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Overview

- Definitions
- Importance of Requirements
- Best Practice Example
  - Overseas system conversion project
- Tips to avoid some pitfalls

Project Scope Management

- Processes required to ensure project includes all the work required and only that work. Managing what is and is not included in the project.

- Requirements – documented needs and expectations of customers and stakeholders.

Best Case Example
System Conversion Project

- Problem – Fruit processing. Old system resulted in lost or wasted products and resources, inefficiencies, and employee dissatisfaction.

- Business Owner took action following many aspects of the PM Methodology and best practices.

System Conversion Project Best Practices

- PM selected early on
- Scope clearly defined at start
- Communications plan created and used
- High level schedule outlined
- Initial risk assessment conducted
- High level functional requirements identified
- Technical requirements identified and designed
- Training conducted for project team
- Issue management addressed at start and resolved
- SOW and contract issued after initial planning
- Risk management response plan developed and used
- Tracking and reporting progress
- Scope Management employed
- Extensive testing linked to original requirements after development
- Old system sunset and erroneous data purged from new system

Needs Requirement Life Cycle

- Needs emergence – complaints heard by BO
- Needs recognition – understood early on that the system needed conversion and relocation.
- Needs articulation – BO explained and got PM and team buy-in early.
- Functional requirements – Identified customer expectations.
- Technical requirements – specs, basis of design

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The Exodus

- Moses assigned as PM (Exodus 3:7-10)
- Project objectives laid out (Ex 3:8)
- Moses frequently talks to people, BO (Ex 3:16)
- System purge and 3 day journey outlined
- Pharaoh will not support conversion
- Perform series of miracles prior to relocation (Ex 4)
- Shows Moses how to use the rod
- BO trains Moses and Aaron on what to say (Ex 4)
- BO provides solutions for Moses' issues
- Covenant not in place until after planning (Ex 6:4)
- BO avoids some risks and accepts or takes them through other risks during project (Ex 13 & 14)
- Moses and God frequently track progress/status
- Scope expanded Ex 4:4; Moses always reminded
- Stress testing at Red Sea; linked to requirements
- Ensures old system bugs don't cross over into new system; project phase closure after Red Sea crossed

PMBOK is the PM's Bible

- Most best practices found or birthed from it.
- Is a template you can use in any environment.
- Difference between knowing it and applying.

And he said unto them, How is it that ye sought me? Wist ye not that I must be about my Father's business? (Luke 2:49)

Project Scope Management

- Collect requirements – what you need to meet objectives
- Define scope
- WBS – dividing deliverables into smaller components
- Verify scope – testing and acceptance of completed deliverables
- Control scope – BO always monitored status with PM and always controlled scope; expanded scope when needed

Common Pitfalls Managing Needs

- Fuzzy needs
- Customer ignorance of needs
- Identify solution prematurely (ready, fire, aim)
- Addressing wrong needs
    - Multiple customer needs must be separated
    - Values of IT analyst can distort customer needs
    - Gold plating needs
- Customers don't always know what they need (but think they do)
    - Difference between wants and needs
- Scope creep
- Not managing requirements throughout the project lifecycle....especially during execution and closure
    - Technical requirements not matching functional needs
    - Test cases not linked back to requirements

For which of you, intending to build a tower, sitteth not down first, and counteth the cost, whether he have [sufficient] to finish [it]? Lest haply, after he hath laid the foundation, and is not able to finish [it], all that behold [it] begin to mock him, Saying, This man began to build, and was not able to finish.   (Luke 14: 28-30)

Will Manage Projects for Food

Thank You