Session 4 – Project Management
Scope and time management

RAMIRI 2 Learning Programme
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Scope - What does it involve?

Scope management:

- **Question:** how to ensure that the project contains all the activities required to complete the project successfully (and only the activities required for that)

- **Scope planning:** creation of a project scope management plan that details how the project scope will be defined, monitored and how the work breakdown structure will be created.
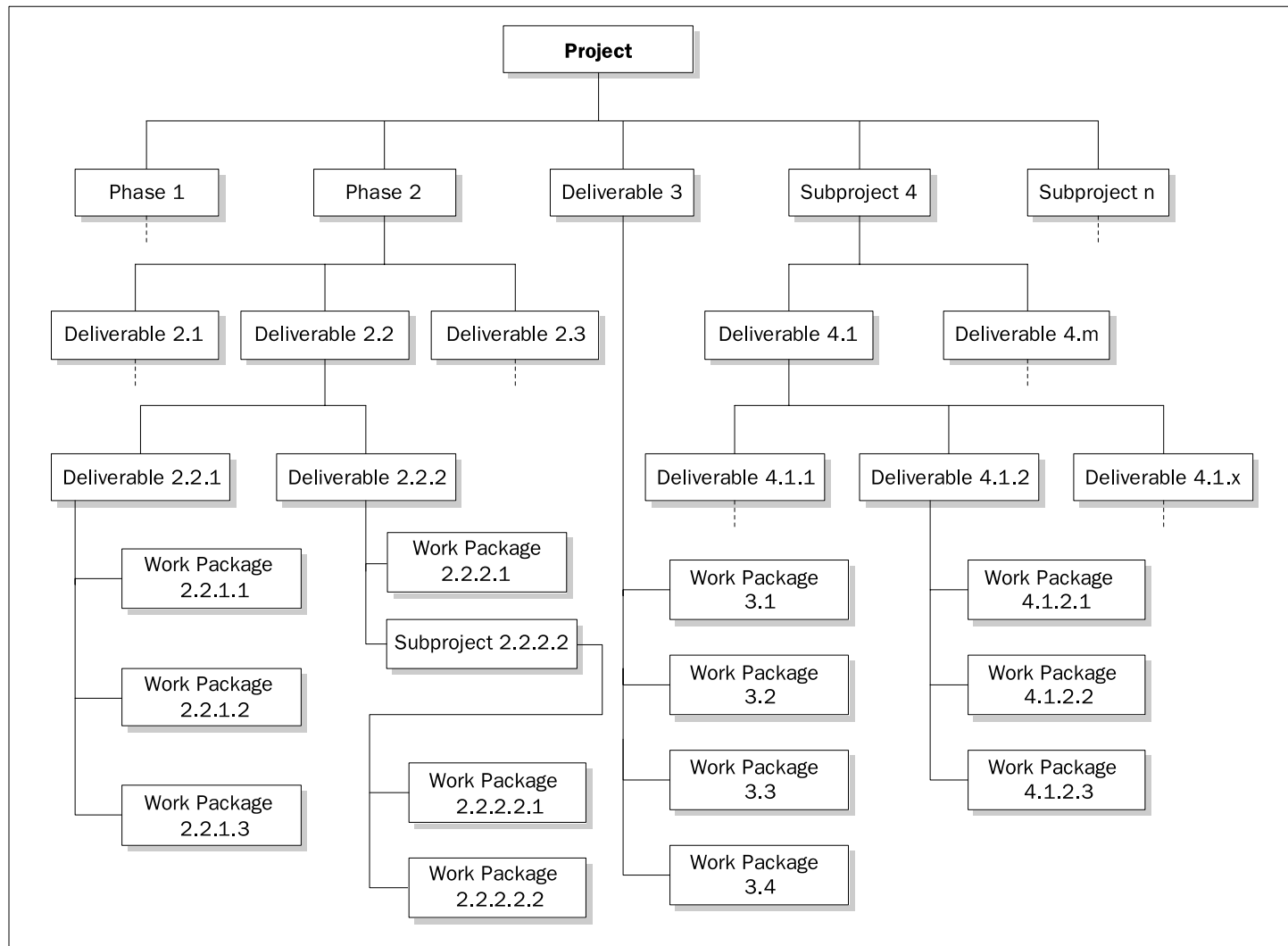
This results in:

- **Scope definition:** definition of the framework of the project that will represent a conceptual basis

- **Work breakdown structure:** identifying the deliverables necessary for the completion of the project and their subdivisions into manageable components

