

31272 Project Management and the Professional

Lecture 5: Stakeholders and Communication Management

Introduction to scope management

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Objectives and Topics

- Stakeholder Management
- Communication Management
- Scope Management
- Drivers for SDLC choice
- Work Breakdown Structure / Task list

Stakeholder Management

What is a stakeholder?

“Individuals, groups or organisations with a stake/claim in project’s outcome”

Why should we care?

- Building strategy and decision making
- Goal setting and operations
- Customise project information

At the same time...

- Different types: Internal, External (to the project team/organisation)
- Differing objectives
- You’re dealing with people

Stakeholder Management: The role of the PM

- Recognize different interests of stakeholders (*what's in it for me?*)
- Reconcile competing interests between stakeholders
- Continually communicate with stakeholders
- Ensure a continuing commitment from stakeholders

How these are done depends on type of project plus the people involved!



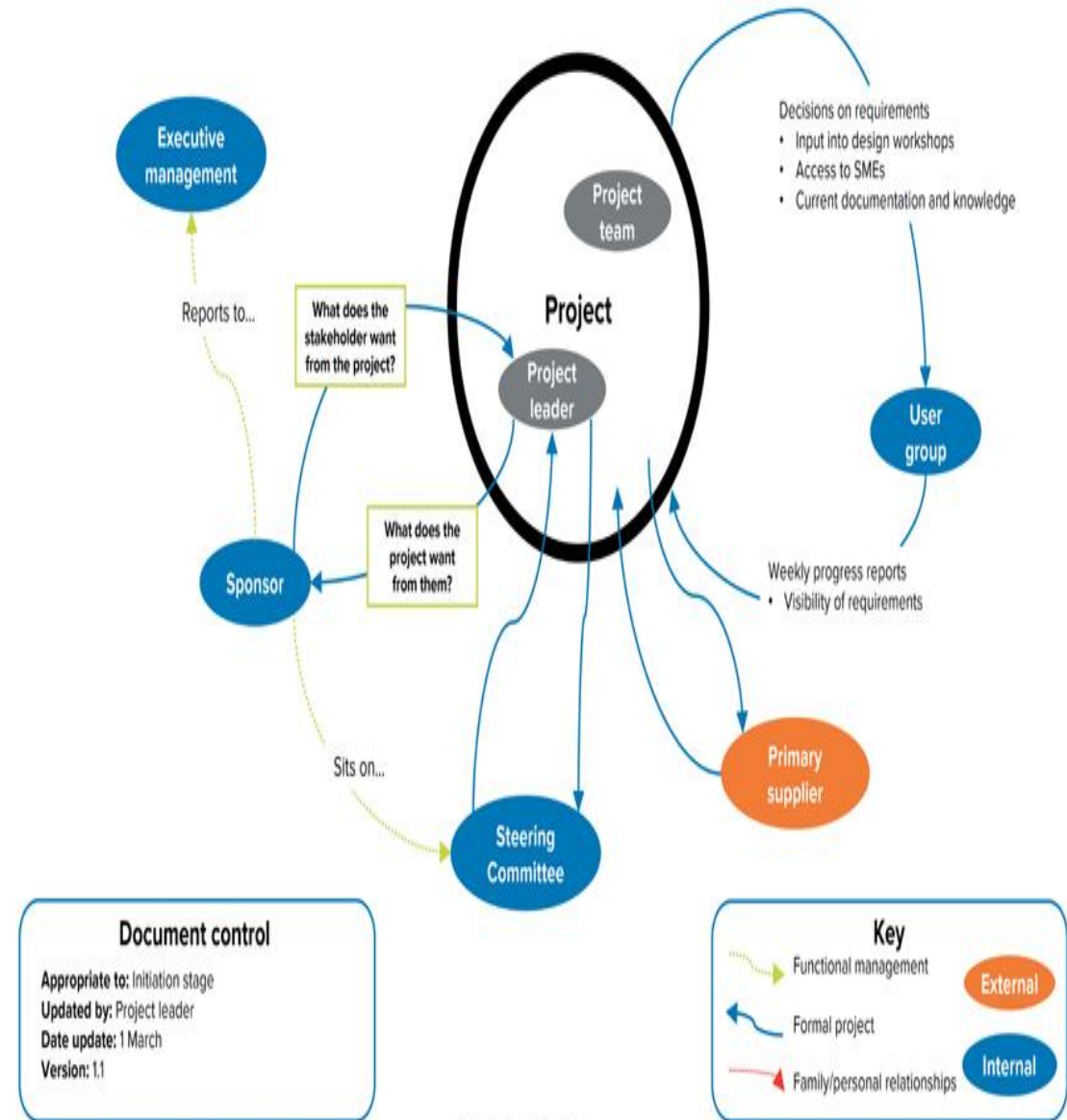
Stakeholder Analysis

Checklist

- Develop list of stakeholders with interest in the project
- Identify their type of interest in project
- Gauge their influence over project
- Define a role for each stakeholder
- Identify an objective for each stakeholder
- Identify strategies for each stakeholder
- Decide communication needs for each stakeholder

