

Gold Plating of the Project Scope Identification and Solution

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Abstract—this study focuses on the concept of gold plating that impacts the project scope. In addition, this paper compares the gold plating with the scope creep. Furthermore, how we can avoid Gold plating in the project from occurring.

Keywords— gold plating; scope creep; the scope of the project

I. INTRODUCTION

This research paper highlights Gold Plating which may be the reason for the success or failure of a project. Gold plating leads to an unexpected change in the scope because someone thinks that adding extra elements to the scope is useful to the project. In general, the team project manager has to do what the sponsors and customers wants, so they cannot add their own flavor to the project. In another word, they cannot add anything unnecessary unless it is required by the sponsor or customer. Have you experienced how often this situation has transpired? You plan to buy or construct something, and you apportion a specific measure of cash for this reason. In any case, when you continue with your arrangement, numerous new necessities are added to it, until finally you wind up with a totally new item. This circumstance might be alright for you, on the grounds that you are the individual who is arranging, and executing the task and you are the end client of the item and the one spending cash on it.

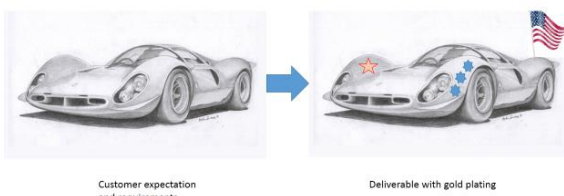


Figure 1: Customer expectation versus deliverable with gold plating

In our life it happens commonly and we even couldn't care less about it. However, with regards to professional cases, there is an alternate case. We can say that you are dealing with a venture and some additional capacities are added to the item, either intentionally or unconsciously, and these progressions are not expressed in the degree explanation. This is a

terrible practice and it is known as either extension drag or gold plating. Scope downer and gold plating both can impact the progression of the final product last item; in any case, the instrument of these progressions is diverse for every situation. Scope creep alludes to the uncontrolled changes in the extension of a project because of either obstruction of the client or because of misconceptions on the degree of undertaking by a group or the venture chief. Then again, gold plating alludes to deliberately including additional elements or capacities to the item which were excluded in the item's original decision [1].

II. IDENTIFY AND MANAGE SCOPE OF THE PROJECT

Dumont and Gibson identify the scope of the project as "the process by which projects are defined and prepared for execution. The information identified during this process is usually presented in the form of a project scope definition package [2]".

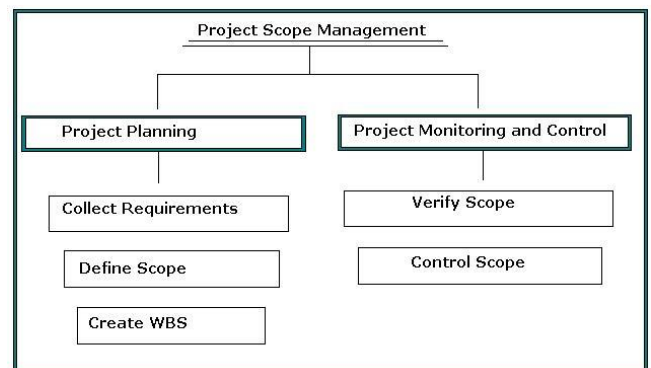


Figure 2: The project scope management according to PMI

It is critical to any project that a team project manager has to do two important things. First, collect the requirements from the stakeholders, and put these requirements into a clear scope. Secondly, they have to track the elements of the scope and avoid any undocumented change.

Collecting and tracking requirements can be complicated. They need several tools and techniques such as Interview, Focus Groups, Facilitated Workshops, Group Creativity Techniques, etc. The secret of keeping the requirements and scope stable without a big change is involving key stakeholders in every phase of the project. Project managers can do this by using their communication skills. They should put the management team and stakeholders on the same page. Furthermore, he should inform and update

all stakeholders on every process of the project to get at least obtain an oral agreement.

