Ken's PMBOK Nuggets - Version 6 Edition

Chapter 5 - Project Scope Management

Project Scope Management includes the processes required to ensure that *the project includes all the work required, and only the work required, to complete the project successfully.* **TIP: Memorize this definition of Scope Management for the exam!** Managing the project scope is primarily concerned with defining and controlling what is and is not included in the project.

The six **Project Scope Management** processes are:

5.1 - Plan Scope Management
5.2 - Collect Requirements
5.3 - Define Scope
5.4 - Create WBS
5.5 - Validate Scope
5.6 - Control Scope

Key Concepts for Project Scope Management

The term **"Scope"** can refer to:
Product Scope - the **features and functions** that characterize a product, service, or result.
Project Scope - the **work performed** to deliver a product, service, or result with the specified features and functions. The term **"project scope"** is sometimes viewed as *including product scope.*

In a **predictive ("waterfall") life cycle**, the project deliverables are defined at the beginning of the project and any changes to the scope are progressively managed. In an **adaptive or agile life cycle,** the deliverables are developed over multiple iterations where a detailed scope is defined and approved for each iteration (or, **"sprint"**) when it begins.

In **predictive** projects, the **Scope Baseline** for the project is made up of three components:

- **The Project Scope Statement**
- **The Work Breakdown Structure (WBS)**
- **The WBS Dictionary**

As we learned from Chapter 4 about **Change Management,** a **baseline** can only be changed through formal **Change Control** procedures and is used as a basis for comparison while performing **Validate Scope** and **Control Scope** processes as well as other controlling processes. Projects with **adaptive** life cycles use **backlogs** (including product requirements and **user stories**) to reflect their current needs.

Completion of the **Project Scope** is measured against the **Project Management Plan,** while completion of the **Product Scope** is measured against the product requirements. The term "requirement" is defined as a condition or capability that is required to be present in a product, service, or result to satisfy an agreement or other formally imposed specification.

Validate Scope is the process of f**ormalizing acceptance of the completed project deliverables.** The verified deliverables obtained from the **Control Quality** process are an input to the **Validate Scope** process.

One of the outputs of Validate Scope is accepted deliverables that are formally signed off and approved by the authorized stakeholder. Therefore, the stakeholder needs to get involved early on during **Planning** (sometimes **Initiating**, as well) and to provide inputs about quality of deliverables so that **Control Quality** can assess the performance and recommend necessary changes.

Trends and Emerging Practices in Project Scope Management

Trends and emerging practices for Project Scope Management include a focus on collaborating with **Business Analysts** to:

- **Determine problems and identify business needs**
- **Identify and recommend viable solutions for meeting those needs**
- **Elicit, document, and manage stakeholder requirements in order to meet business and project objectives**
- **Facilitate the successful implementation of the product, service, or end result of the program or project.**

If you are working with a **Business Analyst**, make sure they know what they're doing! Requirement-related activities are the BA's role. Your role as the PM is to make sure that requirement-related work is accounted for in your **Project Management Plan**, and that these activities are performed on time and within budget to deliver value to the business. The BA/PM relationship should be a **collaborative** one, in order to ensure project success.

Tailoring Considerations

Because each project is unique, the project manager will need to **tailor** the way **Project Scope Management** processes are applied. Considerations include:

- **Knowledge and Requirements Management**
- **Validation and Control**
- **Development Approach**
- **Stability of Requirements**
- **Governance**

Considerations for Agile/Adaptive Environments

In projects with evolving requirements, high risk, or significant uncertainty, the scope is often not understood at the beginning of the project, or it evolves during the project. **Agile** methods deliberately spend less time trying to define and agree on scope in the early stage of the project and spend more time establishing the process for its ongoing discovery and refinement. **Agile** methods purposefully build and review **prototypes** and **release versions** in order to refine the requirements. As a result, **scope is defined and redefined throughout the project**. In **Agile** approaches, the requirements constitute the **backlog**.

5.1 - Plan Scope Management

This is the process of creating a **Scope Management Plan** that documents how the **project and product scope** will be defined, validated, and controlled. The key benefit of this process is that it provides guidance and direction on how scope will be managed throughout the project. This process is performed once or at predefined points in the project.

TIP: The Scope Management Plan becomes one of the subsidiary Management Plans under the umbrella (-ella -ella…) Project Management Plan.