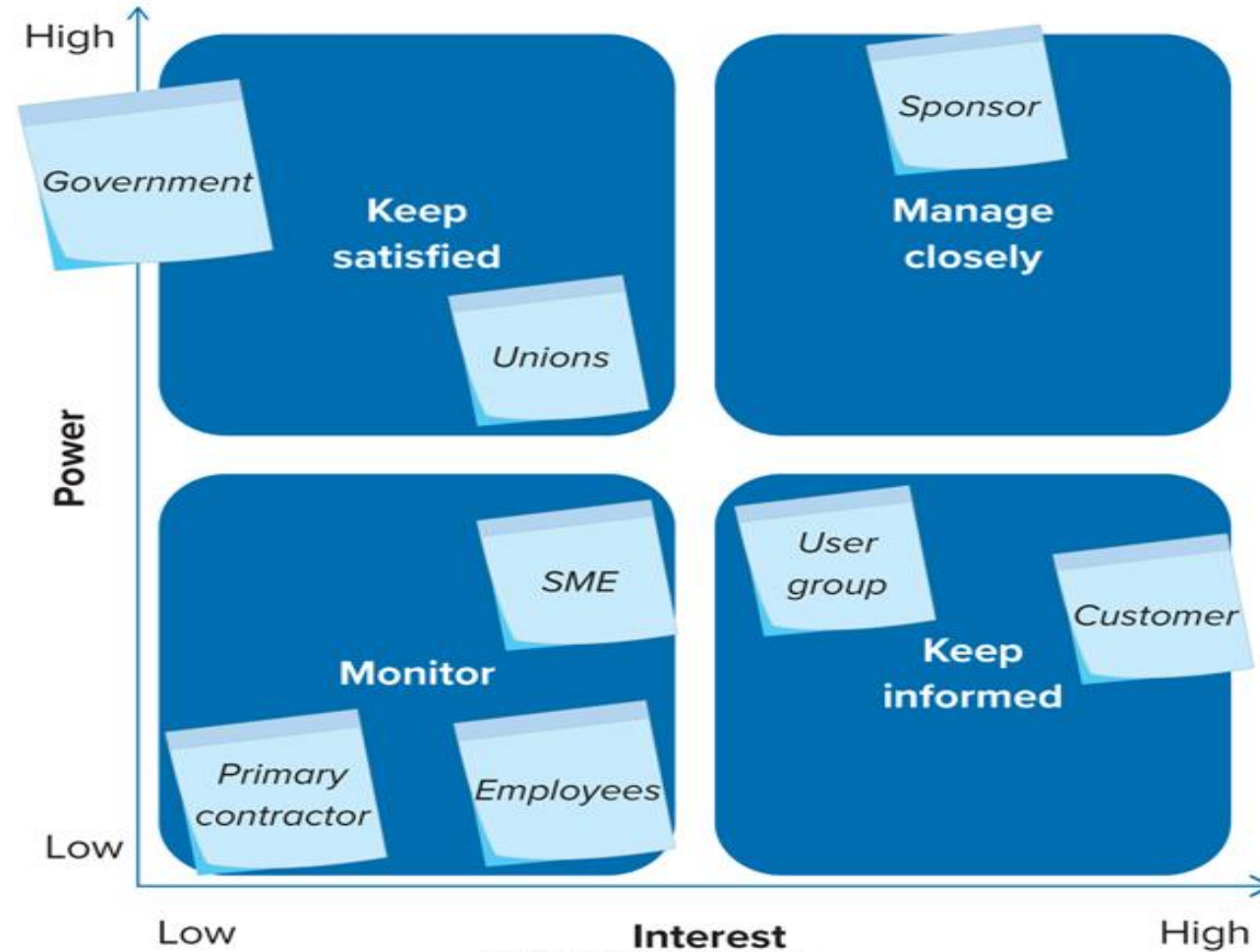
Identify stakeholders

- By primary or secondary
- By internal or external
- By category, stakeholder wheel
- From organizational chart



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Stakeholder Management: The Power/Interest Grid



Stakeholder Management: The Stakeholder Analysis Chart

- Used for identification, assessment and high-level management of involved parties

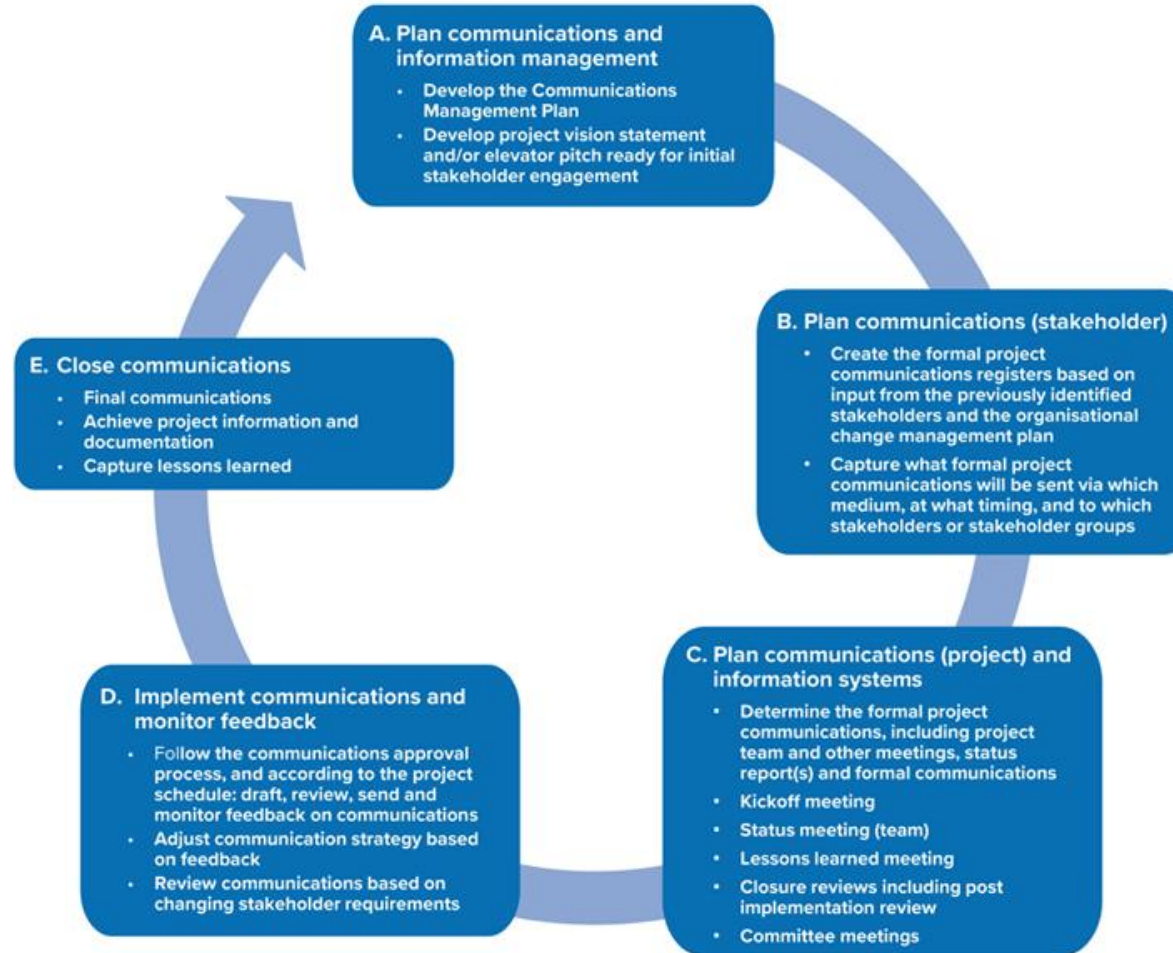
Stakeholder	Interest	Influence	Role	Objective	Strategy

