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Defining and Managing Project Scope, Schedule and Requirements

Course Overview

The Challenge

Establishing the full extent of project and product scope, and then using this as the basis for development of an effective project schedule, are two of the most important tasks performed by a Project Manager. When done well, this work provides the foundation for project success. Truly effective tools and techniques are required to make this possible.

The Solution

Defining and Managing Project Scope, Schedule and Requirements provides two days of practical, hands-on training in essential project management concepts and techniques. Participants are shown how to engage in detailed scope definition, requirements documentation and analysis, schedule development and formal change control, using intended Business Value as a guide throughout. The tools and techniques presented are field tested and have been proven to promote project success. The course format is truly multimodal with a mixture of exercises, group discussions, individual discovery and lecture. All participants will return to their workplace better equipped to bring their projects to a successful conclusion. Topics covered in this course include:

- Defining project and product scope
    - Project Charter
    - Work Breakdown Structure (WBS)
    - Requirements types
- The WBS as basis for schedule development
    - Defining activities from work packages
    - Estimating work effort
    - Building a Project Network Diagram
    - Defining the Critical Path
    - Impact of resources on the schedule
- Defining and documenting requirements
    - The requirements definition process
    - Requirements planning
    - Elicitation
    - Documentation
    - Analysis
    - Verification – ensuring requirements are correct and complete

- o Validation – ensuring requirements support Business Value
- Establishing project change control
  - o The project change control process
  - o Using Business Value as a guide to change control
  - o Requirements management

Who should attend

Project Managers who want an in-depth look at crucial concepts and techniques; new project managers looking for a jump start in their new profession; newly assigned project managers and team leads; managers of project mangers; functional managers with project responsibility; and PMO staff.

Prerequisites

This course assumes that participants have participated in some projects and have some experience leading small projects or project teams. Prior PM training is helpful but not required.

Course Information

- **Duration**: 2 days. Can be customized by request.
- **Typical class size**: 6 to 24 attendees
- **Participants receive:**
  - o PMP®-certified instruction
  - o Comprehensive Student Guide
  - o CD packed with high quality Project Management templates
  - o Certificate of Participation
  - o 13 PDUs / Contact Hours in project management education
- **Course I.D. Number:** 3060

Course Outline

Part 1

Project Planning
- Work of Project Planning
- Project Management Plan
- Primary Planning Documents

Managing Scope
- Definition and Purpose
- The Project Charter
- Product versus Project Scope
- Project Management Deliverables
- Requirements Overview
- WBS

- Scope Statement

Developing the Project Schedule
- Definition and Purpose
- Defining project activities
- Activity sequence – the flow of work
- Estimating activity duration
- Calculating the Network Diagram
- Critical Path
- Modifying the schedule
- Impact of Resources on schedule

Project Change Control
- Controlling Change
- Sources of Project Change
- Change Control Process
- Change Request Form
- Tracking Project Change Requests
- Managing Baselines

Part 2

Introduction to the Requirements Process
- Why Requirements are Important
- The Requirements Definition Process
- Planning the Requirements Effort
- Roles and Responsibilities
- The Requirements Management Plan

Requirements Elicitation: Tools and Techniques
- Requirements Elicitation Techniques
- Categories of Requirements
- Distinction between Requirements and Design
- Challenges in Requirements Elicitation
- Requirements in Waterfall versus Iterative Projects

Analyzing and Documenting Requirements
- Data and Behavior Models
- Process/Flow Models
- Usage Models
- Requirements Documentation Process
- Document Format and Style
- Tools and Methods

Requirements Validation and Verification (V&V)
- Verification – ensuring requirements are correct and complete
- Validation – ensuring requirements support Business Value

- Assessing Requirements Quality

Requirements Management
- Controlling the Requirements Process
- Requirements Change Management
- Requirements Traceability Matrix

Learning Approach

- A highly experienced instructor will use interactive lecture format, numerous hands-on exercises, team activities, group discussions, individual discovery and other techniques to drive home the essential points of this material
- We will build on your prior experience in this topic, while providing you with a structure and vocabulary to use in future projects.
- If you have modest project management knowledge, you will find that the clarity of the material and direct presentation style of the instructor will make the subject matter easy to understand.
- You will receive a Student Guide which will help you follow the material, take notes and retain what you learned so that you can apply it on your job.

Why should I take this course?

- Experienced project managers will obtain tools and insights that lend structure and perspective to the wealth of experience they already have.
- All participants take home a set of tools and techniques to help them deal with critical aspects of project planning.
- Take this course and learn how to avoid many of the problems that project managers most often encounter.

Cost and Availability

We can arrange onsite training to suit your requirements. See our website for the latest pricing information:

http://www.cvr-it.com

Licensing

This course is available under license to qualified Training Providers. We deliver a full set of courseware materials including instructor slides, instructor manual and student guide. Train the Trainer instruction is available to ensure that all providers adhere to the same high level of course delivery. For more information, contact us at

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