5.1.1 - Plan Scope Management: Inputs

5.1.1.1 - Project Charter

5.1.1.2 - Project Management Plan

Project Management Plan components include:

- **Quality Management Plan**
- **Project Life Cycle Description**
- **Development Approach**

5.1.1.3 - Enterprise Environmental Factors

5.1.1.4 - Organizational Process Assets

5.1.2 - Plan Scope Management: Tools and Techniques

5.1.2.1 - Expert Judgement

I'm back! Didja miss me?

5.1.2.2 - Data Analysis

One data analysis technique that could be used for this process is **Alternatives Analysis.** Various ways of collecting requirements, **progressively elaborating** the project and product scope, creating the product, validating the scope, and controlling the scope are evaluated.

5.1.2.3 - Meetings

5.1.3 - Plan Scope Management: Outputs

5.1.3.1 - Scope Management Plan

The **Scope Management Plan** is a component of the **Project Management Plan** that describes how the scope will be defined, developed, monitored, controlled, and validated. Components of the **Scope Management Plan** include:

- **Process for preparing a Project Scope Statement**
- **Process that enables the creation of the WBS from the detailed Project Scope Statement**
- **Process that establishes how the Scope Baseline will be approved and maintained**
- **Process that specifies how formal acceptance of the completed project deliverables will be obtained.**

The **Scope Management Plan** can be formal or informal, broadly framed or highly detailed, based on the needs of the project.

5.1.3.2 - Requirements Management Plan

This is a component of the **Project Management Plan** that describes how project and product requirements will be analyzed, documented, and managed. Some organizations refer to this document as a **Business Analysis Plan**. Components of the **Requirements Management Plan** include:

- **How requirements activities will be planned, tracked and reported**
- **Configuration Management activities such as how changes will be initiated; how impacts will be analyzed, traced, tracked and reported, as well as the authorization levels required to approve these changes**
- **Requirements prioritization process**
- **Metrics that will be used and the rationale for using them**
- **Traceability structure that reflects the requirement attributes captured on the Requirements Traceability Matrix.**

5.2 - Collect Requirements

This is the process of determining, documenting, and managing stakeholder needs and requirements to meet objectives. The key benefit of this process is that it provides the basis for defining the product scope and project scope. This process is performed once or at predefined points in the project.

The **PMBOK Guide** does not specifically address product requirements since those are industry specific.

5.2.1 - Collect Requirements: Inputs

5.2.1.1 - Project Charter

The **Project Charter** contains the **high-level** project requirements.

5.2.1.2 - Project Management Plan

Project Management Plan components include:

- **Scope Management Plan**
- **Requirements Management Plan**
- **Stakeholder Engagement Plan**

5.2.1.3 - Project Documents

Examples of project documents that can be considered as inputs for this process include:

- **Assumption Log**
- **Lessons Learned Register**
- **Stakeholder Register**

5.2.1.4 - Business Documents

A business document that can influence the **Collect Requirements** process is the **Business Case**, which can describe required, desired, and optional criteria for meeting the business needs.

5.2.1.5 - Agreements

5.2.1.6 - Enterprise Environmental Factors

5.2.1.7 - Organizational Process Assets

5.2.2 - Collect Requirements: Tools and Techniques

5.2.2.1 - Expert Judgement

5.2.2.2 - Data Gathering

Data gathering techniques that can be used for this process include:

- **Brainstorming**
- **Interviews**
- **Focus Groups**
- **Questionnaires and Surveys**
- **Benchmarking**

5.2.2.3 - Data Analysis

Data analysis techniques that can be used for this process include **Document Analysis.** Examples of documents that may be analyzed include:

- **Agreements**
- **Business Plans**
- **Business Process or Interface Documentation**
- **Business Rules Repositories**
- **Current Process Flows**
- **Marketing Literature**
- **Problem/Issue Logs**
- **Policies and Procedures**
- **Regulatory Documentation such as laws, codes, or ordinances**
- **Requests for Proposal**
- **Use Cases**

5.2.2.4 - Decision Making

Decision-making techniques that can be used in the **Collect Requirements** process include:

- **Voting**
- **Autocratic Decision Making**
- **Multicriteria Decision Analysis**

5.2.2.5 - Data Representation

Data representation techniques that can be used for this process include:

- **Affinity Diagrams** - these allow large numbers of ideas to be classified into groups for review and analysis.
- **Mind Mapping** - this consolidates ideas created through individual brainstorming sessions into a single map to reflect commonality and differences in understanding and to generate new ideas.

