

Goals and Objectives

The goals and objectives of this module are:

- Break down the scope of a project using the Work Breakdown Structure (WBS)
- Determine the project tasks

Reading Assignment

PMBOK® Guide, Chapter 5

Project Scope Management

Project Scope Management includes the processes and activities required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. As shown in Section 5 of the *PMBOK® Guide*, Project Scope Management consists of six project management processes. They are:

1. Plan scope management
2. Collect requirements
3. Define scope
4. Create WBS
5. Validate scope
6. Control scope

Requirements

As stated in the *PMBOK® Guide*, 5.2 Collect Requirements is “the process of determining, documenting, and managing stakeholder needs and requirements to meet project objectives.” These needs and requirements could include the Measures of Project Success that we listed in Module 2. For example, the house project had the following list of needs and requirements for each stakeholder:

Stakeholders	Measures of Project Success (what will meet or exceed the expectation of each stakeholder)
Owners	On budget, on time, to specifications
Owners' family	Family activity room, play area, swimming pool
Contractor	Make fair profit
Workers	Fair pay and benefits, good working conditions
Lender	On budget, on time

Measures of Project Success for a House Project

Project Scope Statement

The project scope is the work that must be performed on the project to deliver a product, service, or result with the specified features and functions. One of the ways to ensure a common understanding of the project scope is through what is called a Project Scope Statement, as discussed in Section 5.3.3.1 of the *PMBOK® Guide*. The Project Scope Statement is the output of Define Scope.

The *PMBOK® Guide* lists potential components of a Project Scope Statement:

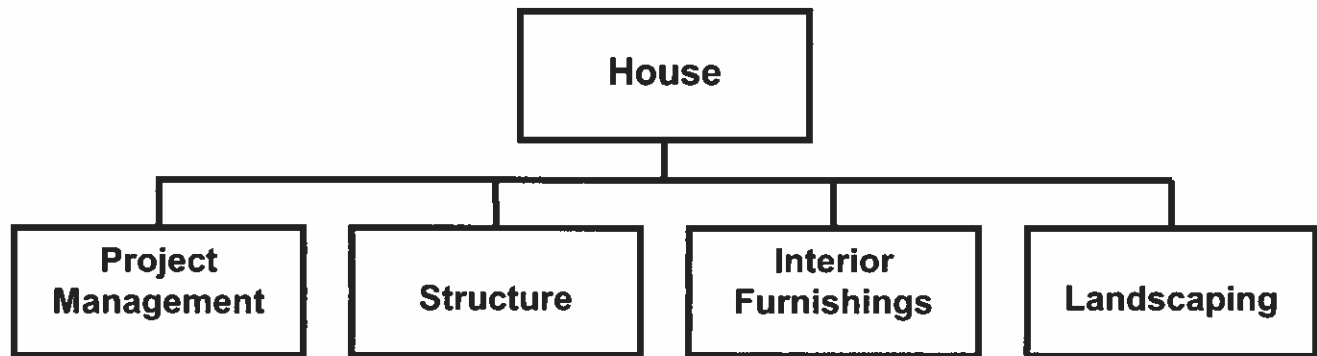
- Product scope description
- Deliverables
- Acceptance criteria
- Project exclusions

The Scope Summary Chart that we developed in Module 2 is a simplified version of a Project Scope Statement.

Develop WBS

The primary output of the initial project management processes in the Project Scope Management Knowledge Area is the Work Breakdown Structure (WBS). The Work Breakdown Structure is a method of determining the tasks to be performed in the project. One process of generating the Work Breakdown Structure is to break the project into the major project deliverables, and then into sub-deliverables and then into work packages, as shown in Figure 5-14 of the *PMBOK® Guide*. A work package is defined in the *PMBOK® Guide* as “the work defined at the lowest level of the work breakdown structure for which cost and duration are estimated and managed.”

For example, the Work Breakdown Structure for a House project might look like:



House Design	Graded Lot	Appliances	Landscaping
Contractor Selection	House Foundation	Furniture	
	House Framing	Appliance Installation	
	Roof	Furniture Installation	
	House Exterior		
	House Interior		

Work Breakdown Structure for a House Project

Another way to create a Work Breakdown Structure is by project phases. For example, in Figure 5-13 of the *PMBOK® Guide*, the project has the following phases, in addition to Project Management:

- Product Requirements
- Detailed Design
- Construct
- Integration and Test

The work packages should be the same whatever method is used.

The project tasks are derived by listing the tasks that have to be accomplished to complete the work packages. In this simplified example, we will assume that there is a one-to-one correspondence between the work packages and the project tasks, as follows:

Work Packages

Project tasks

House Design	Design house
Contractor Selection	Select contractor
Graded Lot	Grade lot
House Foundation	Build foundation
House Framing	Frame house
Roof	Put on roof
House Exterior	Finish exterior
House Interior	Finish interior
Appliances	Buy appliances
Furniture	Buy furniture
Appliance Installation	Install appliances
Furniture Installation	Install furniture
Landscaping	Install landscaping

Module 3 Summary

We learned in Module 3 to:

- Understand how to define a project in terms of the Work Breakdown Structure.
- Determine the project tasks

Individual Project Assignment

The Work Breakdown Structure is a method of determining the tasks to be performed in the project. One process of generating the Work Breakdown Structure is to break the project into the major project deliverables, and then into sub-deliverables, until the work packages are determined. The project tasks are derived by listing the tasks that have to be accomplished to complete the work packages.

The second assignment for the Individual Project is to create a Work Breakdown Structure (WBS) for your project and determine the project tasks. Show the WBS, list the work packages, and the associated project tasks for each work package. Submit this assignment by the date shown in the Syllabus.

Discussion Postings

Post your discussion posting by the date shown in the Syllabus. Discussion postings must be a minimum of 100 words. In order to obtain full credit, review and comment on a minimum of two other students' discussion postings within two days after the scheduled posting date. Please respond to comments on your discussion postings.

The discussion posting for Module 3 is:

1. Have you ever planned a project (business or personal)? What methods did you use? What worked well? What would you revise the next time?
2. What methods have you used to determine and manage the scope of your projects? Were you ever surprised by scope that you hadn't considered?
3. How have you determined the tasks in your projects? What worked well? What would you revise the next time?
4. What did you like best in this course?
5. What changes would you suggest to improve the course in the future?
6. What were the most interesting or most important ideas and/or tools that you learned in this course?