Difference Between Scope Statement, Statement of Work And Scope of Work

According to PMI:
- the Statement of Work (SOW) is a narrative description of the project purpose, used as input to create the Project Charter (the Statement of Work may also describes the project's desired result)

- the Project Scope Statement is an output of Define Scope **planning** process and includes a detailed description of project deliverables and necessary work to accomplish them. The project's Scope of Work (i.e. the activities and tasks required to achieve the project deliverables) forms the basis for the Scope Statement. The Scope Statement also includes acceptance criteria (performance criteria and quality standards), project exclusions, project constraints and project assumptions.

PMP® Exam Tip: The Work Breakdown Structure (WBS)

A work breakdown structure (WBS) in project management and systems engineering, is a tool used to define and group a project's discrete work packages in a way that helps organize and define the total work scope of the project. A work breakdown structure element may be a product, data, a service, or any combination. A WBS also provides the necessary framework for detailed cost estimating and control along with providing guidance for schedule development and control. Additionally the WBS is a dynamic tool and can be revised and updated as needed by the project manager.

One of the most important Work Breakdown Structure design principles is called the 100% Rule. This Rule states that the WBS includes 100% of the work defined by the project scope and captures all deliverables – internal, external, interim – in terms of the work to be completed, including project management. The 100% rule is one of the most important principles guiding the development, decomposition and evaluation of the WBS. The rule applies at all levels within the hierarchy: the sum of the work at the "child" level must equal 100% of the work represented by the "parent" and the WBS should not include any work that falls outside the actual scope of the project, that is, it cannot include more than 100% of the work. At the same time, it cannot contain only 95%. It must contain 100% of the work. It applies to the activity level. The work represented by the activities in each work package must add up to 100% of the work necessary to complete the work package.

A Guide to the Project Management Body of Knowledge (PMBOK® Guide) - Fourth Edition, Project Management Institute, Inc., 2008 states that Create WBS is the process of subdividing project deliverables and project work into smaller, more manageable components. The work

breakdown structure (WBS) is a deliverable-oriented hierarchical decomposition of the work to be executed by the project team to accomplish the project objectives and create the required deliverables, with each descending level of the WBS representing an increasingly detailed definition of the project work. The WBS organizes and defines the total scope of the project, and represents the work specified in the current approved project scope statement. The planned work is contained within the lowest level WBS components, which are called work packages. A work package can be scheduled, cost estimated, monitored, and controlled. In the context of the WBS, work refers to work products or deliverables that are the result of effort and not to the effort itself.

WBS Checklist
➢ The top element of the WBS is the overall deliverable of the project, and all stakeholders agree with it. The first two levels of the WBS (the root node and Level 2) define a set of planned outcomes that collectively and exclusively represent 100% of the project scope.
➢ The WBS elements are defined in terms of outcomes or results. (Outcomes are the desired ends of the project, and can be predicted accurately).
➢ Each WBS element has an identification number assigned which identifies its relative position within the structure.
➢ The WBS encompasses everything that will ultimately comprise the project deliverable, and all deliverables in the project are included.
➢ Each WBS element contains the following four items:
  ☐ The scope of work, including any "deliverables."
  ☐ The beginning and end dates for the scope of work.
  ☐ The budget for the scope of work.
  ☐ The name of the person responsible for the scope of work.
➢ There is no overlap in scope definition between any two elements of a WBS.
➢ The WBS is not a project plan or a project schedule, and it is not a chronological listing.
➢ In the judgment of all parties involved, the WBS has been decomposed and it is no longer possible to define planned outcomes--the only details remaining are actions.
➢ The WBS is not an exhaustive list of work. It is instead a comprehensive classification of project scope.
➢ The WBS is not an organizational hierarchy.
➢ In the judgment of all parties involved, the WBS is neither over-simplified or overly complex. It provides an adequate graphical or outline form for viewing the overall scope of the project.

PROJECT
DELIVERABLES (PMI preference is an outcome or results-oriented WBS).

WORK PACKAGES (LOWEST LEVEL WBS)