5.2.2.6 - Interpersonal and Team Skills

For this process, we're talking about:

- **Nominal Group Technique** - this technique enhances **Brainstorming** with a voting process used to rank the most useful ideas for further **Brainstorming** or for prioritization. It is a structured form of **Brainstorming** consisting of four steps:

1. A question or problem is posed to the group. Each person silently generates and writes down their ideas.
2. The moderator writes down the ideas on a flip chart until all ideas are recorded.
3. Each recorded idea is discussed until all group members have a clear understanding

4. Individuals vote privately to prioritize ideas, usually using a scale of 1-5, with 1 being the lowest and 5 being the highest. Voting may take place in many rounds to reduce and focus in on ideas. After each round, the votes are tallied and the highest scoring ideas are selected.

- **Observation/Conversation -** Otherwise known as "**Job Shadowing,"** or "**Management By Walking Around."**
- **Facilitation** - including the following three types:

1. **Joint Application Development (JAD)** - this is normally used in the software industry. These facilitated sessions focus on bringing business subject matter experts and the development team together to gather requirements and improve the software development process.
2. **Quality Function Deployment (QFD)** - In the manufacturing industry, **QFD** helps determine critical characteristics for new product development. **QFD** starts by collecting customer needs, also know as **Voice of the Customer (VOC)**. These needs are then objectively sorted and prioritized, and goals are set for achieving them.
3. **User Stories** - These are short, textual descriptions of required functionality, often developed during a requirements workshop. **User Stories** describe the stakeholder role, who benefits from the feature, what the stakeholder needs to accomplish (goal), and the benefit to the stakeholder (motivation).

5.2.2.7 - Context Diagram

A **Context Diagram** is an example of a **Scope Model.** It visually depicts the product scope by showing a business system (process, equipment, computer system, etc.), and how people and other systems (actors) interact with it.

Context Diagrams show inputs to the business system, the actor(s) providing the input, the outputs from the business system, and the actor(s) receiving the output.

5.2.2.8 - Prototypes

Prototyping is a method of obtaining early feedback on requirements by providing a model of the expected product before actually building it. **Prototypes** support the concept of **progressive elaboration** in iterative circles of mock-up creation, user experimentation, feedback generation, and prototype revision. When enough feedback cycles have been performed, the requirements obtained from the prototype are sufficiently complete to move to a design or build phase.

TIP: Prototyping is particularly appropos to Agile methodologies, but remember that this is the most expensive of all of the decision making techniques!

Storyboarding is a **prototyping** technique showing sequence or navigation through a series of illustrations.

5.2.3 - Collect Requirements: Outputs

5.2.3.1 - Requirements Documentation

Requirements documentation describes how individual requirements meet the business need for the project. Requirements may start out at a **high level** (think **Initiating** here!) and become **more progressively detailed** (think **Planning** here!) as more information is known about the requirements.

Requirements can be grouped into classifications allowing for further refinement and detail as the requirements are **progressively elaborated.** These classifications include:

- **Business Requirements**
- **Stakeholder Requirements**
- **Solution Requirements - Functional and Non-Functional**
- **Transition and Readiness Requirements**
- **Project Requirements**
- **Quality Requirements**

5.2.3.2 - Requirements Traceability Matrix

This is a grid that links product requirements from their origin to the deliverables that satisfy them. This ensures business value by linking each requirement to the business and project objectives. It provides a means to track requirements throughout the project life cycle, helping to ensure that requirements approved in the **requirements documentation** are delivered at the end of the project. It also provides a structure for managing changes to the product scope.

Tracing requirements include:

- **Business Needs, Opportunities, Goals and Objectives**
- **Project Objectives**
- **Project Scope and WBS Deliverables**
- **Product Design**
- **Product Development**
- **Test Strategy and Test Scenarios**
- **High Level Requirements to More Detailed Requirements**

Attributes associated with each requirement can be recorded in the **Requirements Traceability Matrix.** These **attributes** help to define key information about the requirement.

5.3 - Define Scope

This is the process of developing a detailed description of the project and product. The key benefit of this process is that it describes the product, service, or result boundaries and acceptance criteria.

