

EXPERT JUDGEMENT

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Define Scope

Define scope is the process of developing a detailed description of the project and product (PMI, 2013). This process determines what requirements will be utilized by setting the boundaries of the project. This allows the final project requirements to be determined and develops a detailed description of the project. Defining scope builds upon the major deliverables, assumptions, and constraints. As the project planning progresses, project scope can be defined in greater fidelity to include the analysis of risks, assumptions and constraints. Detailed scope is determined one iteration at a time and the detailed planning for the next iteration is carried out as work progresses on the current project scope and deliverables (PMI, 2013).

In a global setting defining scope can be a daunting task. The key is to not become overwhelmed. It is imperative to develop a scope statement that has definable and easily understood boundaries. You also want your scope statement to provide a common understanding among project stakeholders in a way that is easily interpreted by all parties regardless of ethnicity. Overall, you want to be able to manage your stakeholders expectations while at the same time give your project team the capability to do detailed planning, a guide during execution and a baseline to avoid scope creep.

When presented with a failing project the scope of a project will help you to determine some of the root causes. You can use the scope statement to determine if a project is failing because it has been tasked with additional work or changes outside of the project scope. If this is the case you now have a starting point to focus your efforts on. Scope might also be too vague and left open to so much interpretation that it can lead to the miss-aligning of the original objectives of the project. So there are a few ways in which the defining of scope can be utilized when taking on a failed project.

The primary technique we would utilize in our RFP would be expert judgment. Expert judgment is often used to analyze the information needed to develop the project scope statement (PMI, 2013). These specialists can include units within an organization, consultants, stakeholders and subject matter experts to name a few. This technique will provide the judgment and expertise at a technical level in order to develop a well-defined and understood scope definition. Project scope sets the boundaries for the entire project and must be defined with a proven set of tools and techniques that will ensure project success.

References

Larson, E. & Gray, C. (2014). *Project Management: The Managerial Process* (6th ed.). New York, NY. McGraw Hill Education.

Project Management Institute (PMI). (2004). *A guide to the project management body of knowledge (PMBOK guide)*. Newtown Square, Pa: Project Management Institute.