Communication Management: The role of the PM

- A key skill for the Project Managers
- A priority for both the PM and the team
 - Nobody likes surprises in projects
 - PMs must identify problems, challenges and issues early and communicate this along with the alternatives to overcome the problems, challenges and issues
 - Stakeholders need to know

A lack of communication will
lead to incorrect assumptions!

Information and communication activities



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Communication Management: Planning and Reporting

Communication Planning

1. How will the information be stored?
2. What info goes to whom, how often and how?
3. Who can access the information?
4. Who will update/keep current the information?
5. What method/media of communication is best?

Performance Reporting to Stakeholders

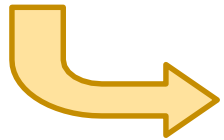
- Right information to right people in the right format
- Satisfy stakeholders that progress expectations are being met
- Help stakeholders make educated decisions regarding the project



Detailed stakeholder analysis is a prerequisite to good communications planning/management

Communication Management Plan

Receiving Stakeholder	Report Required	Time Due	Producer Name	Delivery Format
Steering Committee	Weekly status report	Wednesdays 9am	W. Jones (PM)	email, meeting
Sponsor	Monthly status report	1 st of the month 2pm	W. Jones (PM)	Hardcopy, meeting
Project team	Weekly status report	Tuesdays 9am	B. Smith (Admin)	Stand-up meeting



Web based project tools are increasingly being used for easy project communications

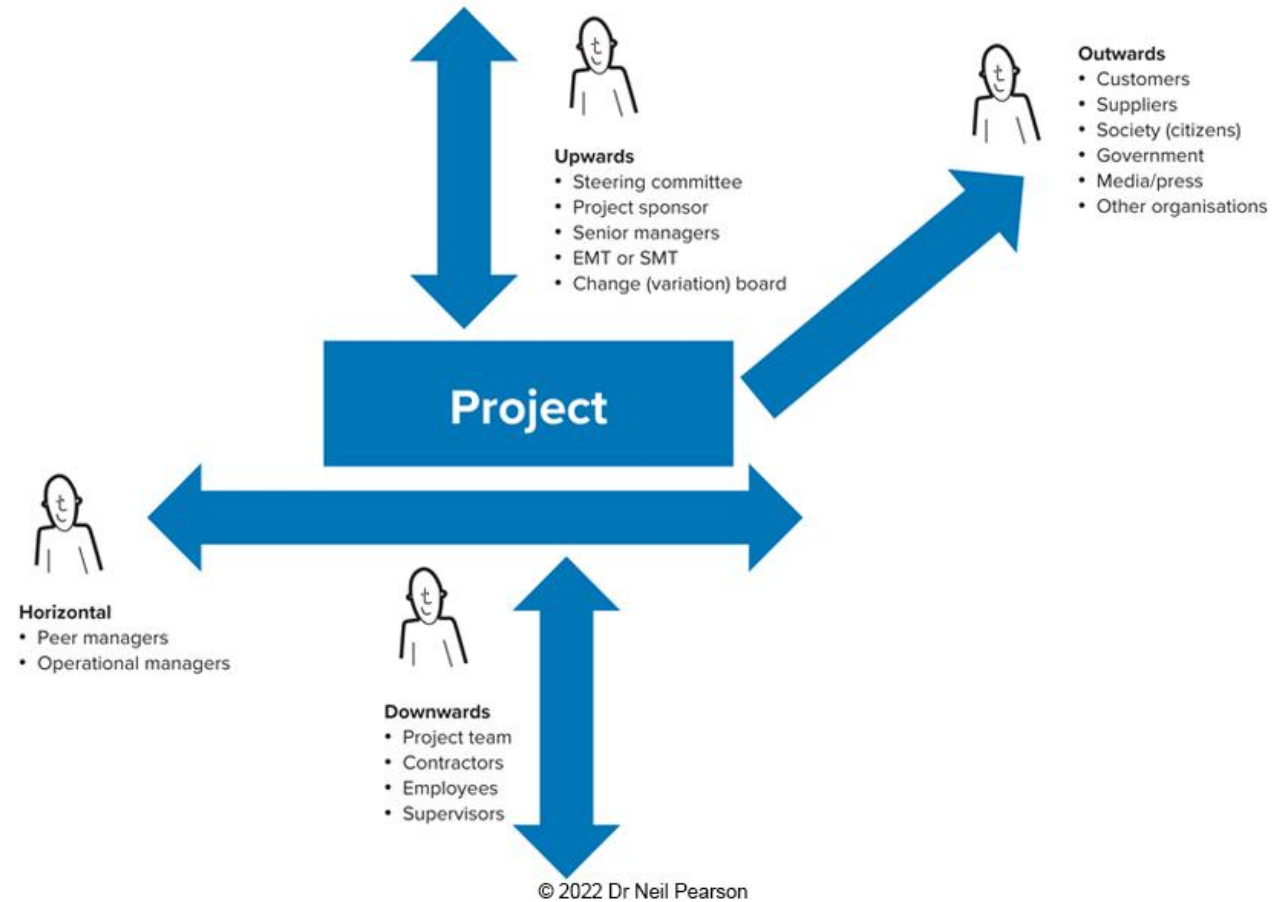
Another thing to think about...