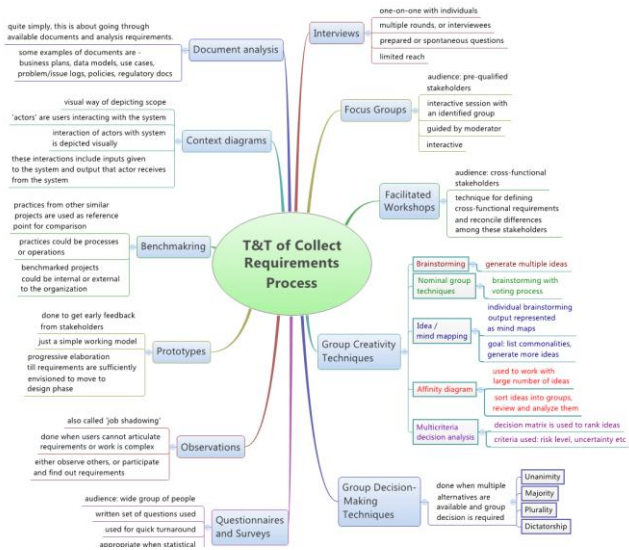


Figure 3: Tools and Techniques of collection of the requirements process by [3].

In addition, the important step after collection of requirements is tracing the requirements by using the Requirement Traceability Matrix (RTM). RTM is very critical to monitoring the movement of requirements over all phases of the project [4]. The project manager has full responsibility to prevent any unnecessary additions to the original scope. If he has no chance to keep the scope of the project without the additional elements, he has to analyze the change and study its effect on the budget, schedule, and quality. The second step is he should get informal approval for of the change request process.

Requirements Traceability Matrix							
Project Name:							
Cost Center:							
Project Description:							
ID	Attribute ID	Requirements Description	Business Needs, Objectives, Goals, Objectives	Project Objectives	WBS Deliverables	Product Design	Product Requirements
001	1.0						
	1.1						
	1.2						
	1.2.1						
002	2.0						
	2.1						
	2.1.1						
003	3.0						
	3.1						
004	4.0						
	4.1						
005	5.0						

Figure 4: A sample of the template of Requirements Traceability Matrix by [5].

III. WHAT IS SCOPE CREEP?

Changes in the scope of a project are normal, and there is nothing to worry about if the project manager analyzes the effect on schedule, quality, and budget, and obtains an informal verification to do these change [6]. Unfortunately, the project failure basically comes from a weak scope definition or changes to elements of the scope without approval [7]. The scope creep also affects the schedule and budget of the project, it gives the perception that the project is out of control. As a result, firms miss customer satisfaction and business needs because of scope creep. To prevent scope creep, the project management team has to use

the Work Break Structure (WBS) dictionary. WBS dictionary shows the link between elements. It produces details for each element of the WBS units.

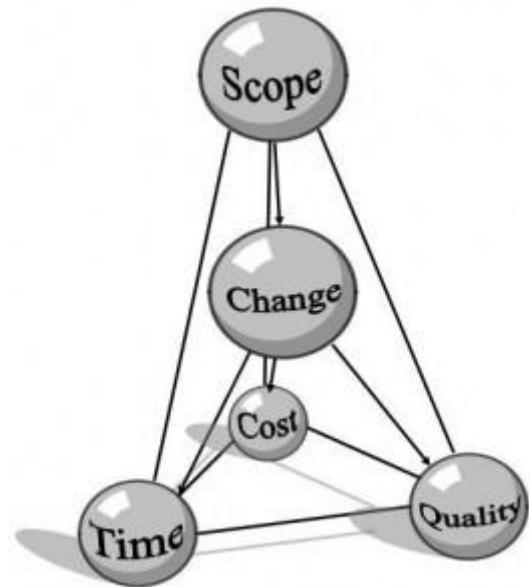


Figure 5: Scope Management: Beyond Good, Fast and Cheap by [8].

An example of Scope Creep is when a customer requests an iPhone, and he gets a Nokia which cost the customer more money and time. Scope creep happens for three reasons. First, a misunderstanding of the project requirements and the definition of the priorities of these requirements. Secondly, adding additional features to the project's scope when the project is already in progress. Finally, poor communication between project managers and the stakeholders. Scope Creep is viewed as negative for the undertaking or wellbeing of the company and it must maintain a strategic distance from it in all cases. Here, you roll out a few improvements with no legitimate survey, and in later stages it might cause numerous issues. Afterward, you will need to actualize numerous different switches just to conceal the progressions made in earlier stages. Keeping mind that if the degree is changed or calendar, and spending plan are likewise modified to mirror the adjustment in extension, it can't be called scope creep. Scope creep happens when the extent of the item is changed, and the tasks' spending plan and timetable stay unaltered. Results of extension jerk may incorporate postponed timetables and cost invasion. In the event that you don't control extension creep, then you may have issues with effectively finishing your undertaking, or in extreme cases, it may be cancelled.

