How to Capture Customer Requirements and Develop Project Scope

Instructor(s): Greg Githens, PMP
Prework: None

Length: 2 days
CEUs: 1.4/see below for PDU breakdown

Level: Intermediate
Training Topic: Business Skill Enhancement
Subtopics: Requirements Management, Scope Management

Training Description:

How can you better satisfy your customers' needs, manage their expectations, banish scope creep, and assure project success? By capturing correct and complete project requirements!

This popular training provides pragmatic techniques for capturing, specifying, and managing requirements as part of a successful requirements management process. You will increase your skill in speeding delivery of the right solution and develop insights that can help you delight your customers with innovative solutions. It is rich with examples that will help you recognize the differences between good and bad practices. Through a step-by-step case study exercise, you will study basic concepts, as well as some of the best practices of effective organizations. This training is applicable to any kind of project, not just systems and software.

Learning Objectives:

Upon completion of this training, learners will be able to:

- Discover both spoken and unspoken requirements.
- Design customer-centric solutions.
- Increase their leadership skills so they can work collaboratively with customers.
- Develop insights that will allow them to be more innovative and better serve clients.
- Resolve ambiguity and appreciate the contributions of nonlinear thinking.

AGENDA

DAY 1

- Recognizing Common Pitfalls in Project Requirements Capture
- How to Distinguish Wants From Needs
- How Requirements Fit to the Project Triple Constraint
- Why Distinguish Features From Benefits?
- Who Is Responsible for Determining Project Requirements?
- Why "Capture" Is a Better Word Than Gather
- Qualities of Good Requirements (solution free, verifiable, organized, etc.)
- Organizing Requirements With the Vee Model
- Introduction to Functional Analysis
- Stakeholders, Customers, and "Jobs to Be Done"
- Thinking Strategically and Anticipating Future Stakeholder Needs
- The Distinction Between Validation and Verification
- Leadership Is Leading With Questions
- Design Thinking

DAY 2

- A Better Way to Manage Due Dates and Deadlines
- Good Questions to Ask
- Avoiding "Solutioneering"
- Probe for Metrics
- Building Rapport
- The ESP Model of Interviewing
- Practice Customer Interview
- The Three Kinds of Scope
- Use Cases
- Functional Analysis
- Organizing Requirements Documents
- Specifying Detailed Requirements
- Quality Criteria for Requirements
- Using Stories to Develop Projects

Professional development units (PDUs) are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. View how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
CAPM® / PMP® / PgMP®	8	3	3	14.00
PMI-ACP® / Agile*	1	3	3	7.00
PMI-SP®	0	3	3	6.00
PMI-RMP®	0	3	3	6.00
PfMP®	0	3	3	6.00
PMI-PBA®	6	3	3	12.00

Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.