

Projects & Scope

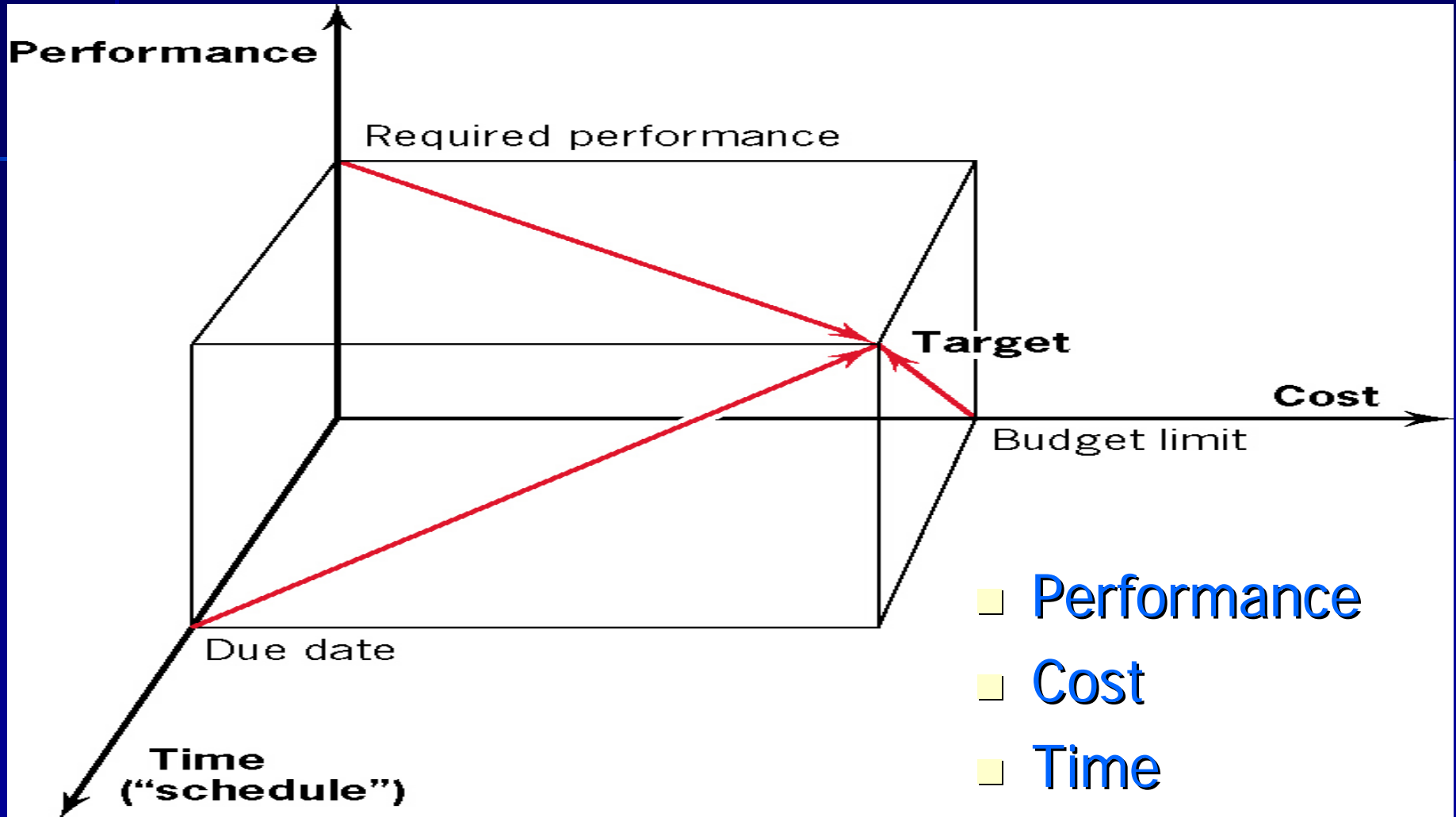
Projects in Contemporary Organizations

- What is a “project”
- Why project management?
- The project life cycle (PLC)

