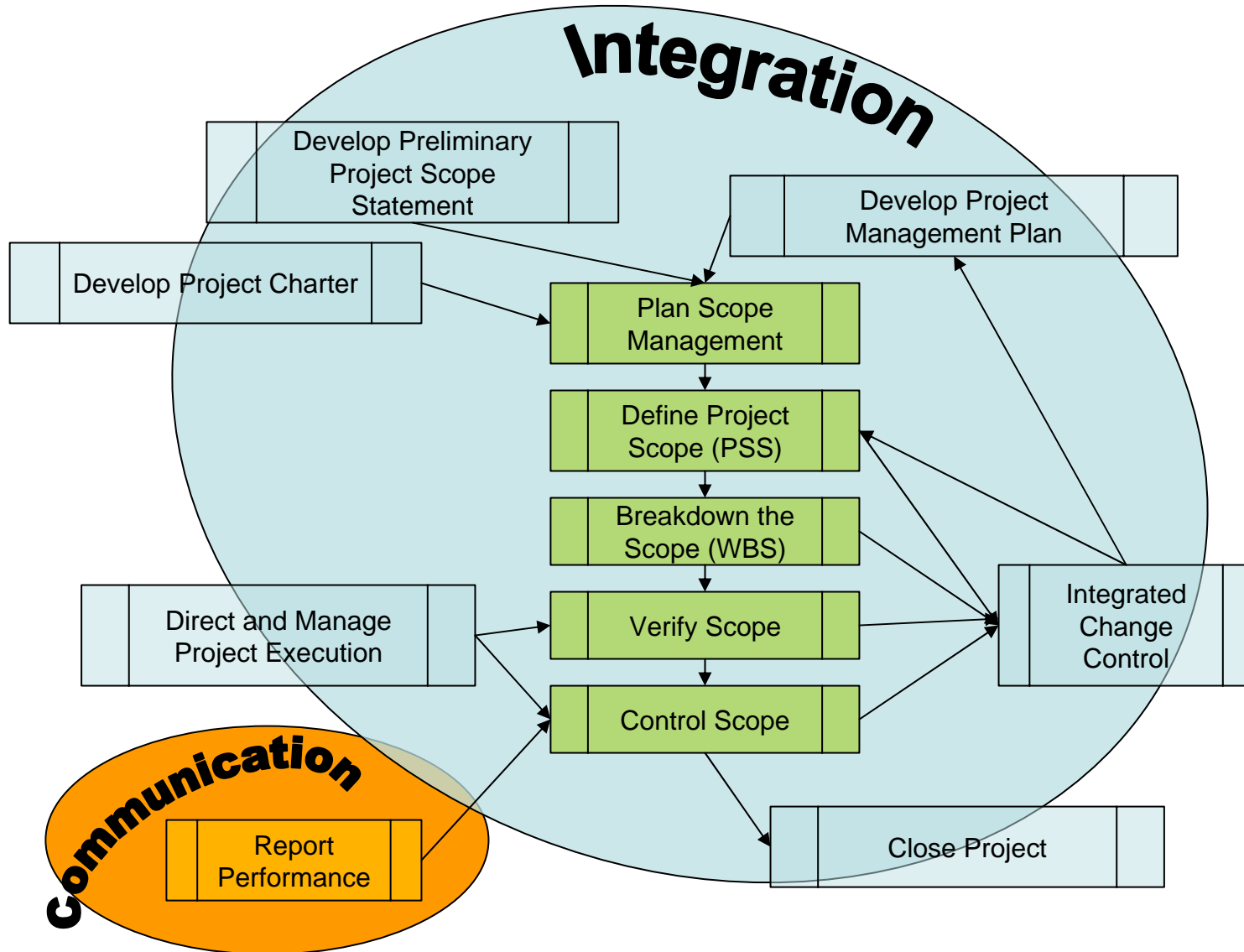
= Verify Project Scope

Scope Control (PMBOK)

= Monitor and Control Project Scope (changes)

Note: Apparently, PMI finally heard my “bickering”... PMBOK4 uses the new process naming convention (<action> <subject>). Thanks 😊

# Project Scope Management's relationships with other Knowledge Areas



# PM/(p)SM Framework: key processes/components

## 1. INITIATING (... "pre"-Project Scope):

- Develop Project Charter (PC) [KA:Integration, not SM!]
- Develop Preliminary Project Scope Statement (p-PSS) [KA:Integration, not SM!]

## 2. PLANNING:

- Plan (or update) Project Scope ⇒ Project Scope Management Plan
- Define (or update) Project Scope ⇒ Project Scope Statement
- Create (or update) WBS ⇒ WBS, WBS Dictionary

**PROJECT SCOPE BASELINE =**  
    **Project Scope Statement (PSS)**  
    **+ WBS**  
    **+ WBS Dictionary**

## 3. EXECUTION:

- Direct and Manage Project (Work) Execution [KA:Integration, not SM!]

