Series: Foundation Skills Workshops

How to Elicit (Gather), Write, and Analyze Business Requirements

Instructor-Led, On-Site Duration 4 days

Overview

The International Institute of Business Analysis (IIBA®) in their *Business Analysis Body of Knowledge® (BABOK® v2.0)* defines four major categories of requirements that are common to information technology projects:

- Business requirements define the goals and objectives that any IT solution has to support.
- Stakeholder requirements specify the needs of individuals or groups.
- Solution requirements describe functions, information, and specific qualities that the delivered technology has to enable.
- Finally, transition requirements define behaviors that facilitate moving from the as-is state of the enterprise to the to-be state.

This course gives you a proven set of core techniques, methods, and tricks to elicit (gather), capture, write (express), and analyze business, stakeholder, solution, and transition requirements. Requirements written in human language can be subjective, ambiguous, and subject to interpretation. To create "good" requirements, you need to become proficient in the "language and techniques" of requirements definition. The course covers how to write effective business requirements and includes business analysis techniques to identify and analyze business problems.

NOTE: *The techniques taught in this course are methodology-neutral, meaning they are relevant to traditional, UML or Agile development environments. This instructor-led course can be delivered in a series of virtual sessions via the Internet or live your site.*

Target Audience

- Business System Analysts
- Business Analysts
- Requirement Managers
- Subject Matter Experts
- System Analysts
- User Liaison Personnel
- Business Process Users
- Anyone involved in defining or deciphering business system requirements.
- Business Process Managers

Developed and presented by:

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Expansions *To meet specific training needs, this class can be combined with the following offers:*

How to Define and Document Use Cases
How to Model, Analyze, and Improve Business Processes

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Learning Objectives

Upon completion of this seminar, you will . . .

- Manage questions and open items lists
- Identify the value of good requirements
- Evaluate a management vision statement
- Write business requirements that solve business problems
- Creates requirements during “analysis by walking around”
- Develop and process surveys
- Prepare, perform and follow up requirements interviews
- Use 10 critical requirements questions to guide the requirements capture process
- Contrast the pros and cons of prototyping for requirements
- Define the evolving role of business systems analysts
- Apply 5 methods for discovering use cases
- Present the transition from business events to use cases
- Illustrate the major components of the use case
- Document proposed user interaction in use cases and use case diagrams
- Structure basic use case information in a use case document
- Use use case diagrams as a scoping tool
- Document scenarios to discover use cases
- Detail the sequence of interaction steps for the most common situation
- Determine how to handle alternate and exception situations
- Write audience-focused use cases
- Apply 5 methods for discovering use cases
- Apply the five rules of a “good” requirement sentence
- Translate business needs into well-structured business requirement statements
- Write business requirements that express the what and avoid the how
- Discuss the problem with language based requirements
- Verify the “testability” of a requirement
- Decompose requirements into the major types of requirements and their subtypes
- Further clarify business rules, performance and constraining requirements
- Use a standard readability index to improve understanding
- Discuss the difficulties in writing quality, "-ability" requirements (ex: reliability)
- Distinguish qualitative from quantitative performance factors
- Classify 7 major components of business systems that need analysis
- Apply the four rules for managing a group of requirements
- Prioritize requirements based on business and system needs
- Choose risk reduction alternatives for high-risk requirements
- Evaluate the completeness of requirements
- Categorize requirements based on focus
- Create a requirement/problem matrix to confirm requirements completeness
- Confirm (determine relative importance and feasibility) of requirements
- Use templates to guide writing requirements

1 Introduction to Business Analysis

Who Needs Requirements, Anyway?
- The Fate Chart
- A Question File
- Exercise: A Problem with Language
- Exercise: Initial Requirement Statements

2 Requirements Elicitation (Capture)

Who Do You Talk to about What?
- Identifying Stakeholders
- Using an Org chart
- Exercise: Stakeholder Identification

Document Analysis
- System Vision
- WasteTheWaist "Vision Statement" from CEO
- Exercise: From Vision to Requirement Statements
- Vision Statement Evaluation
- Exercise: Structured Vision Statement

Problem Definition
- Defining the Real Problem
  - Exercise: Problem Identification
  - Aristotelian Problem/Symptom Reduction
  - Rewriting a Problem Statement
- Getting Written Problem Statements
  - Exercise: Aristotelian Problem Symptom Reduction
- Exercise (cont.): Problem Statements
- From Problems to Requirements
  - Exercise: Getting Requirements from Problems

Interviewing Techniques
- Exercise: Characteristics of a "Good" Interviewer
- Interviewing Steps
  - Plan for the Interview
  - Perform the Interview
  - Follow Up the Interview
- Exercise: Interviewing: Some Other Ideas
  - Exercise: Using Interviewing Techniques
  - Email Interviews 10 Steps
  - Exercise: Face-to-Face Interview versus Email Interview

