

## Managing Project Scope

Managing scope on a project is one of the most difficult and demanding jobs of a project manager. Pinning down the project scope starts with a clear understanding of the needs and expectations of the key stakeholders. It involves more than just knowing what needs done. It also requires knowing what not to do and how to manage the changes that inevitably come up during a project.

Poor requirements management is a major cause of project failure, second only to changing organization priorities.<sup>1</sup>

PMI's *Pulse of the Profession* research published in 2014 discovered that of the organizations surveyed:

- Only 49% have the resources in place to do requirements management properly;
- Only one-third say that their leadership values requirements management as a critical competency for projects and strategic initiatives; and
- 53% fail to use a formal process to validate requirements in an unbiased way.

Students will work in teams to develop a project charter, gather requirements, write a scope statement and create a WBS as well as learn to manage scope once the work begins.

### Learning Points:

- Understand the importance of scope management for project success
- Learn techniques to elicit requirements
- Learn to identify critical project stakeholders
- Recognize the variety of resource constraints that can affect a project
- Gain the knowledge pillars of defining and organizing project goals and objectives

### Designed for

This course is designed to provide project managers and business analysts with the foundational knowledge and skills required to identify and document user requirements. We'll look at how requirements are managed throughout the project lifecycle. When it comes to requirements management it is not **who**, but **how** requirements are captured and communicated that makes the difference.

---

<sup>1</sup> Source: PMI 2014 Pulse of the Profession® study

# Outline

## **Quick review of the basics**

- The competing demands of a project
- Defining success
- Project charter

## **Clarifying needs and expectations**

- Stakeholder analysis
- Collecting requirements
- Constraints and assumptions
- Tools for success

## **Creating a scope baseline**

- What's in and what's out
- WBS - Breaking it down
- WBS dictionary
- Influence of the competing demands

## **Collecting requirements**

- Plan for elicitation
- Prepare for elicitation
- Conduct elicitation
- Document outputs from elicitation activities
- Selecting and practicing elicitation techniques

## **Managing scope & requirements**

- Validating and accepting deliverables
- Managing changes - preventing scope creep
- Evaluating the impact of scope and requirements changes

---

---

For information on hosting this workshop, or a similar workshop, at your company,  
please call us 316-978-3118