## 4. MONITORING & CONTROL:

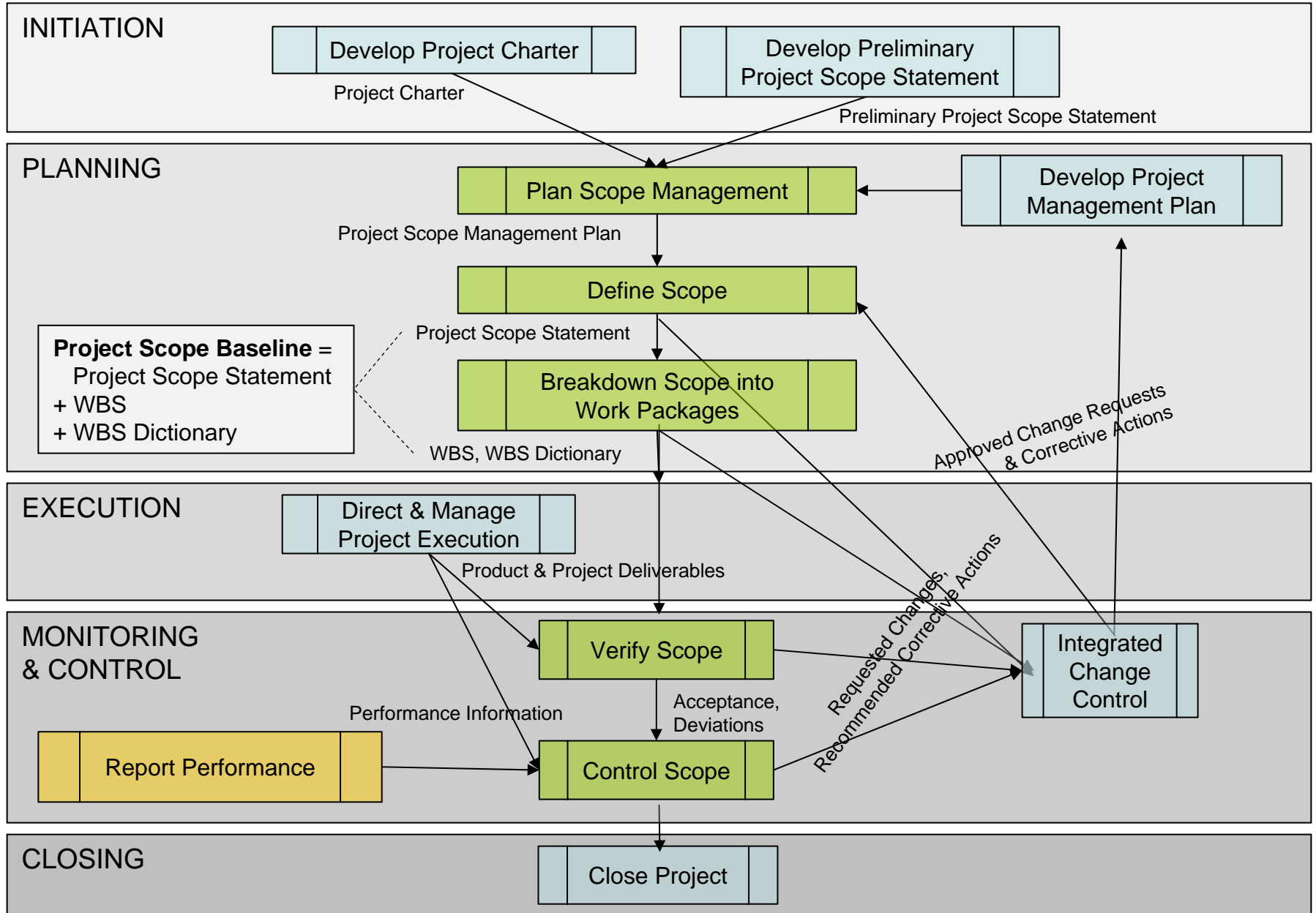
- Verify Project Scope ⇒ Accepted Project Work, Requests to change...
- Requests to change Project Scope ⇒ Control Project Scope ⇒ ICC

## 5. CLOSING:

- ... no SM work!

Note: vertical axis on Figure 5-2 of PMBOK (page 106)

# Project Scope Management, Knowledge Areas, Process Groups



# Key concept (...worth repeating)

Project Scope Statement

+ WBS

+ WBS Dictionary

-----

= Project Scope Baseline

# Remember...

## **Progressive Elaboration:**

- Iterative
- Incremental

## **Cycles:**

1<sup>st</sup>: establish Baseline(s)

2<sup>nd</sup>-n<sup>th</sup>: maintain/update baseline(s), ICC