

# FUKUSHIMA ACCIDENT REQUEST FOR PROPOSAL

Control Scope

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Capstone Project

PMGT-690

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Fukushima Daichii Reactors Accident Request for Proposal

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Anatomy of Project Organizations

PMGT-612

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## **Control Scope**

### **Summary of the Process**

Scope Control is the process of “monitoring the status of the project and product scope and managing changes to the scope baseline.” This process ensures the foundation of the scope is maintained throughout the project. It is also used to adapt to unexpected and uncontrollable changes to the project such as time, cost, and resources. This process uses inputs from the project management plan, requirements documentation, requirements traceability matrix, work performance data and organizational process assets. The usage of variance analysis tools to determine the discrepancy in the original scope baseline versus the actual scope, is one of the best ways to decide whether preventative or corrective action needs to be taken (PMBOK, 2013).

The outputs of this process are work performance information which provides a foundation for making scope decisions, change requests, project management plan updates, project document updates and organizational process assets updates. Project management plan updates may include revisions to the scope baseline which can affect the project scope or the work breakdown structures or other baseline updates to areas such as cost or schedule. The project documents which may require revisions as well are the requirements documentation and the requirements traceability matrix. Updates to organizational process assets may include causes of variances, corrective action utilized or lessons learned from scope control (PMBOK, 2013).

### **Control Scope in a Global Setting**

Controlling scope in a global setting not only has the difficulty of geographic distance, but there are the other issues of cultural differences, language barriers and legal and political differences. Learning to operate a project within the laws and regulations of another country is important for the project manager and team because the success of the project depends on it.

Some local laws of the other country will inflict constraints on the project, thus the team must figure out how to work within those laws in order to control the scope to keep the project on schedule and cost (Larson & Gray, 2014).

For instance, monitoring a project that is geographically separated from the project team is difficult to confirm the deliverables per the scope. An example is a contractor cutting corners during a constructions project and covers it up with the finishing's. The scope is to have a building that will last 50 years but due to the contractor cutting major corners in an attempt to save money, the building's infrastructure was only built to last 15 years. This is very common in some countries to include America due to stakeholders not physically monitoring the project's makeup. Controlling the scope adjustments should not be challenging, if the project team is in the country and can react in an appropriate time frame.

### **Application on a Failed Project**

Control scope is important to the success of a project meeting its end results or objective; however, in a failing project the scope is not being monitored accordingly or the project would not be failing. For a failing project, the project manager and team should reassess the process of monitoring the project and its scope in order to better manage and make changes to the scope baseline. It is important for the team to use variance analysis to determine the causes and extent of difference between the baseline and actual performance (PMBOK, 2013). This tool will allow the team to come up with corrective action plans as well as preventive plans for future problems that may arise over the course of the project.

Applying the control scope process during a failed project is relatively the same as a new project; however, the team is working with the disadvantages of the project already being behind schedule and over budget. Therefore, it is imperative the team ensures this process is not

overlooked. There is a slight advantage due to the implementations of the lessons learned from the failing project, which can help the team in developing corrective and preventative action plans going forward. The project manager should analyze the gaps in the previous scope and reconstruct as necessary.

### **Fukushima Daiichi Applicability**

Our group will implement the control scope process as outlined in the Project Management Plan. The project team will monitor the status of the project closely with qualified members ready to react to any unpredicted changes. The team is aware of Japan's historic project management style which is to control cost, schedule and quality with shorter construction schedules and intensive quality control (Driessnack & Consulting, 1997). Training the local project team to take over the recovery project and control the scope should not be an issue with their known work ethics.

The project team will also use variance analysis activities to monitor and manage the project to make certain the baseline of the project planned and the actual work performed do not vary drastically from one another. The team will have a corrective action plan in place if the baseline of the work scheduled and the actual performance of the work varies by 10% or more to get the project back on schedule and budget. The team will have 10 business days to submit the corrective action plan to the customer for approval. Once accepted by the customer, the team will then implement it and make any changes to the scope if determined by the team and approved by the customer. Any changes to the scope during this process will be updated in the project management plan and required documentation.

### References

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