

# How to Write and Analyze Business, Stakeholder, and Solution Requirements

*Instructor-Led, On-Site Duration 2 Days*

## Overview

Writing and analyzing requirements from the business community are two critical skills for business analysts and subject matter experts who represent the business interests on an IT project. The challenge lies in defining business needs in the form of business requirements, stakeholder requirements, solution requirements, and transition requirements that other audiences will interpret as intended and use to design the solution.

This business analysis online training workshop provides a proven set of core business analysis techniques, methods and tricks to help business professionals create, clarify, and confirm business, stakeholder, solution, and transition requirements (i.e., meaning the kind of business requirements that the IT professionals need to do their job well).

**Note:** *This instructor-led course delivered in two virtual sessions via the Internet covers the same content as the second day of our 3-day course, “How to Elicit (Gather), Write, and Analyze Business Requirements” which can be delivered live at your site.* Understanding the business requirements in the manner in which they were intended can be a very challenging proposition. If the requirements are going to do their job well, they need to be understood by several target audiences, namely the business community, the technical community, and the developer/tester community. Each of these groups needs to be able to read the business requirements and extract what they need out of them to be able to contribute to the end product.

This online business analysis training workshop presents several requirement analysis techniques that business analysts and subject matter experts can use to identify requirements and phrases that might be misunderstood by the various target audiences. It assumes that you know how to write effective, measurable business requirements (or that you are going to analyze other people’s requirements). These techniques will help reduce the number of incorrect and misunderstood business requirements.

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## Target Audience

Business System Analysts  
Requirement Managers  
System Analysts  
Business Process Users  
Business Process Managers

Business Analysts  
Subject Matter Experts  
User Liaison Personnel  
Anyone involved in defining or deciphering business system requirements.

*Developed and presented by:*



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**Learning  
Objectives**

*Upon completion of this seminar, you will . . .*

- 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
- Discuss the difficulties in writing quality, "-ability" requirements (ex: reliability)
- Distinguish qualitative from quantitative performance factors
- Apply the four rules for managing a group of requirements
- Classify 7 major components of business systems that need analysis
- 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
- 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
- Prioritize requirements based on business and system needs

## 1 Introduction to Requirements Writing

### Writing Effective Business Requirements

The Problem with Natural Language Requirements

### Initial Requirement Statements

Exercise: Initial Requirement Statements

## 2 Writing Good 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

## 3 Writing Understandable Requirements

### 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

## 4 Writing Measurable 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

### Confirming Performance Requirements

Understanding Performance Requirements

Clarifying Quantitative Performance Requirements

Quantifying Qualitative Requirements

Testing Performance Components

Exercise: Testing Performance Components

## 5 Analyzing Business Requirements

### 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

### Identifying Business Components

Exercise: Components of a Business System

Business Information Systems

## 6 Decomposing Requirements

### 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

## 7 Verifying Business Requirements

### Confirming Business Requirements

Rules for "Effective" Sets of Requirements

Confirming Feasibilities

Identifying High Risk Requirements

PASS = Project Audit Support Services

Exercise: Verifying Requirements Completeness

## 8 Requirements Prioritization

### Requirements Prioritization

Rules for "Effective" Sets of Requirements

Need-based Requirements Prioritization

Release-based Requirements Prioritization