IV. THE CONCEPT OF GOLD PLATING

It is difficult to identify and resolve the problem by the project management team when they think that there is no problem. In another word, they don't believe that the undocumented extra work which is called gold plating is the problem because they added this element to the project by themselves. Therefore, gold

plating looks like a hidden creep in the project scope. Furthermore, gold plating is still hidden until delivery to the customer.

PMI describes Gold plating as a kind of scope creep, and it happens when a team member decides to add undocumented extra work to the scope of a project. The project manager and project team think this additional work may be right for the project. This action causes an increase in budget and timeline of the project [3].

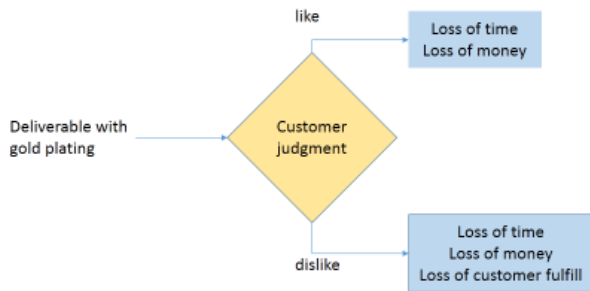


Figure 6: the judgment of customer on the deliverable with gold plating.

When gold creep occurs, and the deliverable reaches the customer, the customer become a judge to the gold plating of the project scope. In this situation, we have two scenarios: first, if the customer likes the change the team manager loses money and time. The worst scenario happens when the customer rejects the change, the project loses money, time, and customer satisfaction.



Figure 7: The effect of Gold Plating on the project. The emergence of new technology during the execution of the project may also lead to a gold plating problem. The team of project managers tends to use new technology which did not exist in the plan of this project. Even though using this technology is useful, it can be expensive and push the budget of the project is out of its estimated range. In fact, gold plating is recognized as a negative action in the project. It usually leads to customer's disappointment, over-budget, and being behind schedule [9].

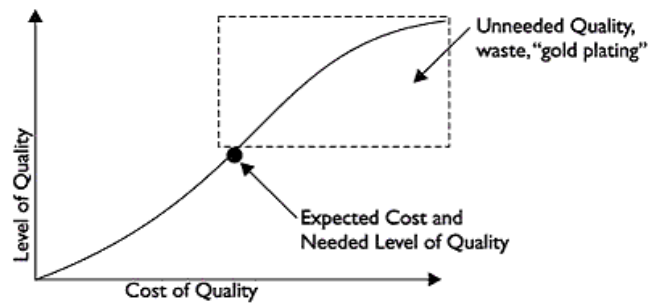


Figure 8: The project team has to try to achieve what was required by [10].

Finally, Haridy (2016) explains that “Gold plating increases risk and uncertainty and may inject a host of problems into the project [11].

Typically gold plating is performed by either the undertaking group or the task administrator with no extra cost to the customer. Gold plating is finished with great goals and more often than not is welcomed by the customers; be that as it may, there are numerous situations where it is not enjoyed, and gold plating is the reverse of charges, since you are adding a few elements to the item which were not requested by the customer. This may be considered as an unapproved change in the degree, and the customer can decline to acknowledge the issue. Gold plating is extremely normal in programming and is finished by colleagues to demonstrate their capacities, or by the undertaking chief to make customers more upbeat. Albeit, gold plating sounds great to everybody, but it can have an impact on the undertaking group and the task supervisor over the long haul. Gold plating builds the information cost (however, by and large, it doesn't seem, by all accounts, to be high), expands the danger, and the desire of the client is raised. On the off chance that you do have another task for the same customer, he would again anticipate that you will convey an item with additional elements. What's more, on the off chance that you don't do as such he will be disappointed [1].

V. AVOIDING GOLD PLATING

The goal behind Gold plating is to achieve the happiness of the customer, something that “the users are just going to love.” it doesn't lead to reaching your business target. The solution to this problem is the team manager of the project because he has to track every requirement back to its source. The team project manager has to avoid building elements nobody will use [12].