Is stakeholder engagement the same as stakeholder management ?

Answer...

- ***Engagement** seeks to build rapport/understanding between stakeholders as a basis for common decision making (= relationship);*
- ***Management** seeks to establish specific deliverables and expectations then actively plans/executes towards those outcomes (= realisation)*

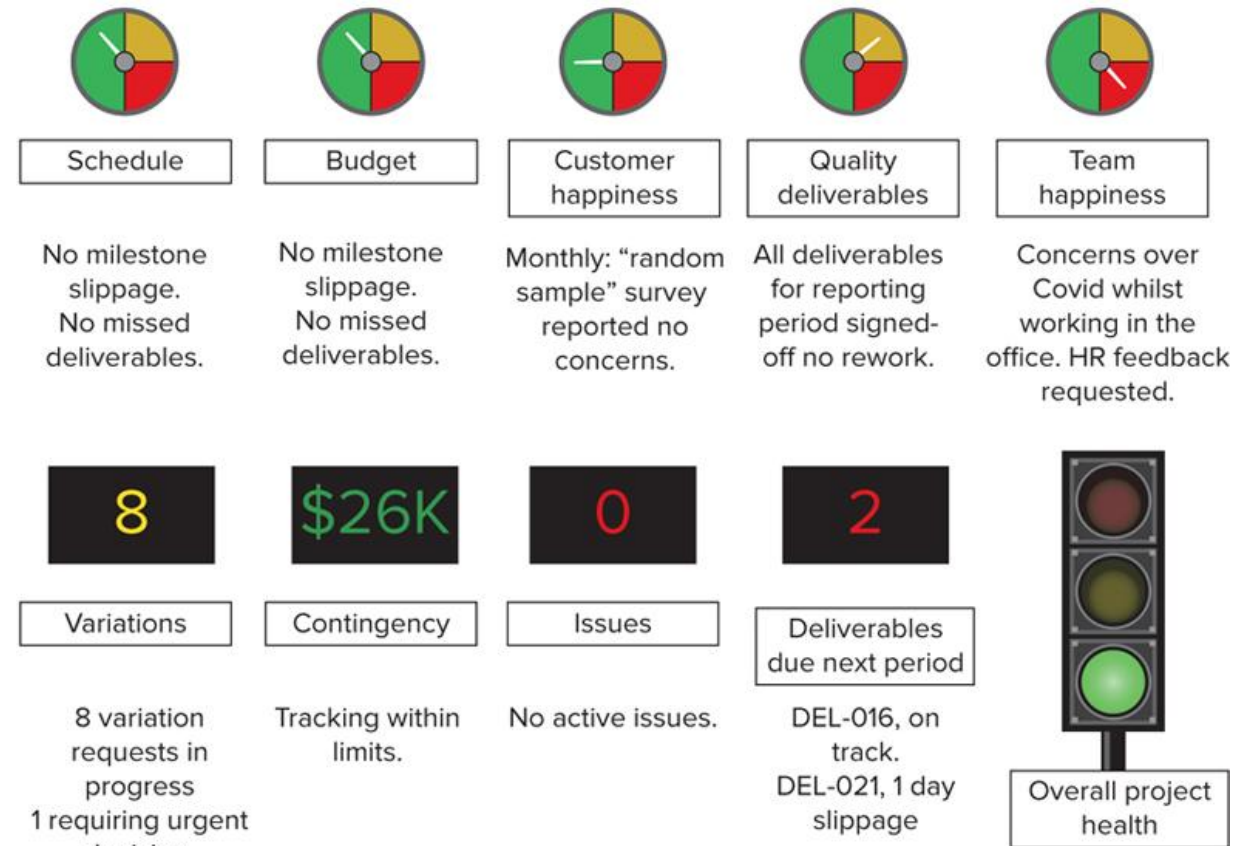
Communication direction



Capturing communications in the Communications Register

Stakeholder	Message	Medium	Frequency	Feedback channel	Author	Approver	Direction
Sponsor	Project status report	Status report template via email	Weekly (Thursday)	Email to project leader	Project officer	Project leader	Project → stakeholder
Supplier (software development agency)	Burndown chart	Approved template via email	Daily	Project leader collator for supplier feedback	Supplier	Supplier	Supplier → project
User group	Project newsletter	Intranet site	Weekly	Email to project officer	Project officer	Project leader	Project → stakeholder
Project Management Office	Project status report	Status report template via email	Weekly (Friday)	Email to project leader	Project officer	Project leader	Project → stakeholder

