

Requirements Management and Communication

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 area **4 Requirements Management and Communication**. The course utilizes experiential instruction to present the technique and includes an in-depth review of the 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 . . .

- Differentiate between plan-driven and change-driven project approaches
- Discuss key concepts in the requirements management and communication knowledge area
- Classify the 5 types of requirements described in the *BABOK*®
- Compare business analysis in your world with industry “standards”
- Defend the need for requirements management and communication
- Argue the benefits and challenges of requirements traceability
- Show requirements lineage in terms of forward, backward, and parent-child traceability
- Create the requirements traceability approach for a project
- Choose the appropriate attributes needed for requirements traceability
- Develop a requirements traceability matrix
- Distinguish between project, problem, and solution scope
- Develop and maintain a requirements management plan
- Apply requirements management principles based on scope, risk, and cost management criteria
- Baseline the business requirements to set the stage for managing change
- Develop a variety of different ways to present requirements to different audiences
- Relate requirements based on 5 relationship types
- Evaluate RFI, RFQ, and RFP documents as tools for communicating business requirements
- Choose the criteria with which vendor’s response to requests will be evaluated
- Argue the benefits and challenges of making requirements reusable
- Define the inputs and outputs of each task
- Demonstrate increased proficiency in the *BABOK*® terminology
- Paraphrase the goals and objectives of the knowledge area Requirements Management and Communications

1 Requirements Management and Communication

What's In a Requirement and Who Cares?

- Key concepts in this course
- Keys to a Successful Course
- Exercise: Your objectives for this course

2 Business Analysis Revealed

The International Institute of Business Analysis

- Business Analysis in Your World
- Plan-Driven versus Change-Driven Approaches
- Introduction to the IIBA® Body of Knowledge
- BABOK® Structure: Knowledge Areas, Tasks, & Techniques
- Knowledge Areas of the BABOK®

Requirements Defined

- Requirements a la BABOK®
- Types of Requirements
- The Business of Requirements
- Stakeholder Perspectives
- Defining the Solution
- Getting from the AS-IS to the TO-BE
- Analysis of Business Systems Analysis

KA Requirements Management and Communication

- Knowledge Areas of the BABOK®
- Requirements Management and Communication
- What You Do in RM&C

3 Managing Requirements throughout the Life Cycle

Determining the Need for Traceability

- Preserve a Team's Collective Memory
- Benefits of Requirements Traceability
- Challenges of Requirements Traceability
- Requirements Lineage
- Backward Traceability (Derivation)
- Forward Traceability (Allocation)
- Trace a Requirement to its Source
- Allocate Requirements to Design Artifacts
- Allocate Requirements to Test Cases
- Requirements Attributes

Defining Attributes of Requirements

- Requirements Metrics
- States in the Life of a Requirement

Requirements Traceability Matrixes

- Traceability Matrix

4 Manage Your Scope or It Will Manage You

What's Scope Got to Do with It

- Discussion: What Is Scope?
- What Does Scope Define?
- Solution Scope
- Project Scope
- Scope Management and Change Control
- Requirements Review and Approval

- Example of a RACI Matrix
- Who Approves Your Requirements?
- Quality Assurance Activities
- Requirements Issues and Conflicts
- Exercise: Requirements Review

Managing Changing Requirements

- Discussion: Change Control in the Real World
- Configuration Management Defined
- Configuration Management a la Wikipedia®
- Discussion: Baselining Requirements
- Change Request Process
- Change Control Log
- Change Request
- Capturing Change Requests
- Hurdles to Informational Listening
- Exercise: Creating Change Requests
- Discussion: Impact Assessment
- Impact Assessment

5 Packaging Requirements for Communication

Packaging Requirements

- Possible Package Formats
- What is a Requirements Document?
- Requirements Repository
- Discussion: Consider your Target Audience
- Communications Plan

Presenting Requirements Externally

- Primary Requests for External Solutions
- Discussion: Request for Information
- Discussion: Request for Proposal
- Vendor Selection Criteria

6 Requirements and Re-Usability

Making Requirements Reusable

- Regarding the Reusability of Requirements
- Requirements Re-use
- Exercise: Benefits and Challenges of Re-Use
- Critical Success Factors
- Exercise: Identifying Reusable Requirements

Requirements Management Tools

- Players in the Requirements Management Tools Game
- Exercise: Features of a Requirements Management Tool

7 Planning Requirements Management and Communication

Managing Requirements

- Requirements Management Plan
- Exercise: Requirements Management Plan Template Review

Course Closing

- Discussion: Course Review
- Exercise: Lessons Learned
- References

8 KA4 The Ins and Outs of Requirements Management and Communication

Inputs for Requirements Management and Communication

Outcomes of Requirements Management and Communication

9 KA4 Specific Activities of Requirements Management and Communication

KA4.1 Managing Scope

KA4.2 Managing Traceability

KA4.3 Maintaining Reusable Requirements

KA4.4 Preparing Packages

KA4.5 Communicating Requirements