Since all of the requirements identified in the **Collect Requirements** process may not be included in the project, the **Define Scope** process selects the final project requirements from the **Requirements Documentation** developed during the **Collect Requirements** process. It then develops a detailed description of the project and product, service, or result.

The **Define Scope** process can be **highly iterative.** In **iterative life cycle** projects, a high level vision will be developed for the overall project, but the 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.

5.3.1 - Define Scope: Inputs

5.3.1.1 - Project Charter

5.3.1.2 - Project Management Plan

5.3.1.3 - Project Documents

Examples of project documents that can be considered as inputs for this process include:

- **Assumption Log**
- **Requirements Documentation**
- **Risk Register**

5.3.1.4 - Enterprise Environmental Factors

5.3.1.5 - Organizational Process Assets

5.3.2 - Define Scope: Tools and Techniques

5.3.2.1 - Expert Judgement

5.3.2.2 - Data Analysis

Again, **Alternatives Analysis** can be used in this process.

5.3.2.3 - Decision Making

Multicriteria Decision Analysis is a technique that can be used in this process.

5.3.2.4 - Interpersonal and Team Skills

Facilitation is an example of an **Interpersonal and Team Skills** technique.

5.3.2.5 - Product Analysis

Product Analysis can be used to define products and services. It includes asking questions about a product or service and forming answers to describe the use, characteristics, and other relevant aspects of what is going to be delivered.

Examples of **Product Analysis** techniques include:

- **Product Breakdown**
- **Requirements Analysis**
- **Systems Analysis**
- **Systems Engineering**
- **Value Analysis**
- **Value Engineering**

5.3.3 - Define Scope: Outputs

5.3.3.1 - Project Scope Statement

The **Project Scope Statement** is the description of the project scope, major deliverables, assumptions, and constraints. It documents the entire scope, including project and product scope. It describes the project's deliverables in detail. It also provides a common understanding of the project scope among project stakeholders. It may contain explicit scope exclusions that can assist in managing stakeholder expectations. It provides the baseline for evaluating whether requests for changes or additional work are contained within or outside the project's boundaries.

The detailed **Project Scope Statement**, either directly or by reference to other documents, includes the following:

- **Product Scope Description**
- **Deliverables**
- **Acceptance Criteria**
- **Project Exclusions - explicitly identifies what is excluded from the project**

Page 155 contains a chart showing what the elements in the **Project Charter** are, as compared to those in the **Project Scope Statement**.

5.3.3.2 - Project Documents Updates

Project documents that may be updated as a result of carrying out this process include:

- **Assumption Log**
- **Requirements Documentation**
- **Requirements Traceability Matrix**
- **Stakeholder Register**

5.4 - Create WBS

This is the process of subdividing project deliverables and project work into smaller, more manageable components. The key benefit of this process is that it provides a framework of what has to be delivered. This process is performed once or at predefined points in the project.

The **WBS** (or **Work Breakdown Structure**) is a **hierarchical decomposition** of the total scope of work to be carried out by the project team to accomplish the project objectives and create the required deliverables.

The planned work is contained within the l**owest level of WBS components**, which are called **Work Packages.** A **Work Package** can be used to group the activities where work is scheduled and estimated, monitored, and controlled. In the context of the **WBS**, work refers to products or deliverables that are the result of activity and not to the activity itself.

5.4.1 - Create WBS: Inputs

5.4.1.1 - Project Management Plan

5.4.1.2 - Project Documents

Examples of project documents that can be considered as inputs for this process include:

- **Project Scope Statement**
- **Requirements Documentation**

5.4.1.3 - Enterprise Environmental Factors

5.4.1.4 - Organizational Process Assets

5.4.2 - Create WBS: Tools and Techniques

5.4.3.1 - Guess what? That's right! Expert Judgement!

5.4.2.2 - Decomposition

This is a technique used for dividing and subdividing the project scope and project deliverables into smaller, more manageable parts.