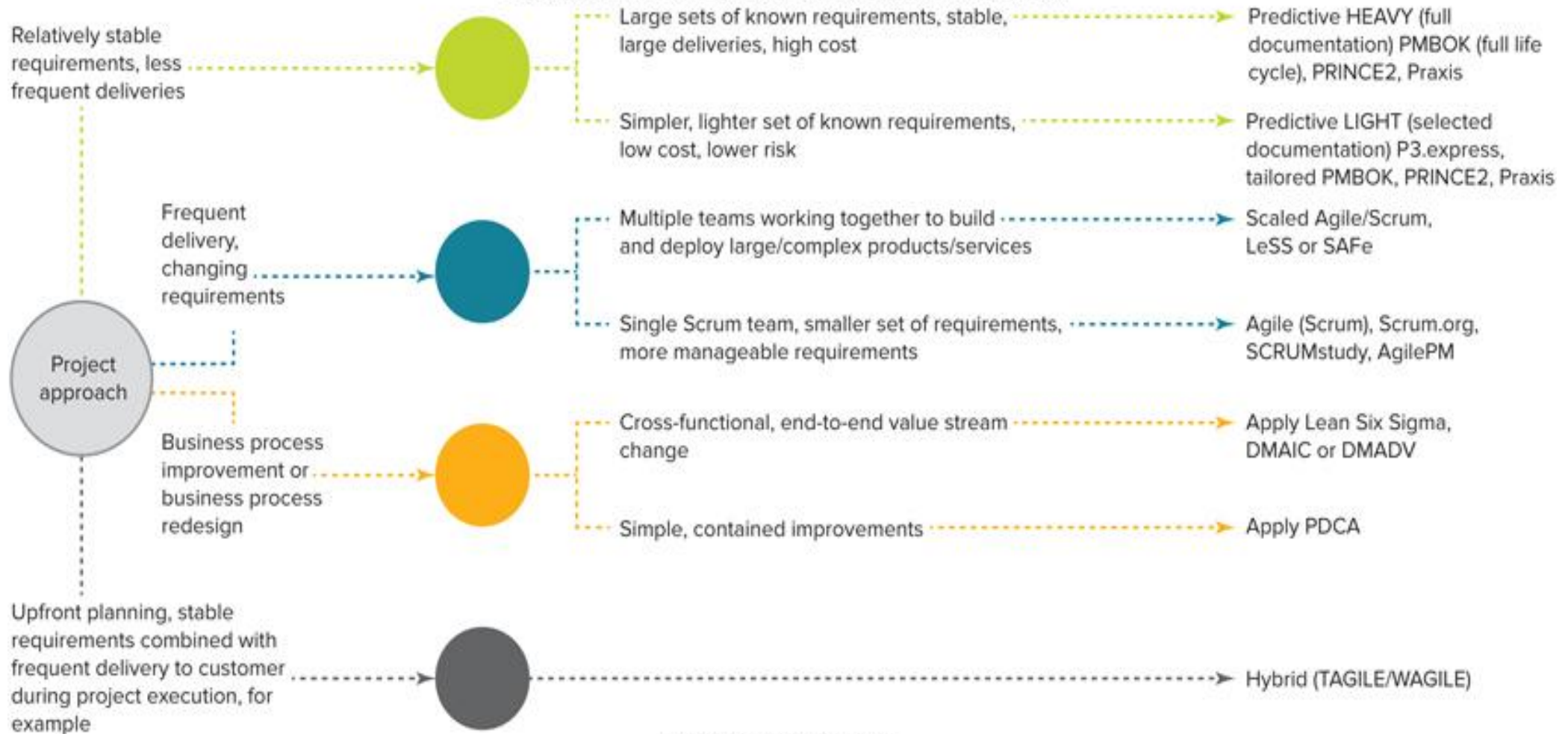
Project reporting—performance dashboard



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The right life cycle approach