Types of Requirements Gathering Meetings
- Workshop Sessions (groups)
- Brainstorming Sessions
- Focus Groups
- User Groups
- Exercise: The Need for Speed
- Accelerated Workshop Sessions
- Time Compression and Understanding

Using Surveys to Elicit Requirements
- The Delphi Technique (Survey)
- The Delphi Technique

Analysis by Walking Around (Site Visits)
- Exercise: Analysis by Walking Around (site visits)
- Walking Around Notational Technique

Requirements Elicitation Critical Questions
- Critical Questions
- Applying the 10 Critical Questions

Considering Prototyping
- Prototyping and Requirements
  - Four Levels of Prototyping
  - Prototyping & Ten Critical Questions

What Use is a Use Case?
- Exercise: Introducing Use Case Concepts
- Changing How the Business Works
- Naming Use Cases
- Purpose of a Use Case
  - Details of a Use Case
  - Use of a Use Case

Building Use Cases
- Of Business Events and Use Cases
- Business Events
  - Determining Event Responses
  - Exercise: Identifying Business Events
  - Exercise: Simple Event Response Table
- From Business Events to Use Cases
- The Role of Actors
  - Naming Actors
  - Finding Actors
  - Exercise: Identifying Actors
- Inside the Use Case
  - Discussion: The Use Case Value Equation
  - Before the Beginning
  - In the End
  - Flow of Events
- Identifying Common Elements
  - Including Use Cases
  - Use Case Extensions
  - Extending Use Cases
  - On Extensions and Inclusions
  - Exercise: Pros and Cons of Inclusions and Extensions
- Inside the Use Case Checklist
- Discussion: What Measures Add Value to a Use Case?
- User Scenarios: A Bottom-Up Approach to Use Cases
  - Use Case Scenario Structure: Donald Pays For Insurance
  - The Advantage of Scenarios
  - Exercise: Bottom-up Use Cases
- Discussion: Pros and Cons of Use Cases

3 Requirements Writing (Clarify)

Writing Effective Business Requirements
- The Problem with Natural Language Requirements

Creating Requirement Statements
- Business System Requirements
- Rules for a "Good" Requirement Sentence
  - Reducing Complexity Increases Comprehension
  - A Complete Sentence Forces a Complete Thought
  - Structured Requirement Statements
  - Example: Creating Complete Sentence Requirements

- Rules for a "Good" Requirement Sentence
  - Think "What", Not "How"
  - Example: Finding the What versus the How
- Rules Review
- Exercise: Applying the Rules

Removing Requirements Ambiguity
- Rules for an "Understandable" Requirement Sentence
  - Relevance Increases Comprehension
  - Ambiguity Ruins Requirements
  - Increasing Understandability
- Rules for a "Good" Requirement Sentence
- Peer Reviews Clarify Requirements
  - Clarifying Mutual Understanding
- Revise, Define and Clarify Your Requirements
  - Exercise: Desk-Checking
  - Verifying Understandability
- Rules Review
- Clarifying Requirements

Writing Measurable Requirement Statements
- Rules for a "Testable" Requirement Sentence
  - To Test or Not to Test is NOT the Question
  - Requirements Testability
  - Effective Requirements are Verifiable or Testable

Decomposing Requirements
- Components of Requirements
  - Exercise: Requirements Types
- Requirement Subtypes vs the 10 Critical Questions
- Testing Requirement Components
- Finding Functional Requirements
  - Testing Functional Components
  - Exercise: Testing the Functional Components
- Finding Rules and Constraining Requirements
  - Testing Rule and Constraint Components
  - Exercise: Testing Rule and Constraint Components
- Finding Performance Requirements
- Exercise: Resolving Subjective Components
  - Exercise: Decomposing a Requirement
- Purpose of Requirements Decomposition

Confirming Performance Requirements
- Understanding Performance Requirements
  - Clarifying Quantitative Performance Requirements
- Quantifying Qualitative Requirements
  - Testing Performance Components
  - Exercise: Testing Performance Components

4 Requirements Analysis (Confirm)

Identifying Business Components
- Exercise: Components of a Business System
  - Business Information Systems

Clarifying Business Requirements
- Exercise: Grouping Requirements
  - Combining Requirements
- Detailed Clarification
- Rules for "Effective" Sets of Requirements
  - Identifying Inconsistent Requirements
  - Exercise: Identifying Inconsistent Requirements
- Rules for "Effective" Sets of Requirements
  - Of Rules and Requirements
  - Business Rules Are
- Rules vs. Requirements
  - Rules Relationships
- The Rules Challenge
  - Exercise: Testing Rules

Requirements Prioritization
- Rules for "Effective" Sets of Requirements
  - Need-based Requirements Prioritization
  - Release-based Requirements Prioritization

Confirming Business Requirements
- Rules for "Effective" Sets of Requirements
- Confirming Feasibilities
- Identifying High Risk Requirements
- PASS = Project Audit Support Services
- Exercise: Verifying Requirements Completeness

Requirements Tools and Templates
- Requirement Documentation Template(s)
  - Tools Discussion
  - The Payback