

Project Requirements: Definition and Management

Course Overview

This course is designed to support those Business Analysts who are chiefly concerned with developing high quality requirements for waterfall and agile projects. Students are shown techniques that can prevent problems that commonly compromise requirements quality in each project methodology. Numerous hands-on exercises give participants ample opportunity to learn relevant tools and techniques. Special attention and significant time are given to eliciting, analyzing, and recording requirements information in multiple formats. Topics include:

- The value of Business Analysis
- Waterfall and Agile project methodologies
- Roles of the Business Analyst
- Stakeholder identification and engagement
- Waterfall projects:
 - The requirements development process
 - Planning the requirements engagement
 - Elicitation; Analysis; Documentation
 - Proofing the Requirements Document
- Agile projects:
 - BA role in agile
 - Agile requirements model
 - Product and iteration backlogs
 - Conversation-based discovery
 - Epics, user stories, enablers, and themes
- Verifying and Validating Requirements
- Requirements management
- Solution validation

Who should attend

This course is of particular value to business analysts, project managers and other project staff with direct or indirect responsibility for requirements definition and analysis; Project Management Office staff; and managers of business analysts.

Prerequisites

This course assumes that participants have participated in some projects and have some understanding of one or more business analyst roles.

Class Information

- **Course I.D. Number:** 4010
 - **Delivery:** Virtual or onsite
 - **Participants receive:**
 - CBAP® certified instructor
 - Comprehensive Participant Guide
 - Certificate of Participation
 - Commercial-grade Business Analysis templates
 - 21 PDUs / CDUs (Technical: 17 Leadership: 3 Strategic: 1)
- Duration:** 3 days
Typical class size: 6 to 20 attendees

Learning Approach

- A highly qualified instructor will use interactive lecture format, more than 20 hands-on exercises, team activities, group discussions, and other techniques to drive home the essential points of this material
- We will build on your prior experience in this topic, while providing you with a structure and vocabulary to use in all of your future projects.

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Course Outline

Section 1: Introduction to Business Analysis

- Business Analysis
- Agile and waterfall project methodologies
- Roles of the BA
- Value of Business Analysis

Section 2: The Business Analyst

- IIBA® BABOK Guide®; Agile Extension®
- IIBA® Core Concepts Model
- The BA in waterfall and agile projects
- BA competencies

Section 3: Stakeholder Collaboration Skills

- Stakeholder identification and analysis
- Fostering stakeholder engagement
- Collaborative Games

Section 4: Understanding Project Requirements

- Definition and types of requirements
- Business Rules
- Waterfall requirements lifecycle
- Agile requirements model
 - Features, Epics, Enablers, and Themes
 - User Stories and Acceptance Criteria
- Benefits of good requirements

Section 5: Solution Definition

- Problem assessment
- Root cause analysis and Pareto
- Needs analysis and Solution definition
- The Business Case
- The Vision and Scope Document

Section 6: Requirements Planning

- Requirements context
- Understanding Project Scope
- Business Analysis Plan
- Planning for Iteration Zero
- Product and Iteration Backlogs

- Slicing Stories from Epics
- User Story Acceptance Criteria
- Benefits of planning

Section 7: Requirements Elicitation

- An iterative and investigative approach
- Requirements elicitation
- Elicitation techniques
- Requirements Versus Design
- Choose the best elicitation technique

Section 8: Analyzing Requirements

- Requirements analysis and models
- Value of graphical models
- Personas
- Imposing order on chaos
- Review models with stakeholders

Section 9: Documenting Requirements

- Requirements documentation options
- Methods for recording requirements
- Requirements quality characteristics
- Consequences of poor requirements quality

Section 10: Managing Requirements

- Verifying and Validating Requirements
- Using Requirements Traceability
- Validating the requirements document
- Requirements approval
- Managing requirements; Change Control
- Requirements re-use
- End of Iteration Review
- Requirements Harmonization
- Retrospectives
- Keeping the Focus on Value
- Solution Validation; Increment readiness
- Assessing for Business Value

Final Review and Q&A

This course includes more than 20 hands-on exercises and demos that help reinforce learning and retention.

Licensing

Use this course to teach your students!

This course is available under license to qualified Training Providers. See: <http://www.cvr-it.com/coursewareondemand/> for details or contact us: 800.877.8129 or info@cvr-it.com