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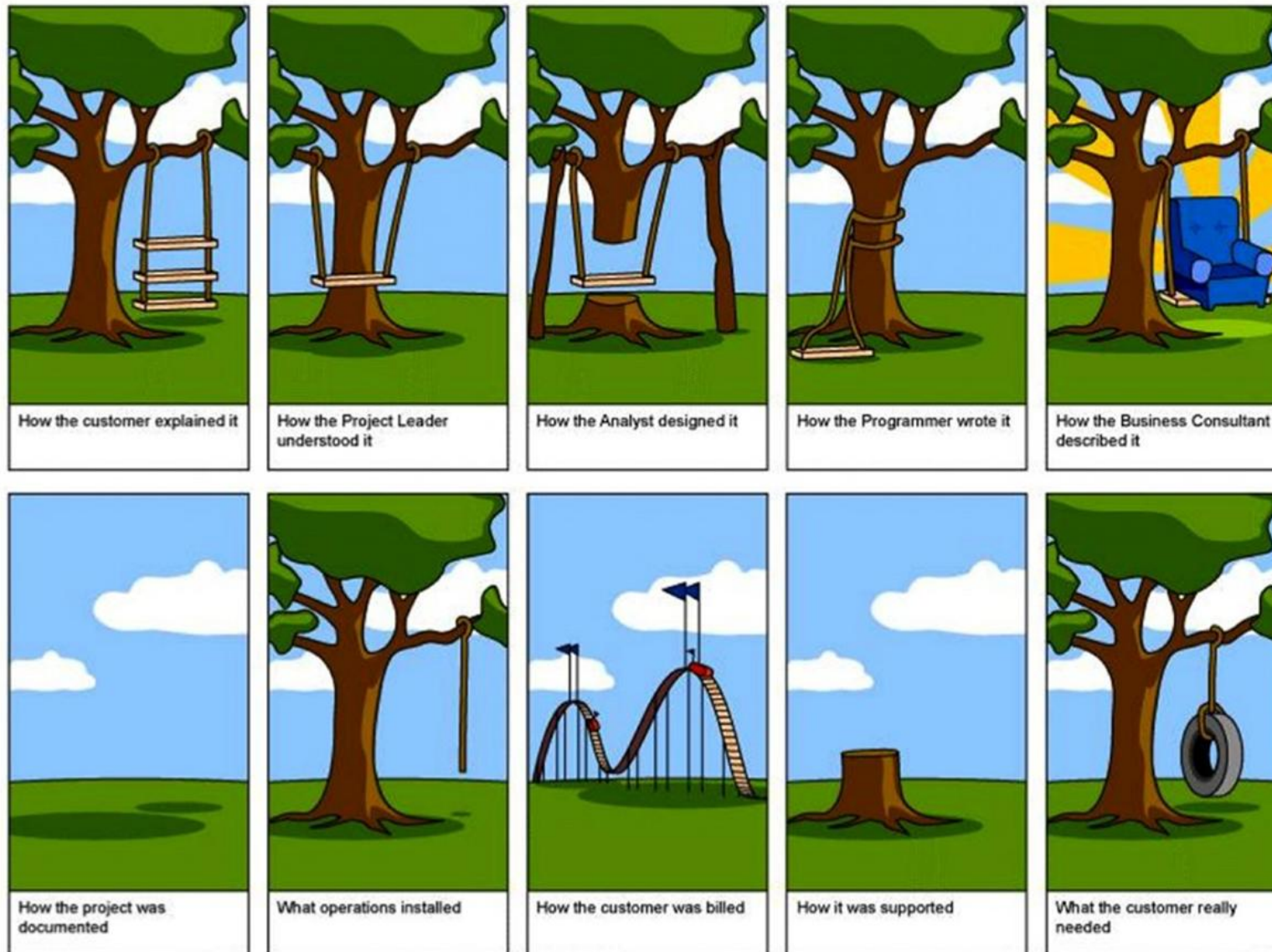
Agile (Scrum)

- Agile project management (based on the original Scrum framework) was predominately used in software engineering, but this approach has now been adopted across many industries for many types of projects. Both PRINCE2 and the PMI have extensions on how to integrate Agile (Scrum) into their respective frameworks or, in the case of the seventh edition of PMBOK (PMI 2021a), use Agile as the sole project management approach.

Why scope?

- One of the most critical (and often one of the most difficult) activities within a project life cycle involves being able to successfully define the many and varied aspects of a project at its outset. This is because the project leader and the project team often start out with only minimal information (typically a partial Business Case and Project Charter based on this), have only a limited stakeholder network and have only a broad idea of the problem to be solved.
- The early stages of developing an outline, serve to ensure that all subsequent project tasks are identified and that participants of the project understand *what is to be done*. Once the outline and its details are defined, an integrated Project Management Plan (PMP) can be developed to schedule work and allocate budgets.

Why manage scope?



Key documents

- **Project Charter:** This is a summary document, which in most cases provides a formal agreement of the project between the project sponsor (the business) and the project leader. In some organisations, the Project Charter provides the go-ahead for the project, whereas in others the go-ahead will come as a result of the project leader having sought and obtained agreement on the wider scope of the project. Either way, the Project Charter is a formal, approved document that provides a high-level perspective of the key attributes of the project's scope. The Project Charter is discussed in Chapter 6 "Project integration management".
- **Scope Management Plan:** This plan captures the more static processes and governance aspects of how project scope is to be approved and managed. The **variation management process (VMP)** is also formalised within the Scope Management Plan (if not available from the Project Management Office). The variation process will be followed throughout the project for all variation requested to the scope of the project, no matter if seemingly insignificant.

Key documents (cont'd)

- **Scope document:** This document defines the full and complete picture of the scope of work to be undertaken. The scope document is taken further into the Planning stage of the project as it is this scope from which detailed planning takes place. The scope document always needs to be approved by relevant stakeholders and/or the project steering committee before proceeding into the detailed planning of the project and the development of the integrated Project Management Plan (integrated PMP).
- **Work breakdown structure (WBS):** The WBS provides a whole-of-project perspective on the **deliverables**, packages of work and tasks that must be carried out in order to deliver the defined deliverables of the project and, therefore, the product, service or result produced from the project.
- **Estimating artefacts:** In order to arrive at time, cost and resource estimates for the project, an estimation of the required **work packages** and tasks within the WBS will need to be undertaken.

Scope document

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Number	Scope document element
1.	Project background
2.	Project approach
3.	Project benefits/disbenefits
4.	Strategic alignment
5.	Impact if not approved
6.	Dependencies
7.	Project vision statement
8.	Project acceptance criteria
9.	Project organisational structure
10.	Key stakeholders
11.	Project objectives
12.	Deliverables (output and outcomes)
13.	Inclusions/exclusions (in scope/out of scope)
14.	Constraints
15.	Assumptions
16.	Technical requirements (including quality considerations)
17.	Risk analysis
18.	Overall project timeline and milestones
19.	Overall project cost and funding sources
20.	Organisational change impact
21.	Lessons learned review
22.	Approvals and version control
23.	Product breakdown structure (PBS)
24.	Product acceptance criteria
25.	Work breakdown structure (WBS) and dictionary

Scope Management: Defining Scope and Management Processes

- Determine/agree work to be done and not done
- Scope Statement (update/extend)
- Success measures to be used
- Compliance with corporate policies and standards
- Task list
- Process for controlling change requests (scope creep)

- Short movie clips on managing military projects:
- 1) Project scoping: <https://www.youtube.com/watch?v=aXQ2lO3ieBA>
 - 2) Project specs: <https://www.youtube.com/watch?v=4f2XbOY9kcg>