Project Management Drivers

- Expansion of knowledge
- Demand for new products
- Worldwide markets
- Competition
- Belief “better living through technology”
- Expanding size of projects

Three Project Objectives

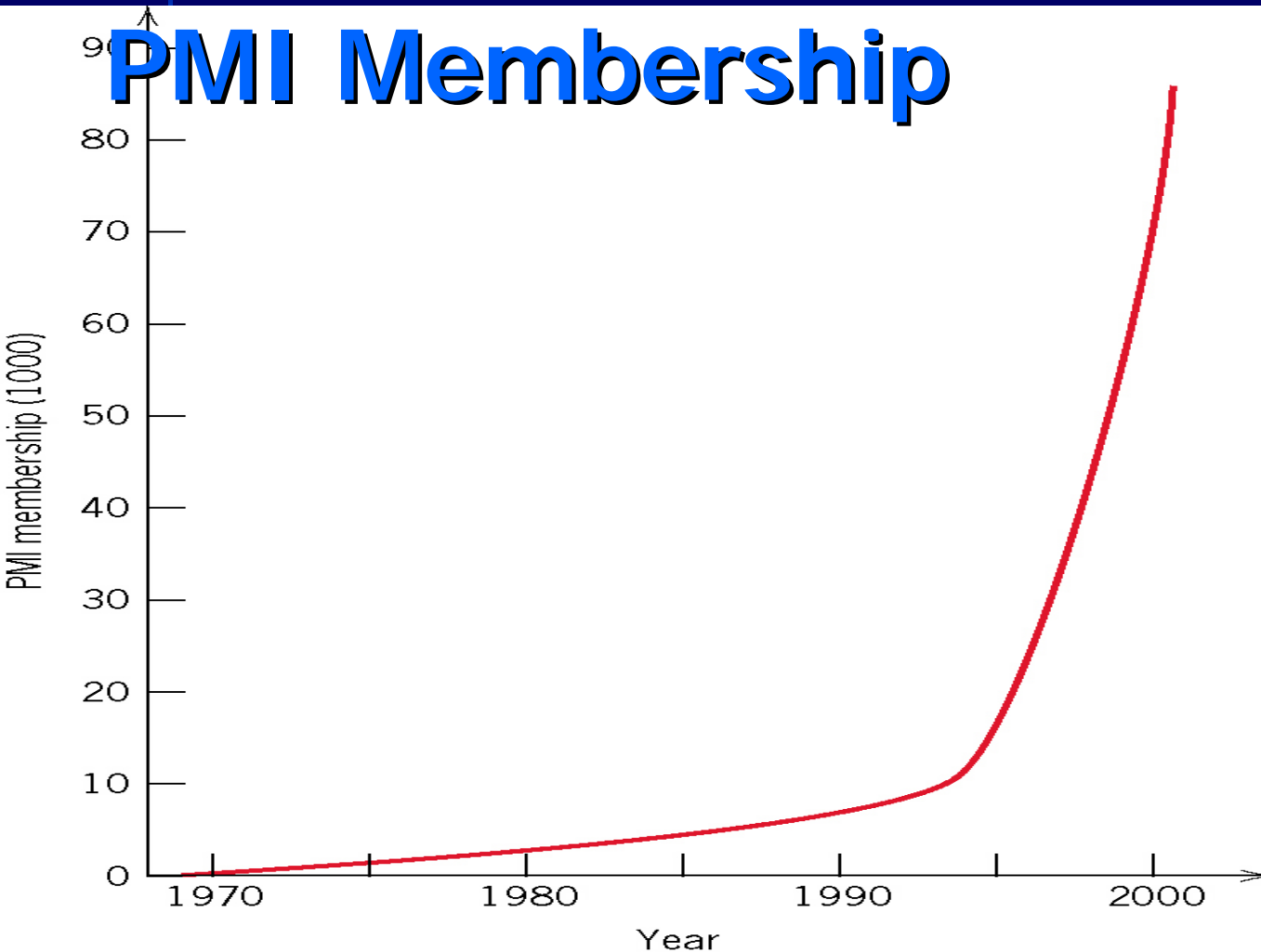


MERIDITH: Project Management, 5e

Fig. 1.1

W-1

The “professional” PM



- 1990:
 - 7,500 members
- 2001:
 - 60,000 members
- 2006
 - 200,000

Recent Managing Changes

- Less hierarchical
- Systems approach
- Project oriented

Project Definition

Definition used by PMI:

A temporary endeavor undertaken to create a unique product or service

Terminology

- Program (group of projects)
- Project
- Task (subset of work elements)
- Work package (sub element of task)
- Work unit

Project Attributes

- Purpose
- Life cycle
- Interdependencies
- Uniqueness
- Conflict

Why Project Management?

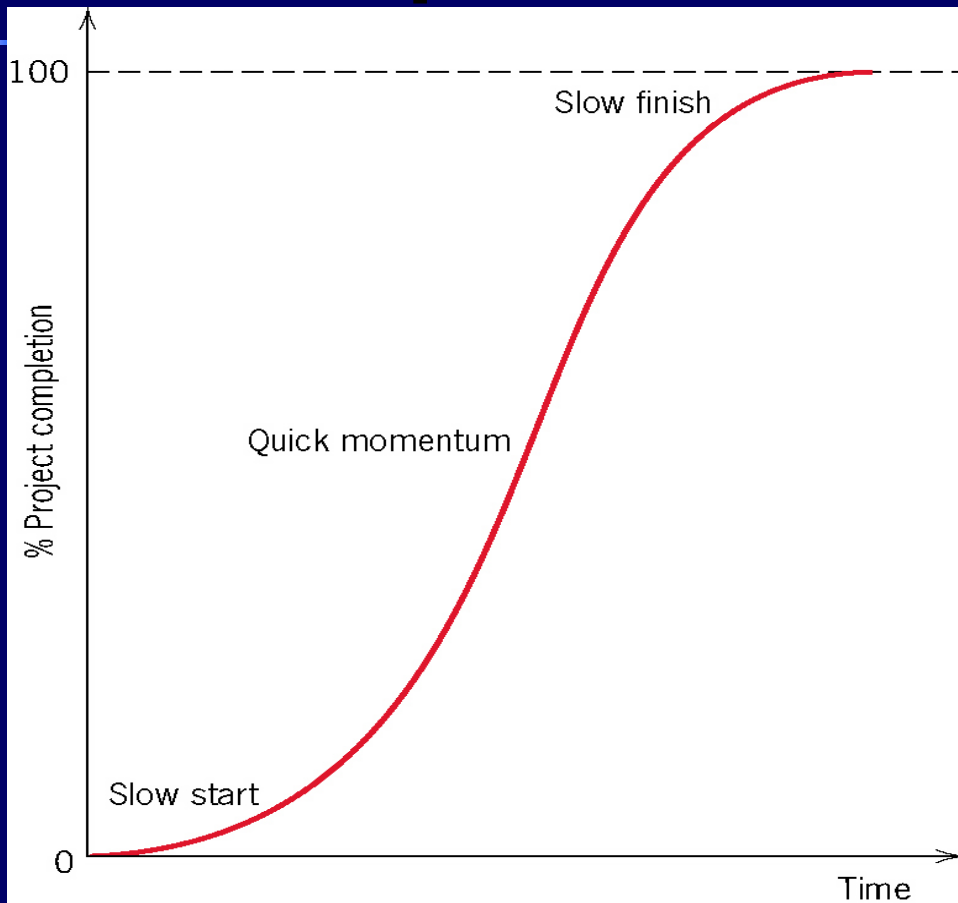
Plus

- Responsive to client and environment
- Fast problem resolution
- Quick decision making
- No sub optimization

