Scope Definition for Large, Complex Projects

Course Summary

Description

This seminar is designed for experienced project managers and planners who are ready to become involved with large, complex projects. The seminar presupposes a basic knowledge in developing and using basic project charters and work breakdown structures.

Objectives
At the end of this course, students will be able to:

- Develop a project charter for large, complex projects
- Develop a WBS for a large, complex project using product development flow diagramming as a tool
- Value the team approach to project scope development
- Apply the need for different visibilities of the WBS

Topics

- Definitions
- Project Charter Development
- The project charter
- Project parameters:
- WBS planning consideration:
- Advanced WBS Approaches:
- WBS planning considerations:

Audience

This course is designed for experienced project managers and planners.

Prerequisites

There are no prerequisites required for this course.

Duration

One day

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Course Outline

I. Definitions
- A. Special characteristics of large complex projects
- B. Life cycle effect on planning
- C. The complete project model
- D. The project planning model
- E. Software support for scope definition
- F. Executive needs
- G. Impact of sophisticated communications and software systems

II. Project Charter Development
- A. The project charter
  1. Hierarchy of project charters
  2. The format
  3. Project definition: Clear project purpose
  4. Product definition
  5. Scoping statements

III. Project parameters:
- A. Schedule and budget objectives with class of estimates applied
- B. Known constraints
- C. Assumptions
- D. Risk assessment
- E. Project charter workshop
- F. Advanced WBS Approaches

IV. WBS planning consideration:
- A. Known constraints
- B. Assumptions
- C. Risk assessment
- D. Project charter workshop

V. Advanced WBS Approaches:
- A. WBS planning considerations:
- B. Team approach to WBS development
- C. Multiple product projects/programs
- D. Using product development flow diagramming – Importance of the WBS dictionary
- E. Different visibilities of the WBS
- F. WBS workshop

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