Scope Management: SMART goals

Specific (simple, sensible, significant):

Be specific in targeting an objective

Measurable (meaningful, motivating):

Establish measurable indicator(s) of progress

Attainable (achievable, agreed, assignable):

Can be achieved

Realistic (reasonable, relevant and resourced, results-based):

State what can realistically be done with available resources

Time bound (time-based, time limited, time/cost limited, timely, time-sensitive):

State when the objective can be achieved, that is, duration

Scope Management: The WBS

(To understand a project, you need to understand every task done to accomplish it)

- Task decomposition is the basis for project planning.
- Breaking into smaller and smaller tasks until we understand what all tasks are and how to do them.
- Focus on ‘what’ not ‘when’.
- Output is work breakdown structure (WBS)

It can be quite difficult to create a good WBS

Example of a simple WBS

1. Develop Project Plan
 - 1.1. Create Work Breakdown Structure
 - 1.1.1. Divide the Project into Major Deliverables
 - 1.1.2. List major activity groups for each deliverable
 - 1.1.3. Breakdown the activity groups into specific tasks
 - 1.1.4. Submit WBS to Project Sponsor
 - 1.1.5. WBS approved and finalized**
 - 1.2. Develop Network Diagram
 - 1.2.1. Organize WBS into a Logical Sequence
 - 1.2.1.1. Show all Work Packages (Deliverables)
 - 1.2.1.2. Establish dependencies (Predecessors & Successors)
 - 1.2.1.3. Identify Major Milestones
 - 1.2.1.4. Diagram tasks and milestones (Start-to-Finish Relationships)
 - 1.2.2. Complete Network Diagram**
 - 1.3. Determine Resource Requirements
 - 1.3.1. Develop Responsibility Assignment Matrix (RAM)
 - 1.3.1.1. Show major project Activities
 - 1.3.1.2. Show Project Team Members & Key Stakeholders
 - 1.3.1.3. Determine level of participation by resource
 - 1.3.1.4. RAM delivery to Project Sponsor
 - 1.3.2. RAM approved and finalized**
 - 1.4. Develop Project Budget
 - 1.4.1. Develop Resource-Loaded Schedule for each Work Package
 - 1.4.2. Bottom-Up Estimate for each Work Package
 - 1.4.3. List Assumptions for each estimate
 - 1.4.4. Include indirect costs
 - 1.4.5. Summarize Budget
 - 1.4.6. Submit to Project Sponsor
 - 1.4.7. Finalize Budget as “Cost Baseline”**
 - 1.5. Provide Project Organization
 - 1.6. Specify the Change Control Methodology
 - 1.7. Define Project Constraints, Assumptions and Risks
 - 1.8. Create a Communications Plan
 - 1.9. Provide a Quality Management Plan
 - 1.10. Develop a Procurement Plan
 - 1.11. Complete Project Plan**

WBS dictionary

- Each work package could have a fully-formed WBS dictionary item.
- Detailed description of all components that are to go in each work package.

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WBS dictionary item	Description
Unique identifier	Each work package is uniquely identified
Description	Defines the work to be done (what)
Timings	Identifies the time to complete a work package (how long) and any related milestones
Budget	Identifies a (time-phased) budget to complete a work package (cost)
Resources	Identifies resources needed to complete a work package (how much people, plant and equipment and raw materials)
Work package lead	Identifies a single person responsible for delivering and monitoring the work package (who)
Performance	Identifies monitoring points for measuring progress (control)
Acceptance/quality	Includes specifications so quality can be checked (how well)
Documentation	Includes all required artefacts to execute the package (required information)

