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Course ID	Course Title
CONTROL	**Controlling Change to Scope and Requirements**
Course Duration	
2 days	
PDUs	
14 PDUs	

Related Courses

- Controlling Project Risk: Managing Threats and Promoting Opportunities (RISK, 3 days)
- Building and Controlling Project Budgets (PROJBUDG, 2 days)
- Advanced Project Management for the Experienced Practitioner (ADVPM, 4 days)

Aimed At

This course will be of special value to project managers (and function managers with project responsibility) who want a more complete understanding of Change Control; experienced project managers who want to add to their toolkit of Change Control tools and techniques; and Project Management Office staff who want better management of change in their project portfolio.

Group Size

5 to 25

Prerequisites

Assumed is familiarity with basic project management concepts as well as some experience in the planning and execution of projects. Effective Project Management (PROJMGT, 3 days) or equivalent training/experience is suggested to ensure a firm grounding in Project Management concepts.

Course in a Nutshell

This course provides two days of practical, hands-on training in the three primary approaches to project change control. Participants are shown how to set the stage for effective project control with a well written project charter and follow it up with detailed scope statement, requirements documentation, schedule and budget. They learn how to establish project baselines and explore the details of formal change control. A useful approach for the incorporation of beneficial change in the project is presented. The benefits of change control on both project delivery and on the business value that follows the project are thoroughly examined. All participants return to their workplace better equipped to bring their projects to a successful conclusion.

Customize It!	• ***Is your project a moving target?*** Are you finding that delivery never happens because of uncontrolled changes in scope and requirements? This course can be customized to help you improve the effectiveness of change control in your most important projects.
	• ***Are you a project manager who would like to go beyond the standard project management curriculum?*** This course presents a practical approach to creating a foundation for change control, controlling change as it occurs, and embracing beneficial change when it appears. Take home a whole new set of tools and techniques.
	• ***Are you a manager, executive, or sales person whose work includes responsibility for project success?*** Take this course and learn what you can do to ensure that your projects proactively manage change and avoid the dangers of scope creep.

Course Topics:

- Change control overview
- Change control with a product lifecycle perspective
- How change control supports project success
- Three primary change control strategies
- How to minimize the need for change
    - Setting scope boundaries in a project charter
    - Controlling the preliminary scope definition
    - Defining scope, schedule and budget
    - Importance of project baselines
    - Baselines require solid project plans
- How to manage change when it occurs
    - Implementing project change control
    - The tools of change control
    - Minimizing change through effective requirements management
    - Managing stakeholder expectations about the impact of change requests
    - Managing baselines
- How to embrace change when it adds value
    - Evaluating change requests for value
    - Quantifying value with an Opportunity Register
    - Using the Opportunity Screen
    - Change control success factors

Introduction

- The nature of project change
- Definition of change control
- Three primary change control strategies
- How change control supports successful delivery
- How change control protects post-project Business Value
- Other benefits of controlling change

Minimizing the Need for Change

- Initiation Phase
  - How the Project Charter sets the stage for change control
  - Defining business value and project objectives
  - Setting preliminary scope boundaries
  - Stakeholder buy-in to change control
  - Impact of effective estimation
- Planning Phase
  - Including the perspective of stakeholders
  - Thorough project planning: Scope and Requirements
  - Importance of the Work Breakdown Structure
  - Value of a structured requirements process
  - Developing verified and validated requirements
  - The Scope Statement
  - How definitive project baselines enable effective change control
  - Planning for Transition to minimize last minute changes
  - How effective risk management promotes control of change
  - Business Value planning

Change Control Overview

- Developing a change control plan
- The work of change control
- Tools of change control
  - Change request form
  - Impact analysis
  - Change control log
  - The change authority

Controlling Change When It Occurs

- Managing change to scope and requirements
- Defending the preliminary scope definition
- Negotiating to keep scope, time and cost in balance
- Sources of project change
- Managing change requests
  - Using business value as a guide to change control
  - Managing stakeholder expectations about the impact of change
  - Negotiating scope, time and cost interdependencies
  - Updating project documents

- Managing requirements
  - o Requirements change management
  - o Tracing as a change control tool
  - o Using the Requirements traceability matrix
- Dealing with mandates
- Change and risk
- Managing baselines
- Working with a vendor's change control system
- Challenges to the enforcement of change control
- Reporting project changes to stakeholders

Embracing Change

- Effective change control strategies
- Evaluating CRs for value
- Qualifying CRs with an Opportunity Register
- Evaluating CRs with an Opportunity Screen
- Selecting high value changes

How You Will Learn

- A highly experienced instructor will use interactive lecture format, numerous hands-on exercises, team activities, group discussions, and other techniques to drive home the essential points of this course.
- You have the option of using your own, ongoing project as the focus of class exercises. As a result, not only do you gain experience with the tools, but you also learn more about your project.
- We will build on your prior experience in change control, while providing you with tools, structure and vocabulary to use in future projects.
- If you have modest knowledge of change control concepts, 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.

Revision   *f-2DTnj*