

Overscoping: Causes, Effects and Remedies

Name _____

Role(s) in old process (roles and length of time for each role)

within Requirements unit _____

within Software unit _____

within Product unit _____

other _____

Role(s) in new process (note role and length of time for each role)

within Business unit _____

within Software unit _____

within Product unit _____

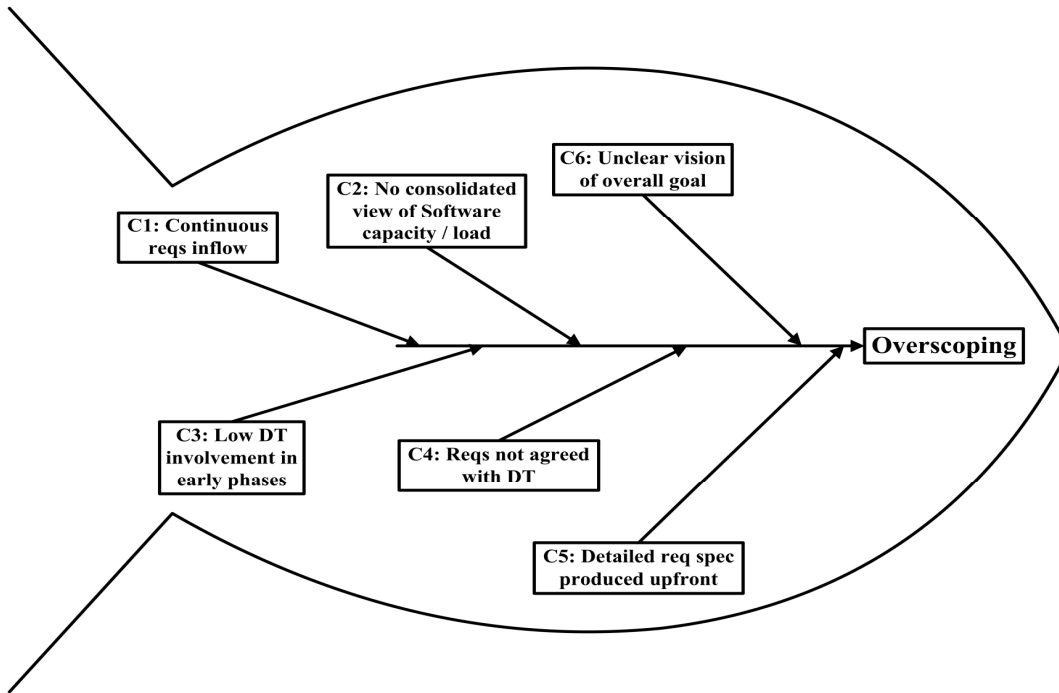
other _____

Total time at company _____ year(s)

Definitions

<i>Experienced</i>	I have experienced this to be valid
<i>Agree</i>	I agree to this, but have not experienced it personally
<i>Partly agree</i>	I agree to part of this, but not all
<i>Disagree</i>	I do not agree
<i>Don't know</i>	No knowledge

Causes of Overscoping



	Level of agreement					
	<i>Experienced</i>	<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>	
OVERSCOPING was a challenge with old process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Level of agreement, of cause to overscoping					Extent of contr'bt'n
	<i>Experienced</i>	<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>	<i>0-100%</i>
C1: Continuous reqs inflow via multiple channels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
C2: No consolidated view of SW capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
C3: Low DT involvemnt in early phases (-MS2-MS4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
C4: Requirements not agreed with DT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
C5: Detailed reqs specification produced upfront	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
C6: Unclear vision of overall goal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Additional causes of overscoping:	_____					_____
	_____					_____

Root Causes

CAUSE 1: Continuous requirements inflow via multiple channels

	<i>Experienced</i>	Level of agreement, as root cause			
		<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
a) Large number of product variants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Software-internal roadmap	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Indirect requirements on other DTs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) between RT and usability design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii) between RT and SW Quality Managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Long lead times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional root causes:

CAUSE 2: No consolidated view of SW capacity

	<i>Experienced</i>	Level of agreement, as root cause			
		<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
a) Communication gaps within SW unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional root causes:

CAUSE 3: Low DT involvement in early phases (- MS2-MS4)

	<i>Experienced</i>	Level of agreement, as root cause			
		<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
a) Lack of DT resources for pre-development work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Low Software unit development capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Low competence in cost estimation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Late scope info to DTs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Lack of respect/understanding for development costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional root causes:

CAUSE 4: Requirements not agreed with FG

	Level of agreement, as root cause				
	<i>Experienced</i>	<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
a) Cause 3 (Lack of FG involvement in earlier phases)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) between TWG organisation and ASD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii) between TWG and FG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii) between Developers and Testers within FG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional root causes:

CAUSE 5: Detailed requirements specification produced upfront

CAUSE 6: Unclear vision of overall goal

	Level of agreement, as root cause				
	<i>Experienced</i>	<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
a) Unclear business strategy for software development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Scope set from technology focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Weak priority of scope	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) between TWGs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii) between FG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii) between TWG organisation and ASD	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Additional root causes:

Effects of Overscoping

	Level of agreement				
	<i>Experienced</i>	<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
E1: Many changes after project scope is set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Wasted effort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Decreased staff motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E2: Quality issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E3: Delays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E4: Customer expectations are not always met	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E5: Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E6: Challenge to keep SRS Updated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Impact / Seriousness				
	<i>critical: customer or company level</i>	<i>major: project or unit level</i>	<i>medium: team level</i>	<i>minor: personal level</i>	<i>none</i>
E1: Many changes after project scope is set	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Wasted effort	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Decreased staff motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E2: Quality issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E3: Delays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E4: Customer expectations are not always met	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E5: Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E6: Challenge to keep SRS updated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional effects of overscoping					
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Connections between challenges

	<i>Experienced</i>	<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
Communication gaps contributed to					
- Challenge to keep SRS updated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Overscoping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overscoping contributed to					
- Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Challenge to keep SRS updated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Overscoping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problems with keeping SRS updated contributed to					
- Overscoping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- Challenge to keep SRS updated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other connections bt req-related challenges					
<hr/>					
<hr/>					

Remedies

	Level of agreement				
	<i>Experienced</i>	<i>Agree (in theory)</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
R1: One continuous scope & release planning flow	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R2: Cross-functional & integrated development teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R3: Gradual & Iterative Detailing of requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Additional remedies					
<hr/>					
<hr/>					

Current situation

	Level of agreement				
	<i>Experienced</i>	<i>Agree</i>	<i>Partly Agree</i>	<i>Disagree</i>	<i>Don't know</i>
OVERSCOPING is still a challenge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is less overscoping now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overscoping is more manageable now	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact of remedies

1 (minor), 2 (medium), 3 (major)

Remedy 1	Remedy 2	Remedy 3
<i>One continuous scope & release planning flow</i>	<i>Cross-functional & integrated dev teams</i>	<i>Gradual & Iterative Detailing of reqs</i>

OVERSCOPING

CAUSE 1: Continuous requirements inflow via multiple channels

- a) Large number of product variants
- b) Software-internal roadmap
- c) Indirect requirements on other DTs
- d) Communication gaps
 - i) between RT and usability design
 - ii) between RT and SW Quality Managers
- e) Long lead times

CAUSE 2: No consolidated view of SW capacity

- a) Communication gaps within Software unit

CAUSE 3: Low DT involvement in early phases (- MS2-MS4)

- a) Lack of DT resources for pre-development work
- b) Low Software unit development capacity
- c) Low competence in cost estimation
- d) Late scope info to DTs
- e) Lack of respect/understanding for development costs

	Remedy 1	Remedy 2	Remedy 3
OVERSCOPING	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CAUSE 1: Continuous requirements inflow via multiple channels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Large number of product variants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Software-internal roadmap	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Indirect requirements on other DTs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) between RT and usability design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii) between RT and SW Quality Managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Long lead times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CAUSE 2: No consolidated view of SW capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Communication gaps within Software unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CAUSE 3: Low DT involvement in early phases (- MS2-MS4)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Lack of DT resources for pre-development work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Low Software unit development capacity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Low competence in cost estimation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Late scope info to DTs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e) Lack of respect/understanding for development costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1 (minor), 2 (medium), 3 (major)

Remedy 1

One continuous scope & release planning flow

Remedy 2

Cross-functional & integrated dev teams

Remedy 3

Gradual & Iterative Detailing of reqs

CAUSE 4: Requirements not agreed with DTs

a) Cause 3 (Lack of DT involvement in earlier phases)

b) Communication gaps

i) between requirements and software unit

ii) between RT and DT

iii) between Developers and Testers within DT

CAUSE 5: Detailed reqs specification produced upfront

CAUSE 6: Unclear vision of overall goal

a) Unclear business strategy for software development

b) Scope set from technology focus

c) Weak priority of scope

b) Communication gaps

i) between RTs

ii) between DTs

iii) between Requirements and Software unit

	Remedy 1	Remedy 2	Remedy 3
CAUSE 4: Requirements not agreed with DTs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Cause 3 (Lack of DT involvement in earlier phases)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) between requirements and software unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii) between RT and DT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii) between Developers and Testers within DT	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CAUSE 5: Detailed reqs specification produced upfront	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CAUSE 6: Unclear vision of overall goal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
a) Unclear business strategy for software development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Scope set from technology focus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Weak priority of scope	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Communication gaps	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i) between RTs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ii) between DTs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
iii) between Requirements and Software unit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>