The Work Package is the work defined at the lowest level of the WBS for which cost and duration can be estimated and managed. The level of **Decomposition** is often guided by the degree of control needed to effectively manage the project. The level of detail for **Work Packages** will vary with the size and complexity of the project. **Decomposition** of the total project work into **Work Packages** generally involves the following activities:

- **Identifying and analyzing the deliverables and related work**
- **Structuring and organizing the WBS**
- **Decomposing the upper WBS levels into lower-level detailed components**
- **Developing and assigning identification codes to the WBS components**
- **Verifying that the degree of decomposition of the deliverables is appropriate**

If an **Agile** approach is used, **Epics** can be decomposed into **User Stories.**

Verifying the correctness of the **Decomposition** requires determining that the lower-level **WBS** components are those that are necessary and sufficient for completion of the corresponding higher-level deliverables. To arrive at a **Work Package**, the work for some deliverables needs to be **Decomposed** only to the next level, while others need additional levels of **Decomposition**. As the work is **Decomposed** to greater levels of detail, the ability to plan, manage, and control the work is enhanced. However, excessive **Decomposition** can lead to non-productive management effort, inefficient use of resources, decreased efficiency in performing the work, and difficulty aggregating data over different levels of the **WBS**.

Decomposition may not be possible for a deliverable or subcomponent that will be accomplished far into the future. The project management team usually waits until the deliverable or subcomponent is agreed on, so the details of the **WBS** can be developed. This technique is sometimes referred to as **Rolling Wave Planning**.

The **WBS** represents all product and project work, including the project management work. The total of the work at the lowest levels should roll up to the higher levels so that nothing is left out and no extra work is performed. This is sometimes called the **100 Percent Rule**.

5.4.3 - Create WBS: Outputs

5.4.3.1 - Scope Baseline

The **Scope Baseline** is the approved version of a **Scope Statement**, the **WBS**, and its associated **WBS Dictionary**, which can be changed only through formal **Change Control** procedures and is used as a basis for comparison. **TIP: For the exam, remember that the Scope Baseline is made up of these three components!** It is a component of the **Project Management Plan**.

Components of the **Scope Baseline** include:

- **Project Scope**
- **WBS**
- **Work Package***
- **Planning Package +**
- **WBS Dictionary ^^**

*Each **Work Package** is part of a **Control Account**. A **Control Account** is a management control point where scope, budget, and schedule are integrated and compared to the earned value for performance measurement. A **Control Account** has two or more **Work Packages,** though each **Work Package** is associated with a single **Control Account**.

+A **Control Account** may include one or more **Planning Packages**. A **Planning Package** is a **WBS** component below the **Control Account** and above the **Work Package** with known work content but without detailed schedule activities.

^^ The **WBS Dictionary** is a supporting **WBS** document that **provides detailed deliverable, activity and scheduling information** about each component in the **WBS**. Most of the information included in the **WBS Dictionary** is created by other processes and added to this document at a later stage. Information in the **WBS Dictionary** may include:

- **Code of Account Identifier**
- **Description of Work**
- **Assumptions and Constraints**
- **Responsible Organization**
- **Schedule Milestones**
- **Associated Schedule Activities**
- **Resources Required**
- **Cost Estimates**
- **Quality Requirements**
- **Acceptance Criteria**
- **Technical References**
- **Agreement Information**

5.4.3.2 - Project Documents Updates

Project documents that may be updated as a result of carrying out this process include:

- **Assumption Log**
- **Requirements Documentation**

5.5 - Validate Scope

This is the process of **formalizing acceptance of the completed project deliverables.** The key benefit of this process is that it brings objectivity to the acceptance process and increases the probability of final product, service, or result acceptance by validating each deliverable. This process is performed periodically throughout the project as needed.

The verified deliverables obtained from the **Control Quality** process are reviewed with the customer or sponsor to ensure they are completed satisfactorily and have received formal acceptance by the customer or sponsor. **TIP: For the exam, make sure you understand this connection between the Control Quality and Validate Scope processes, especially the following paragraph!**

The **Validate Scope** process **differs** from the **Control Quality** process in that the former is primarily concerned with the acceptance of the deliverables, while the latter in primarily concerned with the correctness of the deliverables and meeting the quality requirements specified for the deliverables. **Control Quality** is generally performed before **Validate Scope,** although the two processes may be performed in parallel.

5.5.1 - Validate Scope: Inputs

5.5.1.1 - Project Management Plan

Project Management Plan components include:

- **Scope Management Plan**
- **Requirements Management Plan**
- **Scope Baseline**

5.5.1.2 - Project Documents

Project documents that can be considered inputs for this process include:

- **Lessons Learned Register**
- **Quality Reports**
- **Requirements Documentation**
- **Requirements Traceability Matrix**

5.5.1.3 - Verified Deliverables

These are project deliverables that are completed and checked for correctness through the **Control Quality** process, as discussed earlier.

