



WESTMINSTER

International University in Tashkent

An Accredited Institution of
the University of Westminster (UK)

Project Management

Lecture 5: Initiating a Project. Project Scope

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Agenda

- Initiation Phase
- Project Scope
- Project Scope Statement

Initiation

The initiation phase is the first phase of the entire project management life cycle. The goal of this phase is to define the project, develop a business case for it, and get it approved. During this time, the project manager may do any of the following:

- Perform a feasibility study
- Create a project charter
- Identify key stakeholders
- Select project management tools

Taken from: <https://www.wrike.com/project-management-guide/project-lifecycle/#the-planning-phase>

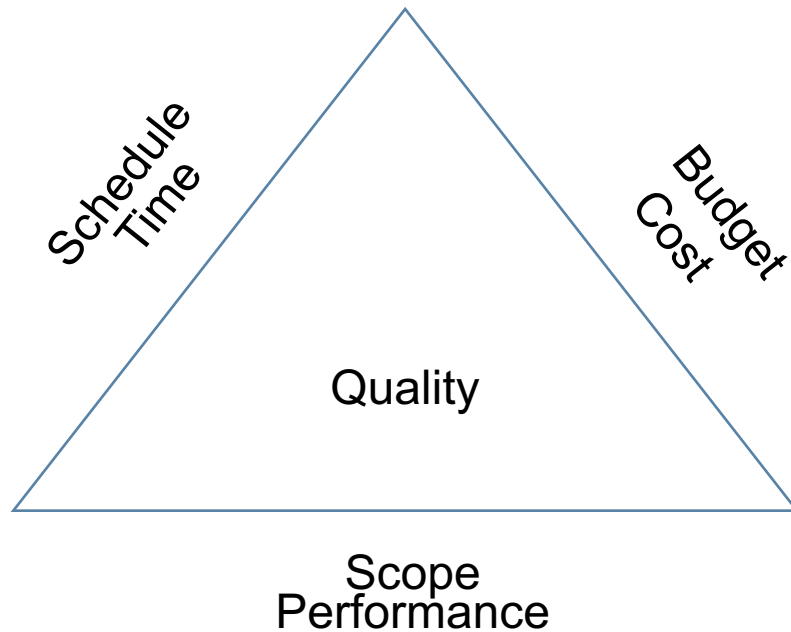
Feasibility Study



Project Management channel, <https://www.youtube.com/watch?v=pN6ZZ51QCPU>

Project Priorities

- Project Management success depends highly on how project expectations are met in context of triple constraints.



Interrelation among them varies.

- There can be a trade off of scope in order to meet schedule or on budget
- Cutting costs might be reached via lower quality of material or labour
- Longer project tasks lead to higher costs

Pinto, J. K. (2007). Project management: achieving competitive advantage. Upper Saddle River, NJ, USA: Pearson/Prentice Hall., page 18

This tool is helpful to identify the key criteria of the project with regard to:

Time




Cost

Performance

	Time	Performance	Cost
Constrain		●	
Enhance	●		
Accept			●

For instance, for new wireless modem development project **time to market is crucial** and PM should take every opportunity to reduce time even **compromising the budget** – which is not desirable but acceptable. Original **performance specifications cannot be compromised.**

How about an event management project? Say conference.

	Time	Performance	Cost
Constrain			
Enhance			
Accept			

Words with scope

- Microscope
- Telescope

- Kaleidoscope
- Stethoscope



Project Scope

- Project scope is the **sum of the products (deliverables) and services to be provided by a project.**
- Project scope is a definition of the **end result or mission of project** - a product or service for customer or client.
- The scope document directs **focus on the project purpose** throughout the life of a project

Project Scope

Why do we need project scope?

The main aim of the scope is to determine what is expected from the project – what belongs to project and what does not – to have the focus.



Monica Sharma, 2017. at <https://max78621.wordpress.com/2017/02/19/when-life-become-blur/>



How the customer explained it



How the Project Leader understood it



How the Business Consultant described it



How the Analyst designed it



How the Programmer wrote it



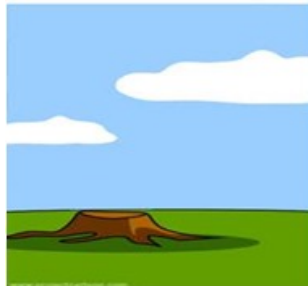
How the project was documented



What Operations installed



How it performed under load



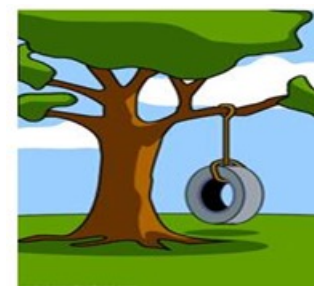
How it was supported



What marketing advertised



How the customer was billed



What the customer really needed

Tlsmarketing, 2013, available at - <https://www.tslmarketing.com/blog/create-a-wow-marketing-experience-for-your-customers.htm>

