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*The following is taken from Chapter Four, page 154, of your textbook.*

*You are a team that is developing a Web site for a local business Custom Car Care. There is a set schedule of four months for requirements analysis, development, and successful deployment. The team is on schedule in week 8, and has just shown Debbie, the CEO of Custom Car Care, the prototype. Debbie is very happy with your work so far, but has some additional capabilities she would like added to the site. Although the additions are not in the previous time or cost estimate, she requires that you stay on schedule and within the current budget. What do you do?*

A legalistic approach of referring to the Statement of Work is often very tempting in situations such as these; however, this course of action is rarely productive and will often result in management setting their foot down on the matter. System Owners will invariably find new must-have requirements after the requirements are set in stone.

Therefore, as the text suggests, the Management Expectations Matrix may better illustrate the interplay between project scope, costs, and deadline. As the matrix is something of an abstract concept to understand, I would supplement my discussions with my PERT and GANTT charts, illustrating the interrelatedness of the project tasks and how her new requirements will disrupt tasks further down the chain.

Once I have made my case for why something must give to accommodate the expanded scope, either cost or deadline, I would then urge her to reconsider whether the project cost or deadline could be adjusted for the additional tasks, informing her that failing to do so would ultimately result in corners being cut in the development process, such as testing or failing to use best practices, which would impact the project quality.

If this were to fail to convince her, then I would document the exchange, and do the best I could with the resources available to me.