PROJECT SCOPE MANAGEMENT:

A Practical Guide to Requirements Elicitation, Analysis, Documentation, Validation and Management For All Types of Projects

Facilitated by:

Jamal Moustafaev MBA, PMP, Internationally acclaimed expert and speaker in the areas of project/portfolio management, process improvement and requirements engineering

Author of the books

- **"Delivering Exceptional Project Results: A Practical Guide to Project Selection, Scoping, Estimation and Management"**
- **"Project Scope Management: A Practical Guide to Requirements Elicitation, Analysis, Documentation, Validation and Management For All Types of Projects"**
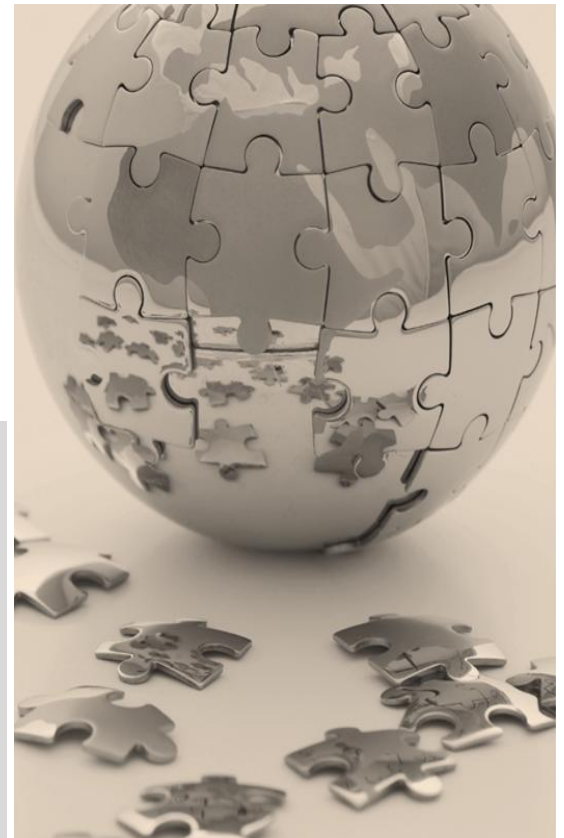
About the book:

Book Title:
"Delivering Exceptional Project Results: A Practical Guide to Project Selection, Scoping, Estimation and Management"

Book Description:
This unique how-to implementation guide unifies project management, portfolio management, and requirements engineering into one proven, comprehensive best practice framework to help organizations deliver exceptional project results on a consistent basis.

Book Reviews:

"Delivering Exceptional Project Results offers a glimpse into the future role of the project manager. If your company believes that project failure is an option, then perhaps you should not read this book."
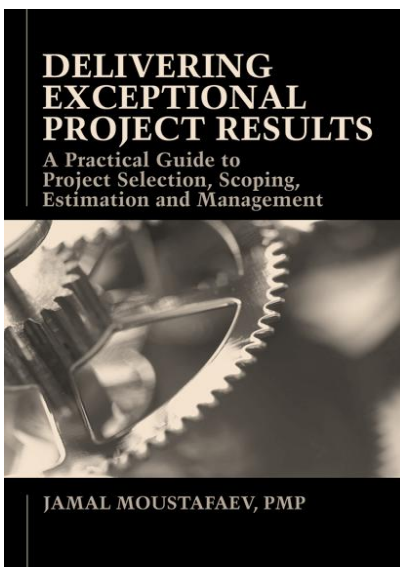**Harold Kerzner, Ph.D. Best-selling Author, Professor Emeritus, Baldwin-Wallace College**

"I really enjoyed reading this book. The chapters, full of valuable insights well beyond the typical project management presentations, are introduced with diverse and engaging historic case examples. Executives faced with project portfolio management, or who are venturing into the area for the first time, will find the latter part of the book particularly valuable as new solutions are offered for those seemingly intractable problems of project portfolio management."
R. Max Wideman, PMI Fellow, Co-author of the first PMBOK, AEW Services and Management Consulting