Minus

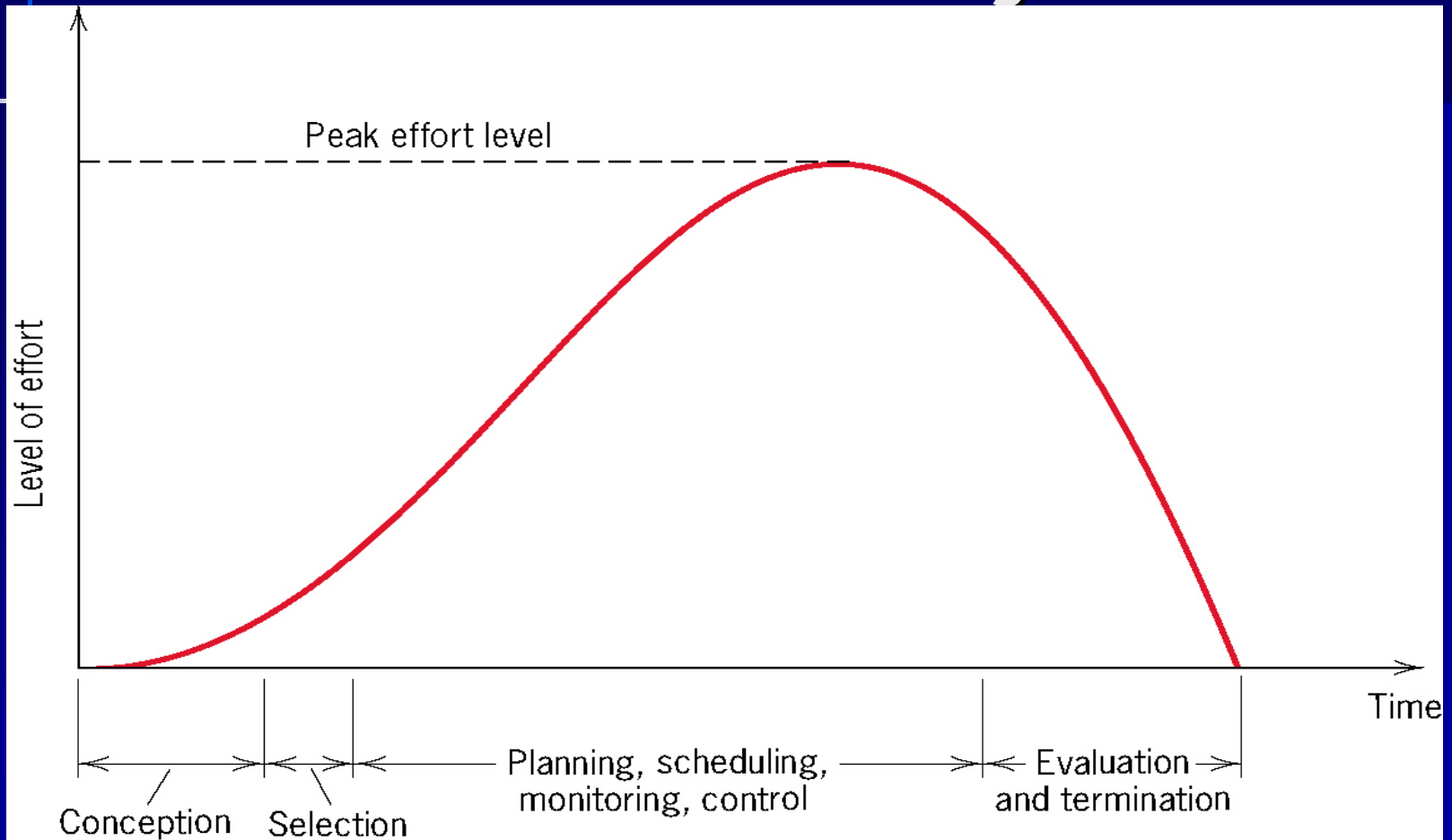
- Organizational complexity
- Policy violations
- Lower personnel utilization

Project Life Cycle: (% Completion) Vs. (Time)