5 Tips for an effective project scope management

- Ensure to create a Work Breakdown Structure (WBS) as it will provide a breakdown of the scope statement into smaller, more manageable pieces.
- To avoid unnecessary work and stress, avoid ambiguity in your scope. Define it as clearly as possible.
- Make the process of defining scope a collaborative process to prevent misinterpretations of requirements.
- Ensure that the scope document is not altered during project execution to avoid any increase in scope beyond what was initially discussed.
- Finally, take your time to consult all relevant stakeholders and define the project scope, as it cannot change once finalized.

Kissflow Project, 2022 at <https://kissflow.com/project/project-scope-management/>



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Project Scope Statement

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Project Scope Statement

WIUT

Project Objectives

COST/TIME/SPECIFICATION.

Deliverables

expected, measurable outputs

Milestones

significant event in a project that occurs at a point in time.

Project Scope Statement

WIUT

Limits and Exclusions

limits of scope – out of scope

Review with customer

understanding and agreement of expectations.

Technical requirements

standards to follow

Project Scope Statement

WIUT

Project objective. To construct a high-quality, custom home within 5 months at a cost not to exceed \$500,000.

Deliverables:

- A 2,200 square foot, 2 ½-bath, 3-bedroom, finished home.
- A finished garage, insulated and sheetrocked.
- Kitchen appliance to include range, oven, microwave and dishwasher.
- High-efficiency gas furnace with programmable thermostat.

Milestones:

- Permits approved
- Foundation poured
- Framing, plumbing, electrical and mechanical inspections passed
- Final inspection passed

Project Scope Statement

Technical Requirements

1. Home must meet local building codes.
2. All windows and doors must pass NFRC class 40 energy rating.
3. Exterior wall insulation must meet an “R” factor of 21.
4. Ceiling insulation must meet an “R” factor of 38.
5. Floor insulation must meet an “R” factor 25
6. Garage will accommodate two large-size cars and one 20-foot Winnebago.
7. Structure must pass seismic stability codes.

Project Scope Statement

WIUT

Limits and exclusions

1. The home will be built to the specifications and design of the original blueprints provided by the customer
2. Owner is responsible for landscaping.
3. Refrigerator is not included among kitchen appliances.
4. Air conditioning is not included but prewiring is included.
5. Site work limited to Monday through Friday, 8.00-18.00

Project Scope Statement

WIUT

Review with customer

To have a regular face to face meeting and get formal approval of the work accomplished.

Class activity

WIUT

Your roommate is about to submit a scope statement for a spring concert sponsored by the entertainment council at Western Evergreen State University (WESU). WESU is a residential university with over 22,000 students. This will be the first time in six years since WESU sponsored a spring concert. The entertainment council has budgeted \$40,000 for the project. The event is to occur on June 5th. Since your roommate knows you are taking a class on project management she has asked you to make suggestions for creating project scope statement.

Draft your version of Project Scope Statement.

Possible answer

WIUT

Project Objective

To organize and deliver a 6-hour spring concert on June 5th for the cost of \$40 000.

Deliverables

- Concert security
- Local newspapers and radio stations
- Six hours of musical entertainment
- Concert t-shirt design
- Local sponsors
- Food venues
- Event insurance

Possible answer

WIUT

Milestones

- All permissions and approvals secured
- Big-name artist signed
- Secondary artists contracted
- Vendor contracts secured
- Advertising campaign ended
- Set-up planned
- Concert finished
- All cleaned-up

Technical Requirements

- Professional sound stage and system
- At least five performing acts
- Restroom facilities
- Parking
- Compliance with WESU and city requirements

Possible answer

WIUT

Limits and Exclusions

- Seating capacity for 8,000 students
- Performers are responsible for travel arrangement to and from (WESU)
- Performers must provide own liability insurance
- Concert must be over at 00.15

Customer Review: WESU weekly meeting



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Questions?

References

1. Burke, R. (2003). *Project Management: Planning and Control Techniques*. 4th edition, Wiley: West Essex. (chapters 4, 5, 8).
2. Kerzner, H. (2013) *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 11th edition, Wiley. (p. 55-60; p. 1015-1068)
3. Larson, E., & Gray, C. (2018). *Project Management: The Managerial Process* 7e. McGraw Hill.
4. Pinto, J. K. (2007). *Project management: achieving competitive advantage*. Upper Saddle River, NJ, USA: Pearson/Prentice Hall.