

Exercise: Know or Do: Balancing Stakeholder Requirements

This exercise describes some of the key actions involved in balancing stakeholder requirements. It goes beyond the Collect Requirements process and looks at this effort throughout the project. Spend time thinking about balancing requirements. This exercise will help you determine whether you really understand the process.

In your Exercise Notebook, create a table like the one below (you do not need to write down every action, simply write down the number). Read through each action and place a checkmark in the “Know” column if you understand the action described. Put a checkmark in the “Do” if you actually apply the action in the real world. After you’ve gone through the list, make sure you return to the actions without two checkmarks and spend time working through them in a way that makes them real to you so you can answer related questions on the exam.

Action	Know	Do
1. Identify all stakeholders; understand their needs, wants, assumptions, and expectations for the project.		
2. Get requirements as clear and complete as appropriate for the selected development approach before starting project work.		
3. Use information about stakeholders and their requirements to resolve competing requirements while work is being done on the project.		
4. Look for competing interests during project planning; don’t wait for competing interests to show up during execution.		
5. Look for possible options to resolve competing interests and alternative ways of completing project activities. This may involve using techniques such as brainstorming, schedule compression, reestimating, and other practices.		
6. Resolve competing requirements from stakeholders based on how the requirements affect the project.		
7. Give priority to the customer. (For the exam, know that if any needs conflict with those of the customer, the customer’s needs normally take precedence.)		
8. Use quality management to support the project’s satisfaction of the problems or opportunities for which it was undertaken.		
9. Deal with problems and conflicts as soon as they arise through the use of consensus building, problem-solving, and conflict management techniques.		
10. Say no to some of the competing interests. (For the exam, assume the project manager has the authority to say no when necessary to protect the project.)		
11. Fix the project when the project metrics start to deviate from the requirements, rather than changing the requirements to meet the results of the project.		
12. Work toward fair resolutions to disputes—solutions that consider the interests of all stakeholders as well as the needs of the project.		
13. Hold meetings, interviews, and discussions to facilitate the resolution of competing requirements.		
14. Call on management to help resolve competing interests when the project manager and team cannot come up with a fair and equitable solution.		

15. Use negotiation techniques to resolve conflicts between stakeholders.		
16. Plan and implement effective communication.		
17. Gather, assess, and integrate information into the project.		