- Slow start
- Quick momentum
- Slow finish

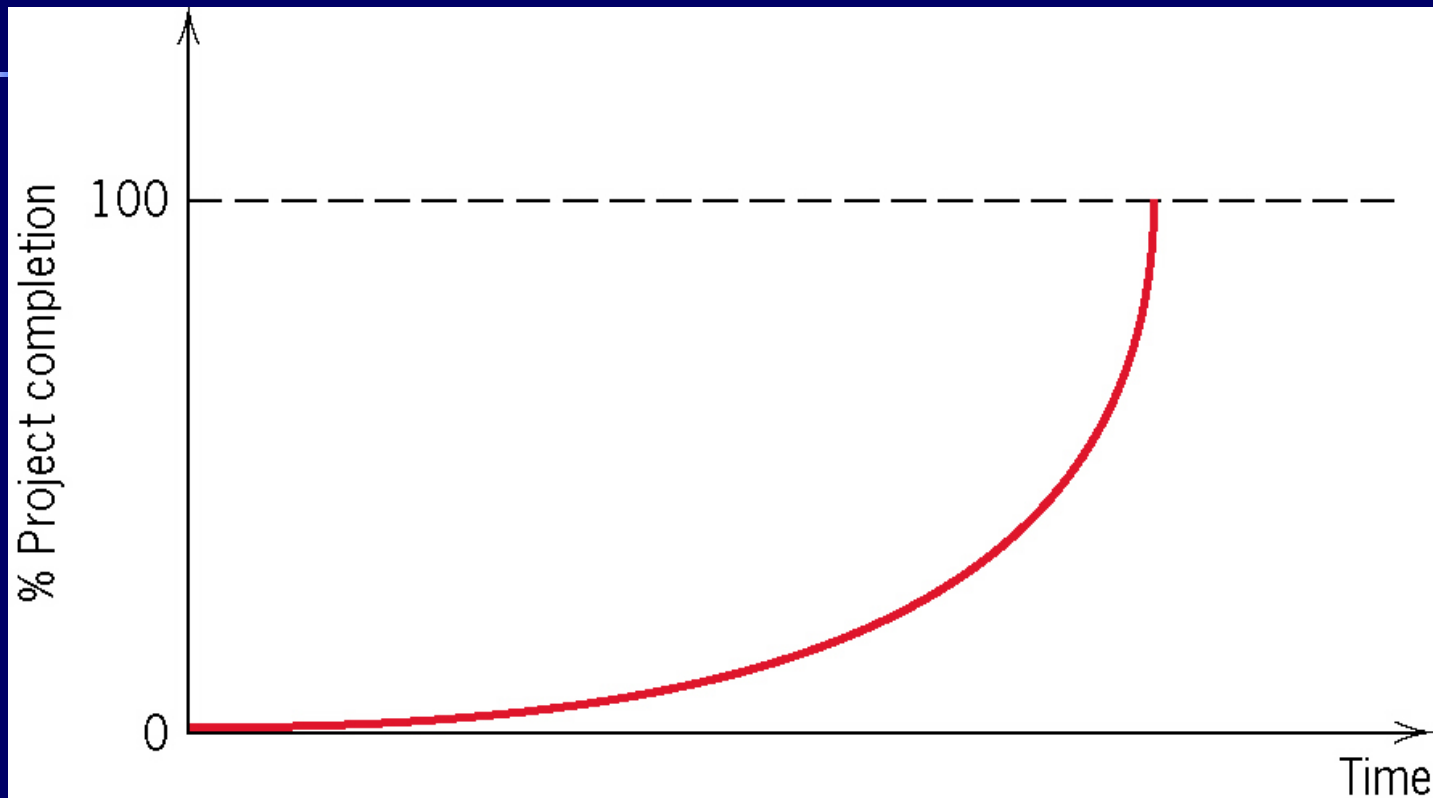
Project Life Cycle: Time Distribution of Project Effort