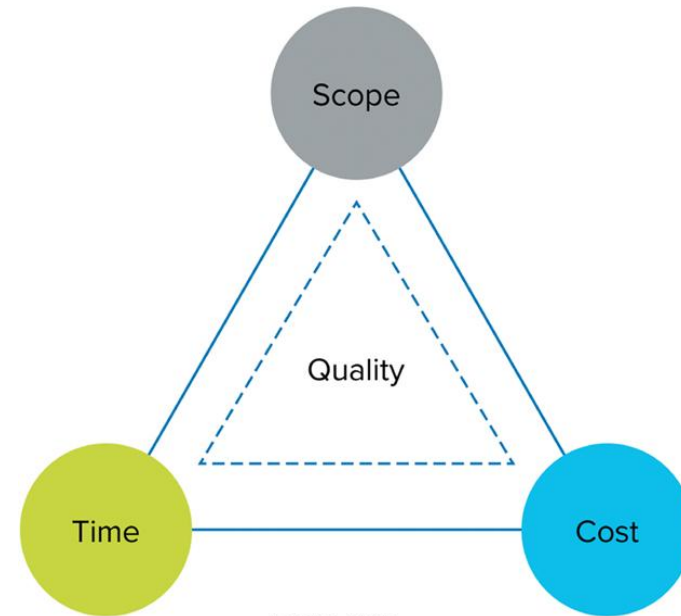
WBS example

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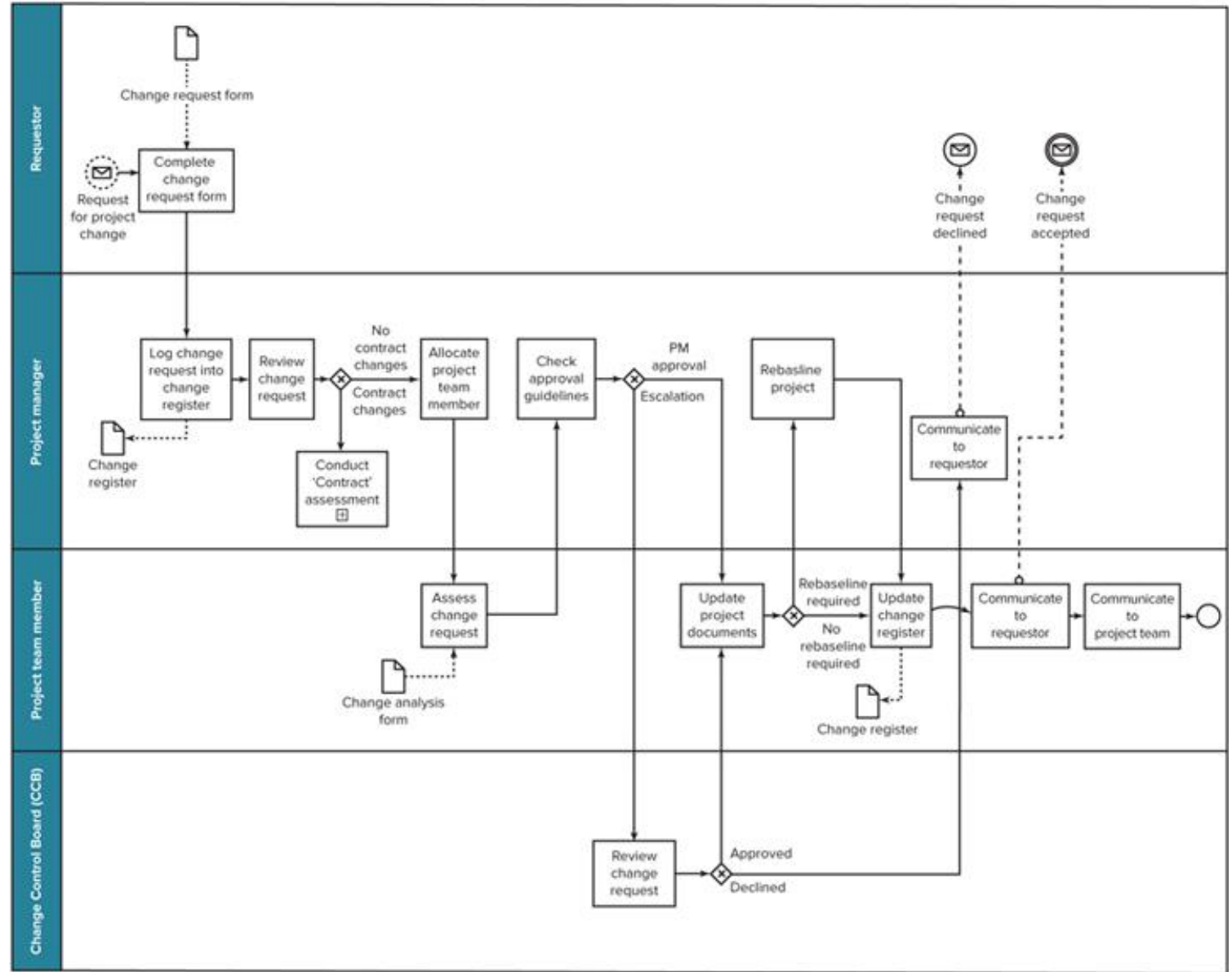
Work package	WP 1.2.2.1-1
Task description	Felling and removal of all trees, as identified on the site plan by the chartered surveyor. All tree material, including the removal of stumps, is be carried out by the required date
	Trees for removal have been marked with a fluorescent-orange band tied around the base of the tree
Associated	Mark site, Chartered Surveyor
Milestone	Foundations complete
Assigned to	CutAbove Tree Services
	Contact: Ash 0999 912 000
Start/End	Start 10 April
	End 14 April
Resources	CutAbove Tree Services to supply all required equipment
	Project to provide safety supervisor onsite
Budget	As quoted \$10,800 (incl. GST)
Contract	Contract to CutAbove Tree Services attached
Quality	Adherence to AS/NZS 4801
Documentation	Refer attached site plan
	Copy of contract
Other	Safety induction to be carried out prior to entry on site

Remember the constraints...

- Scope is one of the three constraints.
- It is baselined at the end of Planning.
- It is then carefully monitored and controlled for variations.



Variation management



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Tracking variations

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Variation Request Register									
Change ID	Description (as documented by the ORIGINATOR in the Change Request)	Originator	Assigned To (person responsible for the Change Analysis)	Status (refer to 'look-up' tables for definitions)	Recommendation	Date Decision Made	Documents Updated incl. Version #	Originator Notified	Follow-up Actions
1	Need to include Haptic feedback module in logic board WBS ID 1.3.2	Research and Project Director	Project Manager	Logged					
2	Power consumption of LTE module over allowed specification.	Intel	Design Engineer - Sarah Smith	In progress					
3	Case casting, to be produced in 3 different colours (gold, grey, black), not the original two (grey, black).	Marketing Director	Design Engineer - Sarah Smith	Approved	Change to manufacturing process to allow tint to be applied.	05/02/2018	Manufacture tint specifications.	Meeting, 05/02/2018 Gold tint specification added to manufacturer's specs.	None.
4	Changeable watch strap movement to be added to case casting design.	Marketing Director	Legal Department	Not Approved	Patent infringement of competitor product.	23/01/2018		eMail, Ref. Change ID4 Strap Movement, filed in project Change Request library.	None.

Logged—Request has been logged and assigned to the appropriate group/individual.

In progress—The assigned group/individual is currently reviewing the request and its impact on the project.

Approved—The request has been approved by the appropriate governing bodies.

Park list—The request has not been approved, but has been placed on the 'park' list for the next release/stage/project.

Not approved—The request has been rejected and will not be implemented for the reasons stated.

If we design well,
estimating becomes
relatively easy.

