

# Essentials of BA: Part 1 — Requirements Gathering and Writing

WCP

How important are effective business requirements? Studies have shown that at least most product defects originate in the requirements. And rework on a development project can be traced back to requirement defects. In fact, the most recent version of PMBOK (Project Management Body of Knowledge), version 4, and all of BABOK (Business Analysis Body of Knowledge) emphasize the vital value and importance of Requirements to enable success.

These days, every system dollar is scrutinized and squeezed. One of the greatest improvement opportunities for an IT organization is to define requirements correctly yet productively.

Irrespective of the development methodology, business requirements must clearly define what the system is supposed to do. This 3-day seminar addresses a broad range of business analysis skills that will help you extract the right information from the business users, maximize your requirements gathering productively and create requirements to support the design, development, testing, and deployment of successful system solutions.

## Who should attend

- Business and Systems Analysts
- Project managers who want to enable the value BA's on their projects
- Developers considering making the transition to BA
- Business professionals who liaise with I.T. groups on behalf of their business areas
- Testing professionals who want to define and leverage great requirements
- Technical and QA Analyst
- IT Manager

Whether you are working towards your PMP® (Project Management Professional) or Certified Business Analysis Professional CBAP® (Certified Business Analysis Professional) designation, or already have these designation, this course is a must to enable your on-the-job success.

## Materials

- Course workbook
- A CD containing course reference files
- A framed certificate of completion  
(framed certificates are for in-house workshops only)

## Learning objectives

Participants of this course will understand ...

- The importance of requirements in relation to PMBOK
- The value, structure and elements high quality requirements
- The business analysts' role in requirements gathering
- The types of requirements

## How You Will Benefit

Participants of this workshop will be able to;

- Create high quality requirements
- Use 9 requirement gathering techniques
- Link requirements to business strategies, business drivers and needs
- Analyze business processes to determine business requirements
- Gather information to define and document of requirements without relying strictly on interviewing
- Creatively examine and select alternate solutions to business problems
- Harvest business need information from your stakeholder community
- Create thorough and useful business requirements
- Integrate business requirements into a variety of system development methodologies
- Efficiently obtain approvals and sign-offs
- Trace and manage changes to requirements documents throughout the SDLC
- Facilitate requirements workshops
- Establish a traceability protocol to link business requirements to design, development, testing, and deployment activities

## Prerequisites

There are no prerequisites for this course.

## Additional information

Participants qualify for 21 PDUs (Professional Development Units) and 21 CDUs (Continuing Development Units).

## Course outline

### 1.0 Importance of requirements

- Weak requirements and their cost to your organization
- The role of the business analyst
- Qualities of an effective business analyst
- The value, structure and elements of high quality requirements
- 8 requirement gathering techniques beyond just interviewing
- The context and importance of requirements in relation to IIBA™ BABOK
- The importance of requirements in relation to PMBOK
- Understanding BA requirements gathering and production within product and project lifecycles

### 2.0 Plan for effective requirements

- Types of requirements
- Selecting the correct requirements level

- Establishing common terminology
- Defining and enabling well-formed requirements
- The requirements process

### 3.0 Align requirements to your enterprise

- Connecting to strategic and business plans
- Business needs and capability gaps
- Your solution scope
- Linking to the business drivers and business case
- Identifying and classifying stakeholders

### 4.0 Prepare your requirements gathering

- Using a standard structure/template
- Applying formatting techniques

- Defining the information you need
- Characteristics of good information
- Where is the information
- Who are the "Elicitees"
- Selecting effective elicitation techniques for your project
- Your information gathering plan

## 5.0 Requirements gathering techniques

- Brainstorming
- Document analysis
- Focus groups
- Interface analysis
- Interviewing
- Job shadowing/observation
- Prototyping
- Surveys
- Workshops

## 6.0 Running effective requirements workshops

- The effective meeting facilitator defined
- The facilitator's most basic information
- Self-knowledge of the meeting facilitator
- Facilitator skills: how the facilitator facilitates
- Group dynamics

## 7.0 Your requirements analysis

- Prioritize your requirements
- Organize your requirements
- Specify and model your requirements
- Determine assumptions and constraints

- The challenge of writing non-functional requirements
- Verify Requirements
- Validate Requirements

## 8.0 Finalizing your requirements

- Baselineing
- Approval
- Requirements Traceability
- Traceability Matrix

## 9.0 How BA's use and support requirements after they are signed off

- Assessing solutions proposed by the technical team
- Allocating requirements
- Assessing organizational readiness
- Defining transition requirements
- Validating solutions
- Evaluating solution performance
- Managing Requirements change through the product life cycle

## 10.0 Addressing fundamental communication challenges

- Vital communication skills
- Interviewing Effectively
- Conducting positive problem solving
- Fundamental presentation skills
- Influencing others
- Managing requirements conflicts and negotiating

## 11.0 Review and wrap-up

## For more information contact

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