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Fig. 1.4 W-4

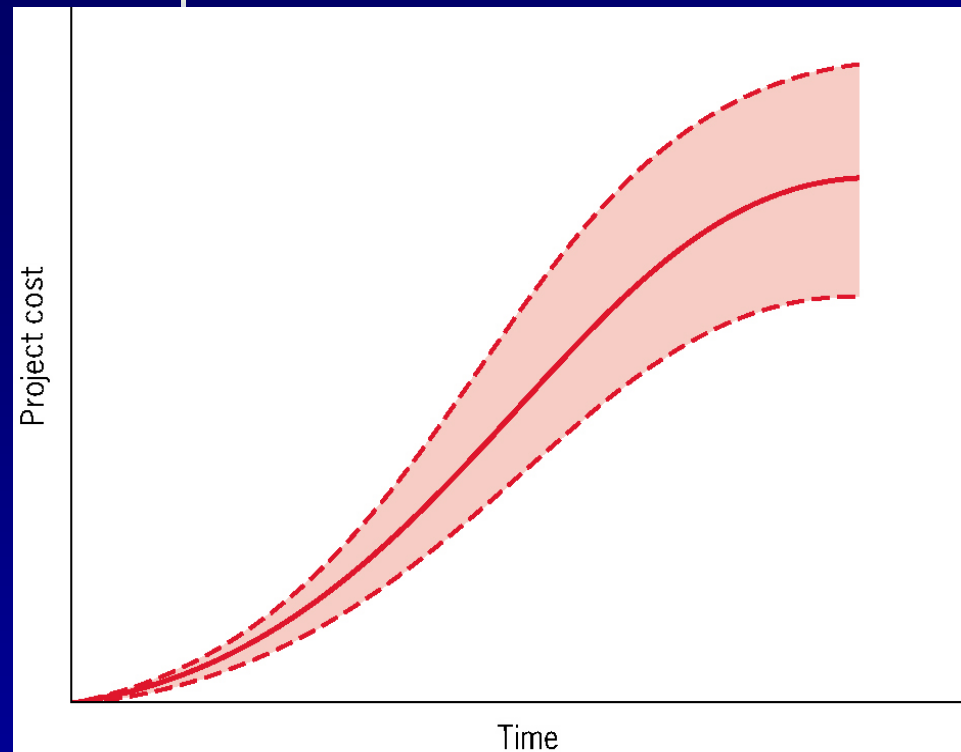
Project Life Cycle: Increasing Marginal Returns



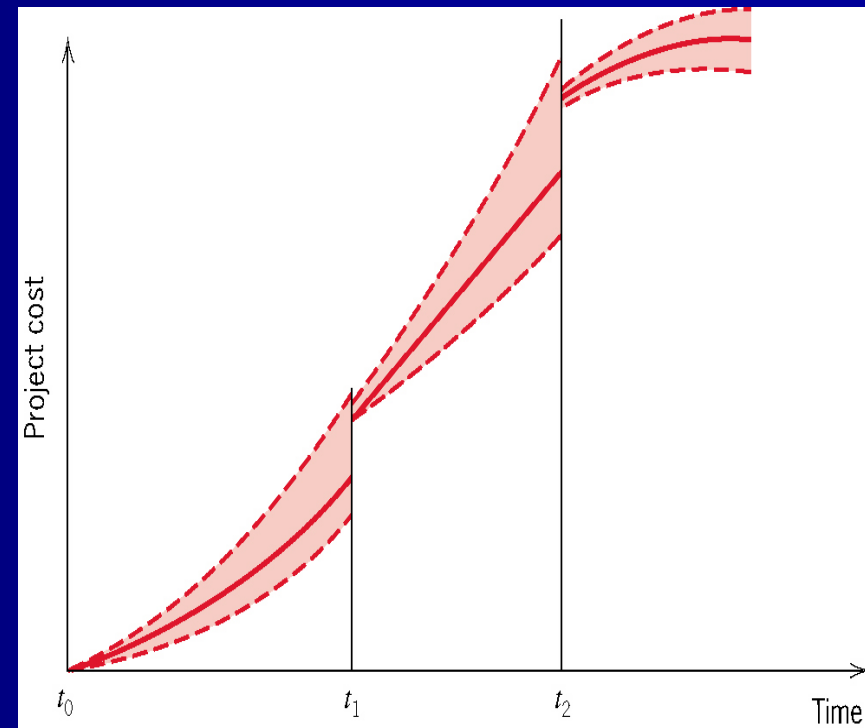
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Fig. 1.5 W-5

