Requirements Management
A Key to Project Success

Requirements are the foundation of any project, yet the number of project failures attributed to inadequate requirements development and management is staggering. As projects progress, "scope creep" often occurs due to the inability to manage constant change. Customers' needs and the project sponsor's needs frequently seem to be at odds. How does the project manager cope with all the turmoil?

Requirements Management takes the project manager beyond the basics of all aspects of the requirements management process, from concept through closeout. Participants will learn up-to-date practices for requirements management and a recommended requirements management process, including proper selection of tools and techniques for specific types of projects.

You'll explore evaluation techniques to verify requirements early in the project life cycle so as to prevent costly rework downstream. Even with a solid process for managing requirements, fallout may still result from the battle between important project stakeholders. Participants will practice methods of effective relationship management and negotiation to ensure agreement on functional requirements.

An action-packed, integrated case study will provide experienced project managers, who already have experience with the basics of requirements management, the opportunity to practice new skills in a supportive learning environment. Participants responsible for all types of projects, from construction to new product development to information technology, will take home tools and techniques to put to immediate use.

Reminder: Participants should have a basic understanding of project management processes and how to identify, analyze and write requirements prior to taking this course.

Course Length: 3 days

What you will learn:

- Apply a requirements management process to a project life cycle
- Use proper evaluation techniques to verify and gain agreement upon requirements that meet specific business and technical objectives
- Identify formal and informal techniques to manage stakeholder relationships within the requirements management process
- Implement a change management process to control scope creep

Course Topics

- **Requirements Factors Influencing Project Problems**

- **The Project Requirements Process**
    - The project management and requirements management life cycles
    - Steps in the requirements management process
    - Fixed and evolving requirements
    - Organizational standards

- **Stakeholder Assessment**
    - Identification and categorization
    - Relationship management
    - Communication plan
    - Risk factors

- **Requirements Identification**
    - Conducting a stakeholder analysis
    - Identifying risks and mitigation strategies

- **Critical Success Factors**
    - Traceability matrix
    - Global requirements analysis
    - Test plan
    - Requirements management standards

- **Requirements Derivation**
    - Functional and non-functional requirements
    - Global requirements
    - Identifying multiple views
    - Tools and techniques
    - Documentation standards

- **Evaluation and Approval**
    - Selection of tools and techniques
    - Requirement/prototype review
    - Risk assessment
    - Baseline documentation
    - Internal and external reviews

- **Change Management**
  - Evaluating policy for project needs
  - Establishing business criteria for change control
  - Selecting tools and techniques
  - Success criteria

- **Validation of Project Outcomes**
  - Acceptance criteria
  - Project test results

- **Closeout Procedures**

PMBOK® Guide **knowledge areas covered in this course:**
- Project Scope Management
- Project Quality Management
- Project Risk Management
- Project Communications Management