

BA27 - Writing and Managing Effective Requirements

Course Overview

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This is a 3-day class

Successful projects are built on the foundation of a clearly defined business need and well-understood requirements. This course provides students a clear understanding of all the facets of the business analysis role, including a thorough walkthrough of the various domain/knowledge areas that comprise the business analysis profession. Students are provided an opportunity to try their hand at several business analysis techniques to assist with improving their skills in stakeholder identification, scope definition, and analyzing, documenting, and modeling requirements.

This course is compliant with IIBA's Business Analysis Body of Knowledge (BABOK® Guide) version 3 standard in business analysis and is aligned with and upholds the practices as discussed in PMI's Business Analysis for Practitioners: A Practice Guide.

Who Should Attend

This course is intended for intermediate to advanced Business Analysts who are looking to improve their skills for eliciting, analyzing, documenting, validating, and communicating requirements.

Course Objectives

- Obtain a thorough understanding of the core responsibilities of the business analyst
- Understand the main professional associations and standards supporting business analysts in the industry
- Discuss and explore the components of each of the domains/knowledge areas that comprise the work of business analysis
- Obtain a clear understanding of the various requirements types and the significance for eliciting each type
- Discuss requirements packages and types of requirements documentation
- Obtain hands-on experience with a number of business analysis techniques and models

Course Outline

1 Introduction to Business Analysis

What is business analysis
Benefits and challenges of business analysis
Project success factors

2 A Closer Look at the Business Analyst Role

Definition of a business analyst
Responsibilities of a business analyst
Importance of communication/collaboration
BA role vs. PM role
Project roles involved in requirements
IIBA/PMI and the goals of a professional association
Purpose for having a BA standard
IIBA's BABOK® Guide and PMI's Practice Guide in Business Analysis
Business analysis beyond project work
Business analysis core concepts
Business analysis perspectives
IIBA and PMI certifications for business analysts
Workshop: Choose Your Project

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3 Supporting the Project Portfolio (Strategy Analysis)

- Define Strategy Analysis
- When to perform Strategy Analysis
- Components of Strategy Analysis
- Defining the business need
- Envisioning the Product and Project
- Defining business requirements
- The importance of stakeholders
- Stakeholder identification
- Tips for analyzing stakeholders
- Techniques for managing stakeholder lists
- Discussion: Who is involved in strategy analysis?
- Workshops:
 - Define the Business Need
 - Write Business Requirements
 - Identify Stakeholders

4 Understanding and Defining Solution Scope

- Defining solution scope
- Techniques for defining solution scope
- Applying the brainstorming technique
- Project scope vs. Product scope
- Finding solution boundaries
- The Context Diagram
- Actors and key information
- Workshop: Draw a Context Diagram

5 Understanding Requirements

- What is a requirement?
- Requirement types
- Business, Stakeholder, Solution, and Transition requirements
- Assumptions and constraints
- Business rules
- Taxonomy of business rules
- Decision tables
- How to write simple calculations
- Requirements vs. business rules
- Document requirements
- Workshop – Document Requirements

6 Elicitation and Process Modeling

- Why do we model processes?
- What is Business Process Management?
- Using a modeling notation
- “As Is” vs. “To Be” modeling
- Why use BPMN?
- Basic BPM notation
- Business Process Modeling – A case study
- Business Process Realignment
- “As Is” vs. “To Be” activity diagrams
- Workshop: Create a Business Process Model

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7 Planning and Eliciting Requirements

- Interviewing – what and why?
- Preparing for an effective interview
- Types of questions to ask
- Sequencing questions
- Active listening techniques
- Planning for elicitation
- Conducting the interview
- Establishing rapport
- Active Listening
- Feedback techniques
- Types of elicitation techniques
- Workshops:
 - Planning for Elicitation
 - Conducting an Elicitation Session

8 Use Case and User Story Analysis

- What is an Actor?
- Types of Actors
- How to “find” Use Cases?
- Diagramming Use Cases
- Tips on naming Use Cases
- Explaining scenarios
- The use case template
- Components of a use case
- Scenario examples
- Best practices for writing Use Cases
- Scenarios and flows
- Alternate and exception flows
- Exercises:
 - Drawing a Use Case Diagram
 - Writing the Main Success Scenario
 - Writing Alternate and Exception Scenarios

9 Analyzing and Documenting Requirements

- Requirements and Use Cases
- Non-Functional requirements
- User Interface Requirements
- UI Data Table
- Reporting requirements
- Data requirements
- Data accessibility requirements
- Characteristics of good requirements
- The business requirements document (BRD)
- BRD vs. Functional Requirements Specification
- Preparing the requirements package
- Requirements traceability
- Workshops:
 - Develop a User Interface
 - Analyzing Requirements
 - Tracing requirements

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10 Additional Information

Useful books and links on writing effective requirements