Project Life Cycle: Reduce Uncertainty of Cost Estimate



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Fig. 1.6 W-6



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Fig. 1.7 W-7

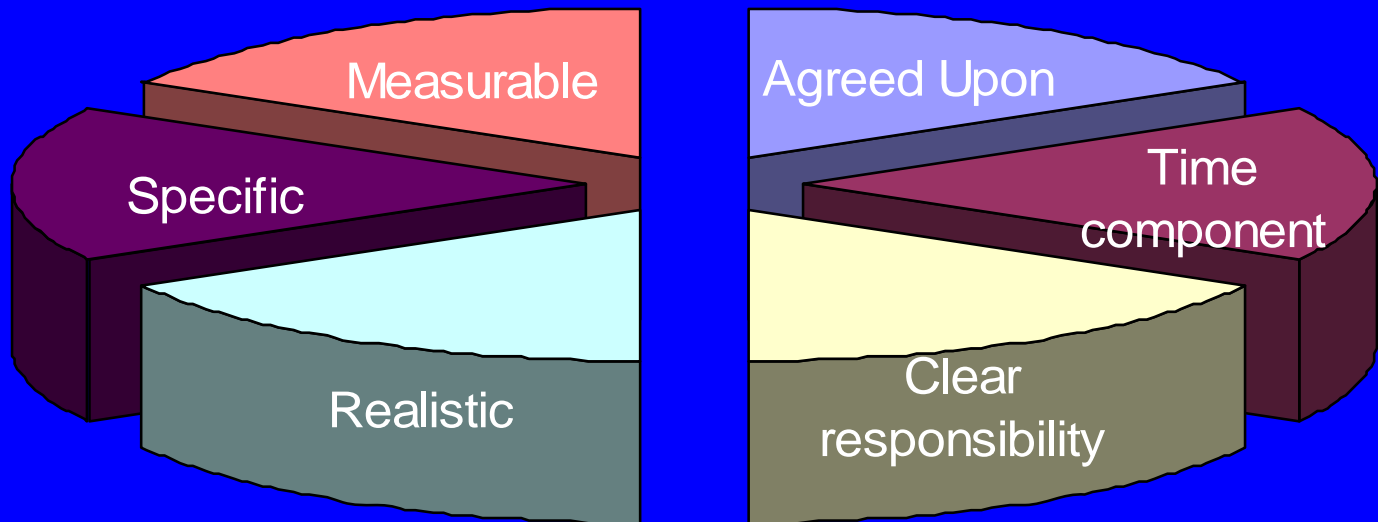
Scope Management

Clear Goals

It concerns us to know the purpose we seek in life, for then, like archers aiming at a definite mark, we shall be more likely to attain what we want.

- Aristotle

6 Criteria for Great Goals



Scope Management

Initiation

Planning

Definition

Verification

Change Control

Scope Initiation

Inputs	Tools & Techniques	Outputs
Product Description	Project selection methods	Charter
Strategic Plan	Expert judgment	Project manager
Selection Criteria		Identified constraints
Historic Information		Assumptions

Scope Planning

Inputs	Tools & Techniques	Outputs
Product Description	Product analysis	Scope statement
Constraints	Cost/ benefit analysis	Supporting detail
Assumptions	Alternative identification	Scope mgmt plan
	Expert judgment	

Scope Definition

Inputs	Tools & Techniques	Outputs
Scope Statement	WBS templates	WBS
Constraints	Decomposition	Scope Statement Updates
Assumptions		
Historical information		

Scope Verification

Inputs	Tools & Techniques	Outputs
Work Results	Inspection	Formal Acceptance
Documentation		
WBS		
Scope statement		
Project Plan		

Scope Change Control

	Inputs	Tools & Techniques	Outputs
	WBS	Change Control system	Scope Changes
	Performance Reports	Performance measurements	Corrective Action
	Change requests	Additional Planning	Lessons Learned
	Scope Mgmt Plan		Adjusted baseline