

4.3 PROJECT KICKOFF MEETING

- A kickoff meeting is the first formal meeting of the project team, key stakeholders and project management, which forms the basis of launch of a new product idea at project manager office.
- It is best opportunity for a project manager to energize project team and generate enthusiasm along with commitment towards project goals and deliverables.
- During this meeting project manager and team members start understanding each other.

4.4 DEFINING SCOPE OF WORK

- Project scope is the part of project planning that involves determining and documenting a list of specific project goals, deliverables and tasks.
- During defining scope of work we try to define various elements within the scope and out of the scope in order to clearly understand what will be under the project control.
- Basically during this process we try to establish scope baselines, and procedure for scope changes.
- Scope baseline is used to measure what is actually being produced against what is expected to be produced in relation to the project and product scope.
- Scope changes are changes to the current project scope that are known and accepted by both parties (owner and contractor).
- These can be changes that are reimbursable, or changes that the contractor agrees to (or at least knows about) do without compensation.
- The key is that both the owner and contractor are aware of the changes and their impact to the project (quality, cost, schedule) and have agreed to incorporate them.

4.5 WORK BREAKDOWN STRUCTURE (WBS)

- The WBS is described as a hierarchical structure which is designed to logically sub-divide all the work-elements of the project into a graphical presentation.
- Full scope of work for the project is placed at the top of the diagram, and then sub-divided smaller elements of work at each lower level of the breakdown.
- At the lowest level of the WBS the elements of work is called a work package.

- A list of project's activities is developed from the work packages.
- Effective use of the WBS will outline the scope of the project and the responsibility for each work package.
- To visualize the WBS, consider Figure given below which shows a house construction project.

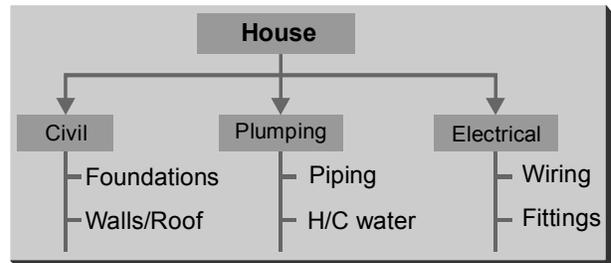


Fig. 4.1

- Level 1 represents the full scope of work for the house. In level 2, the project is sub-divided into its three main trades, and in level 3 each trade is sub-divided to specific work packages.

4.5.1 Benefits WBS

1. **WBS forces the team to create detailed steps**
 - WBS compels project manager, team members, and customers to delineate the steps required to build and deliver the product or service.
 - The exercise encourages a dialogue that will help in clarifying ambiguities, bring out assumptions, narrow the scope of the project, and raise critical issues early on.
2. **WBS lays the groundwork for schedule and budget**
 - It lays the groundwork for developing an effective schedule and good budget plans.
 - A well-defined WBS enables resources to be allocated to specific tasks, helps in generating a meaningful schedule, and makes calculating a reliable budget easier.
3. **WBS creates accountability**
 - The level of detail in a WBS makes it easier to hold people accountable for completing their tasks.
 - With a defined WBS, people cannot hide under the "cover of broadness."
 - A well-defined task can be assigned to a specific individual, who is then responsible for its completion.