- **Scope verification and control:** how to assess delivery and decide on changes
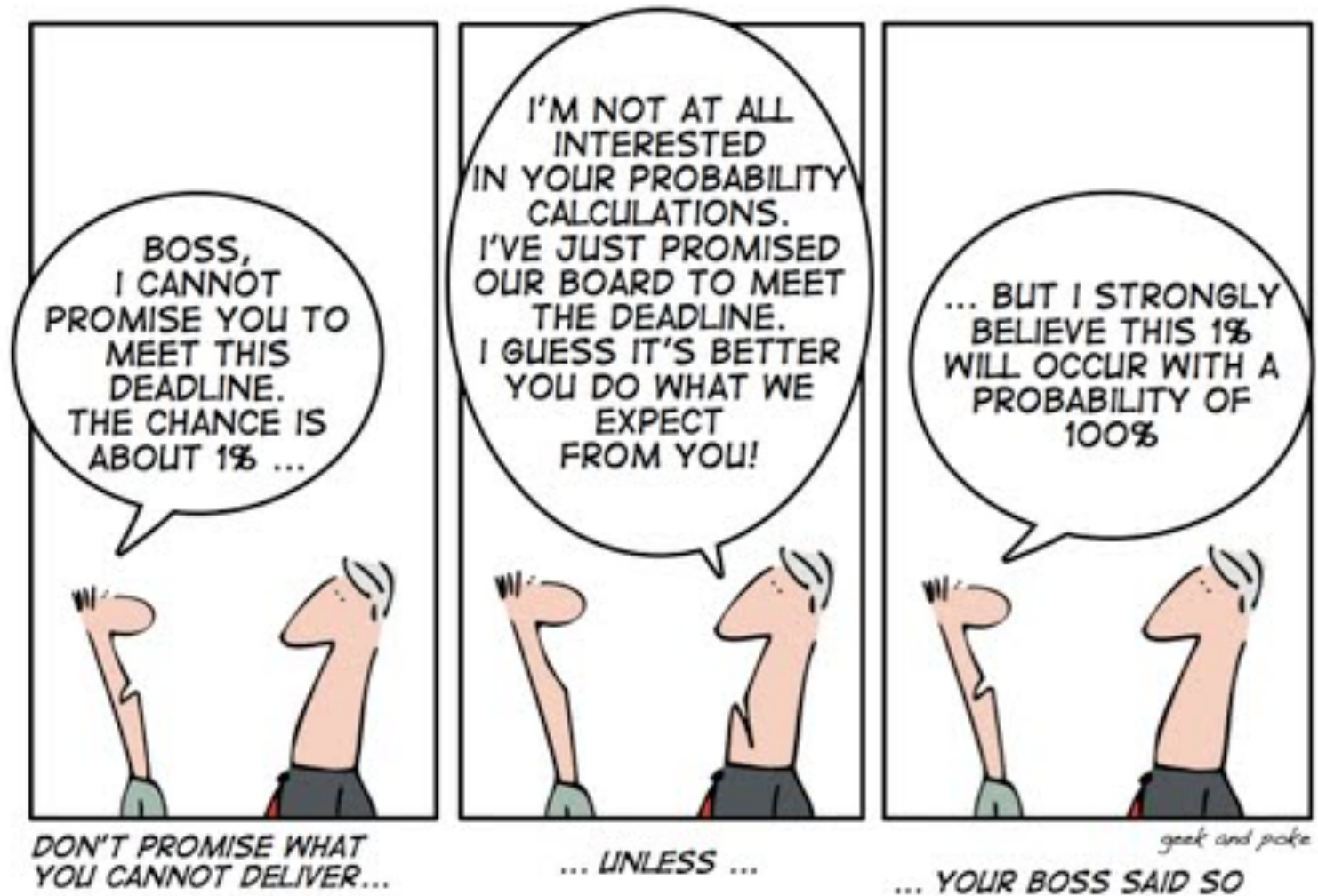
Work breakdown structure

- **What is it?**

  - Decomposition of the work to be executed by the project team to accomplish the project objectives

  - The work is defined in terms of deliverables organised in a hierarchical way

  - The objective is to identify manageable components (i.e. that can be scheduled, resource estimated and monitored)

Work breakdown structure

Time management

Time - What does it involve?