"Delivering Exceptional Project Results" is a definite must read for any executive, functional director or project manager. The author clearly demonstrates how to deliver successful products and services by employing proper project selection, scoping and management techniques. This book provides you with practical, hands-on tools and techniques that can be deployed on your own projects right away."
Matt Walters, Director of Technology, Tyze Personal Networks

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Course Outline - Day 1

Requirements, Users, Customers

- Case Study: "The Rusted Staple Story"
- State Of The Industry
- Requirements Taxonomy
  - IT and Software Development
  - Product Development and Engineering
  - Multidisciplinary
- Categorization Approaches
- Requirements Engineering Process
- Who is a Requirements Analyst?
- Who Are The Requirements Owners?

Detailed Requirements Elicitation

- Case Study: Burj Al Arab
- Detailed Elicitation Methodologies:
  - Wallpapers
  - Wikis
  - Brainstorming
  - Flowchart Diagrams
  - 5 Whys Method
  - User Scenario Method
  - Joint Application Development sessions
- How Do You Know When To Stop?
- How to Prioritize Requirements?

High Level Scope Elicitation

- Case Study: University Construction
- How To Elicit Requirements?
- Importance of Questions
- Types Of Questions To Ask
- Several Real-life Examples
- Exercise: Write Your Own Features

Documenting Requirements

- Case Study: Viking Longships
- Criteria For Good Requirement
- Imposing Measurability
- Requirements Writing Guidelines
- Words To Avoid
- Requirements vs. Design
- Exercise: Write Your Own Requirements Document

Why You Should Attend?

Recent studies indicate that only 32% of our projects can be considered successful, while 44% are challenged (i.e. grossly over the budget and/or late) and 24% are outright failures (i.e. cancelled by the customers before they are even completed). Further research shows that the lion's share of this lack of success can be attributed to poor requirements elicitation, insufficient planning and inadequate project control.

This course will demonstrate to the participants how to perform these tasks properly and efficiently by teaching them skills, tools, techniques and economic principles that transcend various company structures, environments and project management philosophies.

Benefits of the Course

Every course participant is expected to understand how to improve the quality of the products delivered on their projects, decrease project durations and budgets and improve both internal and external stakeholder satisfaction levels by learning the following techniques:

- Understand different types of Requirements, Users and Customers
- Learn about High Level Scope Elicitation
- Find out about effective Detailed Requirements Elicitation
- Discover how to Document Requirements properly
- Understand the key techniques of the Final Product Design
- Learn about Work Breakdown Structures
- Find out about great stakeholder and scope management methods
- Understand how document walkthroughs, inspections and peer reviews can save you money and time on your projects

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PROJECTS. PROCESS. OPTIMIZATION.

Course Outline - Day 2

Final Product Design

- Case Study: Japanese Katana
- Challenges of the Design Process
- How Complicated Can It Get?
- Design Process Detailed
- Formal Methods of Design Process
- Design Presentations
- Exercise: Write Your Own Design Document

Verifying Scope

- Case Study: Lost at Sea
- Why bother with reviews?
- Types of reviews:
  - Customer walkthroughs
  - Technical team inspections
  - Peer reviews
- Things to watch out for

Work Breakdown Structures

- What are the key ingredients in the WBS?
- Typical project management tasks
- Typical Initiation and Planning tasks
- Exercise: Write a WBS for your project
- How to use PERT to enhance your negotiation power?
- What are the most common estimation oversights?

Controlling Scope

- The story of "Le Grand Hotel"
- Why should we manage expectations?
- Why do changes happen?
- How much do things change on the project?
- How to manage requirements?
- How to assess the impact of the change?

Who Should Attend?

