

Project Scope Statement From Team1 PMGT 611

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Project Scope:

Business Need

The University is part of a new alliance. Under this alliance, a number of major technology initiatives will take place, including the implementation of a major ERP system. There have been past problems with implementing IT projects at the University. These issues include cancelled projects, budget overruns, and delay in implementations, underperformance, and lack of user involvement in requirements. In addition, there have been communication, management and project management issues within the IT organization. There is a need to resolve past problems and to ensure project success in the future.

Project Objectives -

Establish a new IT organizational structure in order to better support IT projects. The structure will allow for the management of IT projects not only internally, but also across university departments and colleges. Regain operational control of all university IT functions and provide oversight for future IT operations.

Project Benefits

The benefits derived from the successful completion of this project include the following:

- Greatly reducing the likelihood of cancelled projects due to cost issues, poor vendor selection, or systems lack of usefulness to the end-user.
- Better management of IT project budget
- Delivery of IT projects within projected timeframes
- Improved record of IT project performance metrics
- Enhanced end-user satisfaction with IT projects
- Better project management over IT projects

- Improved communication among stakeholders

Project Scope

The scope of this project includes the following activities:

- Identify and analyze each current problems facing the ITD organization
- Analyze the current IT organization structure to include strengths and weaknesses
- Develop a new organizational structure that would improve outcomes, along with evidence supporting the new structure.
- Develop a new organizational chart to support the revised structure
- Define all roles and responsibilities related to the new structure; including added or changed roles or duties
- Develop a mission statement and statement of objectives for the new organization
- Develop Conflict resolution recommendations
- Establish a new communication plan
- Create new policies regarding decision and conflict resolution flow
- Develop a plan for obtaining buy in for the new organization

Included are the development of project artifacts supporting the activities in scope above to include a project plan, management briefings, and quality controls plans.

Project Deliverables

- ITD organizations problem analysis paper
- Analysis of strengths and weakness
- New organizational chart with written evidence supporting the new structure
- Roles and responsibilities for new structure with revised position descriptions
- Mission state and statement of objectives for the new organization

- Conflict resolution plan
- Communication plan
- Decisions and conflict resolution policy
- Buy in plan

Acceptance Criteria

As project deliverables are completed, the Project Manager will review criteria assigned, evaluate if the criteria was met, sign-off on successful completion of the deliverable or forward the task back to the responsible organization. The deliverables package and benchmarks will then be submitted to the CIO and University President for concurrence and redress if needed. The CIO and University President will review; upon approval they will sign the acceptance letter for project completion.

Project Exclusions

Excluded are specific plans for ERP and system development and delivery, development of budgets for items that do not support the delivery of specific items described in the scope above, and other activities not supporting the scope above.

Constraints:

The constraints to this project are listed below:

- Budget of \$185,000
- Time frame of 45 days from start date

Assumptions:

- Staff available as outlined in the project charter
- Commitment from the University for the reorganization
- The economy and university enrolment will remain on a growth-oriented path

- Working hours as outlined in the project charter

Scope Management Plan

The scope management plan will serve to manage the project and stakeholders. Often Stakeholders will want to make changes, sometimes major and other times minor, to a project and will go directly to the project manager. What they don't understand is, no matter how minor, any changes to a project could affect the schedule and cost of a project. The scope management plan will be used as a guideline for this project. The plan documents the process for formulating the scope statement, the creation of the work breakdown structure (WBS), maintaining the WBS, the procedure for the acceptance of the completed project deliverables, and the process control how request for variations to the comprehensive project scope statement will be handled (Project Management International, 2013).

Scope Management Approach

The Work Breakdown Structure (WBS) and Scope Statement will outline the scope for this project. Throughout the course of this project the Project Manager will have exclusive responsibility of the scope management. The permitted documentation for handling the scope will be established by the Project Manager and Stakeholders. This documentation will include, but not be limited to, work performance measures and deliverable checklist. Scope change requests must be submitted to the Project Manager. The Project Manager in cooperation with the CIO and University President will assess the requested change against constraints and university needs. Once the scope change request approved it will be submitted to the Change Control Board (CCB). Change request can be initiated formally or informally, but must follow the Change Management plan outlined in this project.

Creation of the Work Breakdown Structure

The Work Breakdown Structure will be used as a blueprint for the project, and will be a key part of the planning process. The WBS will be created by the project team, and will be used by everyone on the project and can be used as an instrument to understand what the project team expects to convey. The project scope as well as project deliverables will be segmented into smaller levels of work packages. By segmenting the work into smaller levels, the work will be more manageable. As the scope of the project is created more detail will be added to the WBS. All activities in the WBS should follow in line with the projects scope. The WBS will show the different levels of the project and will serve as an outline of the project. The structure will start with major project deliverable of reorganizing the organizational structure. From there the major deliverables will be identified and added to the WBS. Each deliverable will have several work packages that will need to be completed to finish the deliverable. Cost and time estimates will be added to each item within the WBS in order to help the planning process. The PM will assign task to individuals from the WBS, the major deliverables will be managed by the PM and the minor deliverables will be managed by the person assigned to it.

Maintaining and Approving the Work Breakdown Structure

The Project Manager will conduct a daily update check; this time will be used to update the WBS. All responsible parties assigned to tasks in the WBS will provide the Project Manager a daily update of their responsibilities, if their task is on track, behind, or completed. The WBS time tables will be adjusted as updates are given. The Project Manager will conduct a weekly meeting with all active task leaders. They will evaluate progress and execute process hand off to subsequent task leaders or assign re-accomplishment tasks as needed. This will be a brief meeting to confirm that all tasks are on track, and the schedule will be adjusted as needed. Any

major schedule changes must be brought to the project team's attention. As change request are approved the WBS will need to be updated to reflect the approved changes.

Scope Verification

In order to ensure the completed deliverables will be obtained in an acceptable manor, the Project Manager will verify interim deliverables against the scope statement and WBS. Once the Project Manager has verified that the completed deliverable meets what was called out in the scope, he can sign off on it. The Project Manager is ensuring that the deliverables have met the requirements called out. All major stakeholders will then approve the completed deliverables and sign off on their completion.

Scope Control

In order to keep control of the scope and avoid scope creep, all project deliverables must be completed as detailed in the project scope. Any changes to the project scope must be formally approved and follow the outlined change control process. Throughout the project, the Project Manager will compare the project scope baseline to where the project currently is and compare the differences. If variations are found a preventive action plan will be defined and implemented.

Customer Review and Acceptance

This scope statement established the initial agreed upon scope for the University IT project. Endorsement this document signifies a commitment to the project and allows this statement inclusion in the project charter. Any changes to the project scope will be validated through the change control process and be documented as such as appendices to the overall project management plan.

X_____ Date_____

Customer

X_____

(Signature of Customer)

X_____ Date_____

Project Manager

X_____

(Project Manager Signature)

References

Project Management International. (2013). A guide to the project management body of knowledge (5th ed.). Newtown Square, PA: Project Management Institute.