Chapter 7 Summary Review Questions

1. What is the principal difference between the delivery domain and the other two domains of SPO?

The delivery domain is formed of temporary organizations brought together into a coalition specifically for the project at hand. The other two domains are populated by permanent organizations.

2. What is the difference between the project mission and the project scope?

The project mission specifies *why* the project is being done; the project scope specifies *what* needs to be done to deliver on that mission.

3. Why is the PDP so important?

The project delivery plan is prepared at the end of the Select stage and forms an important input into the gate review at the end of select which is usually when the final investment decision is made by the owner. Essentially, it answers the question *can* this project be delivered within the budget and schedule specified – this question is normally answered at the P90 level (i.e. there is a 90% probability of the project being under the specified budget and schedule if no further changes to scope are made by the owner).

4. What is the WBS?

The work breakdown structure is the hierarchically ordered specification of the project scope i.e. everything that needs to be done to deliver the output as the desired level of granularity for the stage of the project.

5. What do you understand by the tipping point in project delivery?

The tipping point is when the dynamics of project delivery reach the point where additional tasks are being added to the project at a faster rate than they can be completed. Very often this is caused by the need for rework due to poor prior task execution. Note that this cannot always be resolved by adding more resources (see discussion question 7.3).