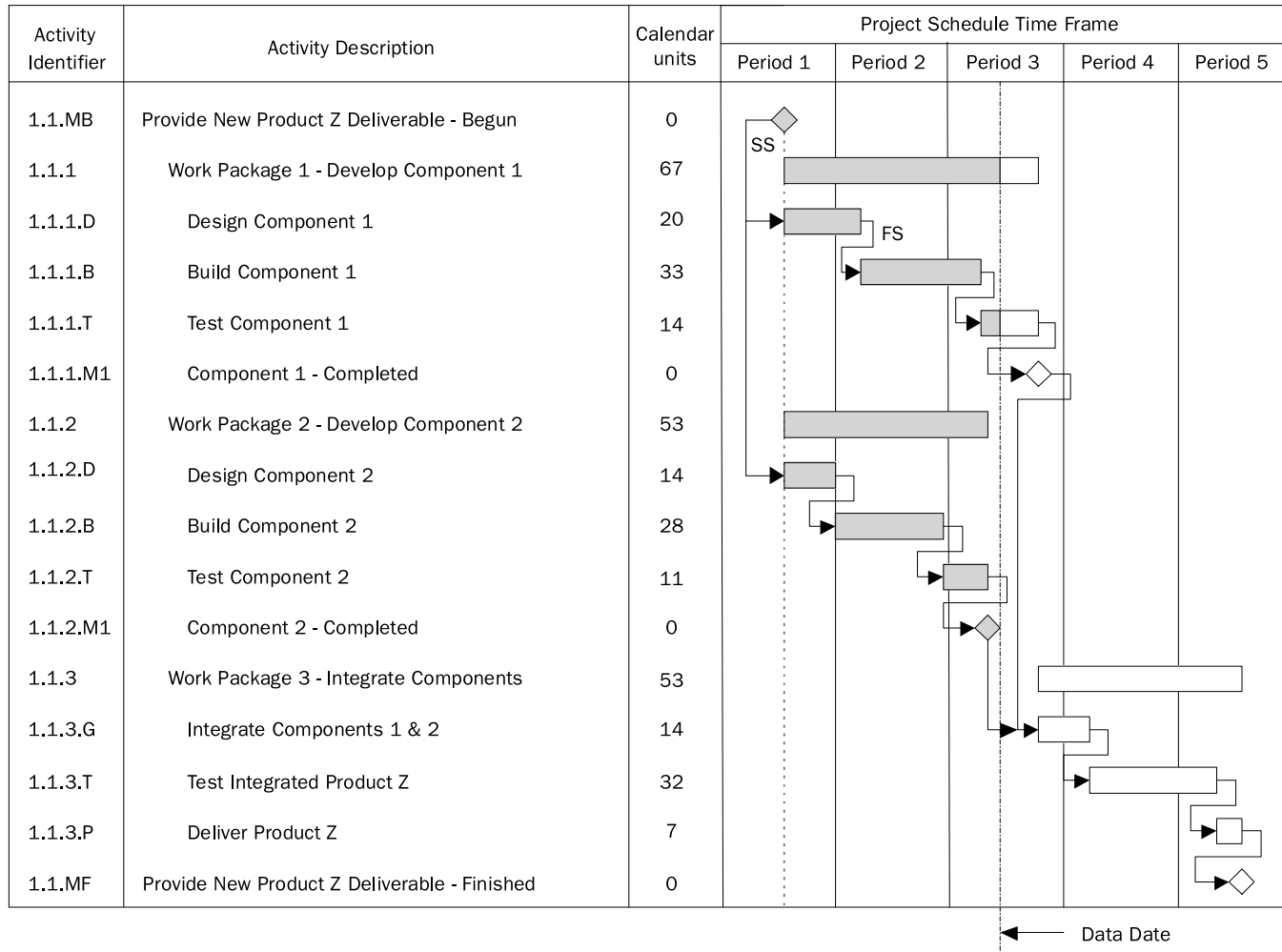**Time management:**

- **Question:** what do I need to accomplish **timely** the completion of the project?

This requires:

- **Scheduling and sequencing**, i.e. identifying the activities that need to be performed to produce the project deliverables and identifying their dependencies (through CPM for instance)
- **Estimating the duration** of the activities
- **Controlling the schedule**

Project schedule – an example

Activity Identifier	Activity Description	Calendar units	Project Schedule Time Frame				
			Period 1	Period 2	Period 3	Period 4	Period 5
1.1.MB	Provide New Product Z Deliverable - Begun	0					
1.1.1	Work Package 1 - Develop Component 1	67					
1.1.1.D	Design Component 1	20					
1.1.1.B	Build Component 1	33					
1.1.1.T	Test Component 1	14					
1.1.1.M1	Component 1 - Completed	0					
1.1.2	Work Package 2 - Develop Component 2	53					
1.1.2.D	Design Component 2	14					
1.1.2.B	Build Component 2	28					
1.1.2.T	Test Component 2	11					
1.1.2.M1	Component 2 - Completed	0					
1.1.3	Work Package 3 - Integrate Components	53					
1.1.3.G	Integrate Components 1 & 2	14					
1.1.3.T	Test Integrated Product Z	32					
1.1.3.P	Deliver Product Z	7					
1.1.MF	Provide New Product Z Deliverable - Finished	0					

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Scope and time management in RI projects

- Who defines the objectives of an RI project?

- How does the scope and timeline of the project can be influenced by internal and external interests?

- Why and how can the scope of an RI project evolve?

- How to manage uncertainty?

- How do you control that your estimates are reasonable?

- Who controls and decides on changes in scope or time schedule?