



Agenda

Click [here](#) for additional training and schedules.

Mastering Scope Management

Instructor(s): Brad Bigelow, PMP

Length: 2 days

Pework: None

CEUs: 1.4/see below for PDU breakdown

Level: Core

Training Topic: Business Skill Enhancement

Subtopics: Scope Management, Power Skills

Training Description:

Mastering scope management is the key to effective project management. Although time, cost, and scope are the “triple constraints” of project management, for most projects, cost and schedule are driven by the project scope. Yet scope is the fuzziest concept in project management. Time and cost are easy to understand because they're easy to quantify. Scope, on the other hand, is usually expressed in qualitative terms that leave room for interpretation and misunderstanding. Consequently, it's often the biggest source of conflict in a project.

This training offers project managers the tools to master the challenge of scope management. It provides an in-depth, multidimensional approach to analyzing and managing project scope. Starting with traditional notions such as the work breakdown structure (WBS) and product breakdown Structure (PBS), it reveals the complex nature of project scope and leads students through exercises aimed at providing practical tools for project planning, estimation, and change management. This training also questions some of the traditional assumptions about scope change—particularly the view that changes in scope which affect time and cost should be avoided at all costs. A project's ability to change could be its most significant advantage. The tension between these two perspectives is at the heart of the shift to agile and other more adaptive project management methodologies.

This training enables project managers to achieve a more expert—and more effective—appreciation of how to define and manage scope and to anticipate problems before they crop up.

Learning Objectives:

Upon completion of this training, learners will be able to:

- Effectively prepare project charters and project management plans primed to ensure visibility, achieve expectations, and deliver results.
- Anticipate likely sources of scope change and formulate effective responses through change management.
- Understand the roles of White Belts, Yellow Belts, Green Belts, Black Belts, Champions, and other learners in Six Sigma projects.


AGENDA

- **Day One: Scope Management—The Basics and the Not-So Basics**
 - Scope Management: The Basics
 - Projects and project management versus operations
 - Key definitions
 - Why scope management is the heart of project management
 - Scope and project life cycles—predictive and adaptive
 - Scope management according to the *PMBOK® Guide*
 - Scope Management: The Not-So Basics—Why Scope Is Complex
 - Where projects come from
 - Understanding the project's why
 - How projects relate to benefits
 - Work scope versus product scope
 - Work aspects
 - Product aspects
 - Other aspects of scope
 - The importance of a holding space
 - Baselineing scope
 - Scope Management: The Not-So Basics—Why Scope Is Fuzzy
 - Why scope differs from cost and time
 - Types of requirements
 - Stakeholder identification and analysis
 - How to collect requirements
 - How to analyze requirements
 - How requirements influence the project life cycle
 - Requirements tools
 - Managing requirements change
 - Scope Management: The Not-So Basics—Why Scope Is Risky
 - The know-how/know-what matrix
 - The certainty of uncertainty
 - Impact of duration and distance
 - Cognitive biases
 - Organizational culture
 - Change and risk appetite
 - Governance and decision-making
 - Responding to scope risks
- **Day Two: Scope Management Through the Project Life Cycle**
 - What Happens Before the Project?
 - Change drivers: Reasons organizations initiate projects
 - Organizational assets
 - Enterprise environmental factors (EEFs)
 - Project Initiation
 - How projects get initiated
 - Grand strategy/innovation/accidents/opportunities
 - Project initiation: The theory
 - Project initiation: The practice
 - Project failure/project success

- Scope Planning
 - Planning scope management
 - Project archaeology
 - Stakeholder analysis
 - Boundaries/constraints/assumptions
 - Scope management administration
 - Requirements collection/analysis
 - Creating the WBS and PBS
- Monitoring and Controlling Scope
 - Reporting
 - Checkpoints and reviews
 - Validation and acceptance
 - Scope change management
 - Links to other project management processes
- Project Closure
 - Where does the project scope go?
 - Lessons learned

Professional development units (PDUs) are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
CAPM® / PMP® / PgMP®	10	0	4	14.00
PMI-ACP® / Agile*	10	0	4	14.00
PMI-SP®	0	0	4	4.00
PMI-RMP®	0	0	4	4.00
PfMP®	0	0	4	4.00
PMI-PBA®	3	0	4	7.00



**Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.*