

Requirements Elicitation and Enterprise Analysis

A CBAP® Preparation Course

Instructor-Led, On-Site Duration 2 days

Overview

This seminar is designed specifically to teach practitioners techniques that are recommended by the International Institute of Business Analysts (IIBA®). It builds the requisite knowledge and vocabulary based on the *Business Analysis Body of Knowledge*® to prepare you for ultimately taking and passing the Certified Business Analysis Professional® exam.

The techniques and topics presented herein target specifically knowledge areas **3 Elicitation** and **5 Enterprise Analysis**. These knowledge areas are presented in one course due to a considerable overlap in the recommended techniques. The course utilizes experiential instruction to present the technique and includes an in-depth review of each knowledge area as the final section to reinforce the concepts and terminology.

Target Audience

Business analysts
Business Systems Analysts
Requirements Engineers
Anyone wanting to work towards becoming a Certified Business Analysis Professional® (CBAP®)

Developed and presented by:



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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
- Create 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
- Evaluate a management vision statement
- Contrast the pros and cons of prototyping for requirements
- Apply the four rules for managing a group of requirements
- Classify 7 major components of business systems that need analysis
- 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
- Define the inputs and outputs of each task
- Demonstrate increased proficiency in the *BABOK*® terminology
- Paraphrase the goals and objectives of the knowledge area Elicitation
- Define the inputs and outputs of each task
- Demonstrate increased proficiency in the *BABOK*® terminology
- Paraphrase the goals and objectives of the knowledge area Enterprise Analysis

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 Interviewing Techniques for Business Analysts**Who Do You Talk to about What?**

- Identifying Stakeholders
- Using an Org chart
- Exercise: Stakeholder Identification

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

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

3 Extracting Requirements from Existing Documentation**Document Analysis**

- System Vision
- WasteTheWaist “Vision Statement” from CEO
- Exercise: From Vision to Requirement Statements
- Vision Statement Evaluation
- Exercise: Structured Vision Statement

Using Surveys to Elicit Requirements

- The Delphi Technique (Survey)
- The Delphi Technique

Considering Prototyping

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

4 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

5 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

6 Requirements Prioritization**Requirements Prioritization**

- Rules for “Effective” Sets of Requirements
- Need-based Requirements Prioritization
- Release-based Requirements Prioritization

7 KA3 The Ins and Outs of Elicitation**Inputs for Elicitation****Outcomes of Elicitation****8 KA3 Specific Activities of Elicitation**

- KA3.1 Preparing for Elicitation
- KA3.2 Eliciting Requirements
- KA3.3 Capturing the Results
- KA3.4 Confirming the Results

9 KA5 The Ins and Outs of Enterprise Analysis**Inputs for Enterprise Analysis****Outcomes of Enterprise Analysis****10 KA5 Specific Activities of Enterprise Analysis**

- KA5.1 Defining the Needs of the Business
- KA5.2 Assessing Gaps in Capabilities
- KA5.3 Determining the Right Approach
- KA5.4 Defining the Scope of the Solution
- KA5.5 Developing the Business Case