5.5.1.4 - Work Performance Data

Including, for example, the degree of compliance with requirements, number of nonconformities, severity of the nonconformities, or the number of validation cycles performed in a period of time.

5.5.2 - Validate Scope: Tools and Techniques

5.5.2.1 - Expert….no, no, wait!! INSPECTION!!

Inspection includes activities such as measuring, examining, and validating to determine whether work and deliverables meet requirements and product acceptance criteria. **Inspections** are sometimes also called **Reviews, Product Reviews,** and **Walkthroughs**. In some application areas, these different terms have unique and specific meanings.

5.5.2.2 - Decision Making

Voting is an example of a Decision Making technique that may be used in this process.

5.5.3 - Validate Scope: Outputs

5.5.3.1 - Accepted Deliverables

Formal documentation received from the customer or sponsor acknowledging formal stakeholder acceptance of the project's deliverables is forwarded to the **Close Project or Phase** process.

5.5.3.2 - Work Performance Information

This would include which deliverables have been accepted and which have not, along with the reasons why. This information is then communicated to the stakeholders.

5.5.3.3 - Change Requests

The completed deliverables that have not been formally accepted are documented, along with the reasons for non-acceptance of those deliverables. Those deliverables may require a **Change Request** for **Defect Repair/Rework** (**one of those three Perform Integrated Change Control outcomes, remember?**).

5.5.3.4 - Project Documents Updates

Project documents that may be updated as a result of carrying out this process include:

- **Lessons Learned Register**
- **Requirements Documentation**
- **Requirements Traceability Matrix**

5.6 - Control Scope

This is the process of monitoring the status of the project and product scope and managing changes to the **Scope Baseline**. The key benefit of this process is that the **Scope Baseline** is maintained throughout the project. This process is performed throughout the project.

Controlling the project scope ensures all requested changes and recommended **Corrective or Preventive Actions** are processed through the **Perform Integrated Change Control** process. **Control Scope** is also used to manage the actual changes when they occur and is integrated with the other control processes. The uncontrolled expansion to project and product scope without adjustments to time, cost, and resources is referred to as **Scope Creep**. Change is inevitable; therefore, some type of **Change Control** process is mandatory for every project.

5.6.1 - Control Scope: Inputs

5.6.1.1 - Project Management Plan

Project Management Plan components include:

- **Scope Management Plan**
- **Requirements Management Plan**
- **Change Management Plan**
- **Configuration Management Plan**
- **Scope Baseline**
- **Performance Measurement Baseline**

5.6.1.2 - Project Documents

Project documents that can be considered as inputs for this process include:

- **Lessons Learned Register**
- **Requirements Documentation**
- **Requirements Traceability Matrix**

5.6.1.3 - Work Performance Data

This could include the number of change requests received, the number of change requests accepted, and the number of deliverables verified, validated and completed.

5.6.1.4 - Organizational Process Assets

Nope! The **EEFs** didn't make it this time!

5.6.2 - Control Scope: Tools and Techniques

5.6.2.1 - Data Analysis

Data analysis techniques that can be used in the Control Scope process include:

- **Variance Analysis**
- **Trend Analysis**

Important aspects of project scope control include determining the cause and degree of variance relative to the **Scope Baseline** and deciding whether **Corrective or Preventive Action** is required.

5.6.3 - Control Scope: Outputs

5.6.3.1 - Work Performance Information

5.6.3.2 - Change Requests

5.6.3.3 - Project Management Plan Updates

Any change to the **Project Management Plan** goes through the organization's **Change Control** process via a **change request.** Components that may require a **change request** include:

- **Scope Management Plan**
- **Scope Baseline**
- **Schedule Baseline**
- **Cost Baseline**
- **Performance Measurement Baseline**

TIP: For the exam, remember that the Performance Measurement Baseline is made up of the Scope, Cost and Schedule Baselines!

5.6.3.4 - Project Documents Updates

Project documents that may be updated as a result of carrying out this process include:

Lessons Learned Register

Requirements Documentation

Requirements Traceability Matrix