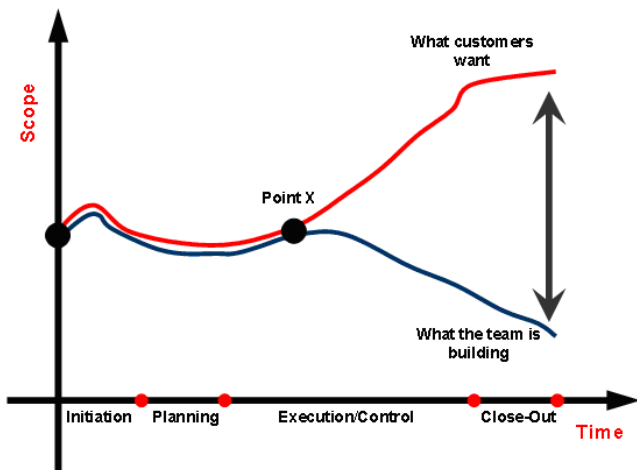


Figure 9: Describes the point in the execution phase which separates between what the customer wants and what the team is building by [13].

To avoid Gold plating, first, the management team should avoid adding anything outside the requirements and the scope baseline. Second, we have to see the scope of the project from an outside view. An outside auditor or inspector can easily discover gold plating by comparing the deliverables with the scope baseline of the project. The inspector can create several checklists to be sure there is no defect on the deliverable. What happens if the auditor or inspector discovers gold planting of the project scope in the executive phase of the project? We can deal with the gold plating action as a defect on the product or deliverable.

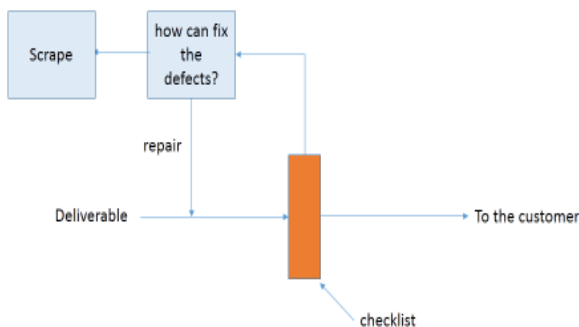


Figure 10: prevent reach of the deliverable to the customer with defects.

According to the size and kind of defects, the project managers have to choose either reworking the product to fix the defects or going to reject it to the scrap.

VI. GOLD PLATING VERSUS SCOPE CREEP

Scope Creep, mostly will happen as a result of the client, partner's requests for new things, changes e.g. In any product venture if the client requests more segments in the report which is really requiring process level differences in database table structures. This will likewise require changes in the coding, improvement of inquiries for reports; this will likewise prompt changes in the configuration of the report. So PM or Project Team is creating doing uncontrolled changes which are influencing time, expense and asset.

Gold Plating, without Stakeholders or clients requesting anything, is when venture group or PMs are accepting changes, however it has not been inquired. A report has

been created according to a particular Project Scope record. In any case, the venture group is doing additional endeavors in giving remarkable visuals for this report which is not planned, not asked for but rather the client may like or dislike it.

VII. CONCLUSION

The critical issue which is facing the project is that the product delivery to the customers will have defects. The gold plating action may be considered as a defect when the customer does not like the extra element which is added to his product. Overall, the gold plating of the project scope is a special aspect of scope creep which moves like a shadow over all phases of the project without being discovered. The team insists on putting these extra items in the project assuming these items will fulfill the customer.

The difference between the gold plating and scope creep is what causes them. Usually, the scope creep happens when the customer asks to add something without approval; in contrast, the gold plating occurs when the management team adds something that they think is good for customer.

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The template will number citations consecutively within brackets [1]. The sentence punctuation follows the bracket [2]. Refer simply to the reference number, as in [3]—do not use “Ref. [3]” or “reference [3]” except at the beginning of a sentence: “Reference [3] was the first.”

Number footnotes separately in superscripts. Place the actual footnote at the bottom of the column in which it was cited. Do not put footnotes in the reference list. Use letters for table footnotes.

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For papers published in translation journals, please give the English citation first, followed by the original foreign-language citation [6].

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