

How to Elicit (Gather), Write, and Analyze 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 of the organization that any IT solution has to support.
- Stakeholder requirements specify the needs of individuals or groups within the organization.
- 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.*

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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	

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](#)

Developed and presented by:



Requirements Solutions Group, LLC
3837 Northdale Blvd, Ste. 361
Tampa, FL 33624
We Build Business Analysts™

Telephone: **(813) 319-5851**
Fax: (813) 864-0131
E-mail: training@requirementsolutions.com
Web: www.requirementsolutions.com/

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
- 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

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

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

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