ELICITING AND MANAGING REQUIREMENTS

SYNOPSIS

After the scope of a solution to a business problem has been proposed and accepted, the work (typically project-based) of designing and developing that solution must commence. This course explores how the discipline of business analysis contributes to the work of a project, ensuring that the requirements of the solution being developed are fully elicited from, communicated to, and understood by all stakeholders involved. Additionally, the course discusses how business analysis in the context of a project ensures that the solution developed fulfills the intended scope as well as covers considerations for managing requirements (and changes to those requirements) throughout their effective lifecycle.

A participant does not have to be a formally titled business analyst to benefit from Eliciting and Managing Requirements. Many formal project and program managers find themselves being asked to apply business analysis to project work to ensure that what is developed actually solves the problem it was intended to. Anyone responsible for delivering specific outcomes that meet business needs or solve problems can benefit from this course.

LEARN

- Explain the critical role of business analysis with respect to requirements management
- Validate solution scope
- Use appropriate modeling techniques in requirements management work
- Plan requirements elicitation and analysis to maximize efficiency and estimate the required effort
- Determine the most appropriate techniques for eliciting requirements at different points in the analysis cycle
- Analyze various kinds of requirements into complete, coherent, and organized requirements documentation
- Build consensus in order to validate and finalize the requirements
- Manage the requirements throughout the project lifecycle

TOPICS

VALIDATING UNDERSTANDING OF THE SOLUTION SCOPE
- The origin of the scope
- Aligning strategy and project work
- Solution drivers
- AS-IS modeling
- Common scoping document
- Validating the solution scope

COLLABORATIVE ELICITATION AND ANALYSIS
- Identifying and prioritizing stakeholders for elicitation
- Elicitation techniques
- Progressive elicitation
- Diagnostic approach
- Soft skills of elicitation
- Developing requirements

MODELING THE SOLUTION
- Modeling as part of elicitation
- Standards in modeling
- AS-IS vs TO-BE modeling
- Context models
- BPMN
- UML
- Use case and activity diagrams
- Other BA models

DOCUMENTING AND COMMUNICATING GOOD REQUIREMENTS
- The requirements repository
- Guidelines for technical writing
- Prioritization
- Characteristics of effective requirements
- Analyzing requirements
- User stories
- Traceability
- Communicating requirements

VALIDATING REQUIREMENTS
- Sources of Errors
- Requirements impact on project risk
- Choosing a validation approach
- Common validation techniques
- Validating various requirements
- Managing consensus

CONTROLLING REQUIREMENTS
- Reasons for requirements change
- Requirements change management
- Change request documentation
- Impact analysis
- Traceability matrix
- Cost-benefit analysis
- Risk analysis
- The importance of stable requirements

BUSINESS ANALYSIS PLANNING
- The importance of planning
- Factors in business analysis planning
- Developing the requirements work plan

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