- Experienced **requirements analysts** in all industries
- Experienced **project managers**
- Individuals who have been recently promoted to the project management positions
- **Engineers**, **architects** and the **product managers** who all had scope definition expertise for at least several centuries, but may benefit from 1) familiarizing themselves with the project management perspective on scope management and 2) learn some fresh new ideas from other fields, especially from software development
- All **developers, architects and testers** who are essential to the success of any technology project
- **Technical people** who have been recently promoted to the requirement analysts positions
- Project managers who work on projects and frequently have to assume requirements analysts responsibilities
- **Managers and directors** who want to better understand the challenges faces by requirements engineers and want to learn some universal skills
- Business representatives (e.g. **sales**, **marketing** and **finance** people) who frequently have to work with technical teams
- **Professionals** who frequently have to assume project management responsibilities

About Jamal Moustafaev

Jamal Moustafaev, MBA, PMP – president and founder of Thinktank Consulting, is an internationally acclaimed expert and speaker in the areas of project/portfolio management, scope definition, process improvement and corporate training. Jamal Moustafaev has done work for private-sector companies and government organizations in Canada, US, Asia, Europe and Middle East.

Jamal Moustafaev's book " Delivering Exceptional Project Results: A Practical Guide to Project Selection, Scoping, Estimation and Management" released by J. Ross Publishing in September 2010 has been adopted and endorsed by the Project Management Institute™ - PMI (www.pmi.org). Read Amazon.com editorial and reader reviews. Jamal is also a contributor to various project management publications and a frequent speaker at the key project management conferences.

In addition to teaching a highly acclaimed *"Project Management Essentials"* course at British Columbia Institute of Technology (Vancouver, Canada), Jamal also offers several Project and Portfolio Management corporate seminars through his company. Mr. Moustafaev holds a PMP certification, an MBA and a BBA from Simon Fraser University (Vancouver, Canada).

See Jamal Moustafaev's keynote address and Q&A session at the Vancouver Board of Trade in November, 2011 on YouTube.

Some of the Clients Jamal Has Worked With

Software/Technology
- Ultra (Azerbaijan)
- Simbrella (Netherlands)
- RISK IT Services (Azerbaijan)
- Elastic Path Software (Canada)
- Accenture (Canada)
- Kodak (Canada)
- Faronics Software (Canada)

Energy/Utilities
- Eesti Energia (Estonia)
- BC Hydro (Canada)
- Petronas Oil (Malaysia),
- Dolphin Energy (UAE)

Telecommunications
- Azerfon (Azerbaijan)
- T-Mobile (Poland)
- TeliaSonera (Sweden)
- Telus (Canada)
- Verizon (Dominican Republic)

Financial/Insurance
- Triglav Insurance (Slovenia)
- Central1 Credit Union (Canada)
- HSBC Bank (Canada)
- Standard Life Insurance (USA)

Healthcare
- Fraser Health Authority (Canada)
- Kaiser Permanente(USA)
- Gulf Medical Company (UAE)

Education
- Simon Fraser University (Canada)
- Thompson Rivers University (Canada)

Products
- Siemens (Germany)
- SKF (Sweden)
- TetraPak (Sweden)
- Fresenius Pharmaceuticals (Germany)

Retail
- Best Buy (Canada)

Government Agencies
- United States Department of Defense (USA)
- Abu Dhabi Police Department (UAE)
- Port Authority - Metro Vancouver
- British Columbia Lottery (Canada)
- British Columbia Liquor Distribution
- Indian and Northern Affairs Canada
- Ministry of Works (Bahrain)
- Ministry of Religious Affairs (Brunei)

Construction
- Al Nassar Construction (KSA)
- KEO Construction (Kuwait)

Client Feedback

"Jamal should be the first person contacted when consulting services are required. He is an invaluable wealth of information, especially with regards to project/program/portfolio management (P3M). His articles and books are insightful, well researched, thought provoking, and (MOST importantly) readable."

"Having been involved in P3M for 20-some years and business process improvement and innovation for about that long, I've dealt with a slew (meaning several dozen) of consultants and professionals. Mr. Moustafaev is in the top three when it comes to (1) professionalism, (2) knowledge and application of P3M methods and tools, (3) zeal for the subject of P3M, (4) ability to translate P3M-speak into plain English, and (5) making P3M fun and interesting"