

Recall The Team Skills

1. Analyzing the Problem (with 5 steps)
2. Understanding User and Stakeholder Needs
3. Defining the System
4. **Managing Scope**
 1. Establishing project scope
 2. Managing your customer
5. Refining the System Definition
6. Building the Right System

Recall: The problem of project scope

- solved but setting a requirement baseline:
 1. Setting Priorities
 2. Assessing Required Effort
 3. Adding the Risk Element

Chapter 19

Managing Your Customer

- ❑ Engaging Customers
- ❑ Communicating the Result
- ❑ Negotiating with the Customer
- ❑ Managing the Baseline

Engaging Customers to Manage Their Project Scope

- engage the customers to manage their requirements and their project scope to ensure both the quality and the timeliness of the software outcomes.
- Why?
 - It is in our customers' best financial interests to meet their external commitments to their marketplaces.
 - The application (its key features) and the business needs it fulfills all belong to the customers, not to the application development team.

Communicating the Result

- If the project scope must be reduced, make sure that the customer is a direct participant.
 - A customer who is part of the process will own the result.
 - A customer who is excluded from the process will be unhappy with the result and will naturally tend to blame the developers for not trying hard enough.
- Smart customers will make commitments to their external marketplaces only for the critical items included in the baseline.

Negotiating with the Customer

- ❑ As you negotiate with your customer, your guiding principle in establishing the baseline should be **underpromise and overdeliver**.
- ❑ Doing so ensures that the inevitable problems of software development, like
 - unanticipated technological risks,
 - changing requirements,
 - delays of purchased components,
 - unanticipated leave of key team members, and so on
- ❑ can be accommodated within your project schedule.

Managing the Baseline

- ❑ Demand for more and more functionality will come, but needs to be controlled for the sake of quality.
- ❑ First focus on learning how to get the job done right: enough functionality at the right time to meet the customer's real need.
- ❑ Once established, the baseline provides the center of focus for many project activities.
 - Resources can be adjusted based on progress relative to the baseline.

Managing the Baseline:

Official Changes

- The features baseline provides an excellent mechanism for managing high-level change.
 - If the project team has done a good job of defining the baseline to begin with, then any change to the baseline must affect the resources, the schedule, or the features set to be delivered in the release.
- If the resources are fixed and the schedule cannot be changed, then
 - The project team must engage the customer in a decision-making process to prioritize the new feature relative to the other features scheduled for the release.

Key Points

- ❑ **Managing your customers** means engaging them in managing their requirements and their project scope.
- ❑ **Customers who are part of the process will own the result.**
- ❑ **Getting the job done right** means providing enough functionality at the right time to meet the customers' real needs.
- ❑ **Negotiating skills** are an invaluable aid to the scope management challenge.