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PHOENIX TS

Requirements Management for Project Managers

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Course Overview

This training is designed to provide project managers and business analysts with the terms and concepts of requirements management. Additionally, this course will equip beginners with a requirements gathering toolkit that they can begin implementing immediately following the course.

- 3 Day Instructor-led Course
- Convenient on-site training and centrally located classrooms in Columbia, MD and Tysons Corner, VA

Schedule

Currently, there are no public classes scheduled. Please contact a Phoenix TS Training Consultant to discuss hosting a private class at 301-258-8200.

Course Outline

Module 1: Business Analysis Defined

Lesson 1: What is Business Analysis?

- Business Analysis Definition

- What Does Business Analysis Entail?
- Strategic, Tactical and Operational Business Analysis

Lesson 2: What are requirements?

- Requirements Defined
- Business Requirements
- Stakeholder Requirements
- Solution Requirements
- Transition Requirements

Lesson 3: Business Analysis Techniques

- An Introduction to Business Analysis Techniques
- What Tools are Used?
- What Techniques are Used?

Lesson 4: Business Analysis and SDM/SDLC

- What are SDM and SDLC?
- What Flavors of SDM Do Organizations Use?
- The Beginning of Structure
- The Incremental Philosophy
- An “Agile” Revolution
- Business Analysis in Waterfall SDM
- THE BA Role in Iterative SDM
- Agile Projects and Business Analysis

Lesson 5: Business Analysis and the Future

- Existing Situation Analysis
- Enhancing Business Analysis Skills
- Core Business Analysis Competencies from Profession to Core Skillset

Module 2: Requirements Elicitation

Lesson 1: Managing Requirements Elicitation with a Question File

- A Question File Quantifies Uncertainty
- Discovering What You Do Not Know
- Minimal Layout of the Question File
- Using a Question File to Combat Analysis Paralysis

Lesson 2: Identifying Stakeholders for Requirements Discovery

- Missing Stakeholder Means Missing Requirements
- Identifying Stakeholders on an Org Chart
- Creating and Maintaining a Stakeholder List

Lesson 3: Problem Analysis Initiates Requirements

- Collect Problems from ALL Stakeholders
- A Well-Structured Problem List
- A Simple Problem Analysis Technique
- Will the Real Problem Please Stand Out

Lesson 4: Requirements Brainstorming

- To Brainstorm or Not to Brainstorm
- Preparing the Session and the Participants
- Maintaining Momentum from Start to Finish
- Post-Session Steps and Lessons Learned

Lesson 5: Ten Quick Questions Guide Requirements Discovery

- Introduction to the Quick Ten
- Discovering Functional Requirements
- Getting Non-Functional Requirements
- Capturing Constraints Using the Quick Ten

Module 3: Requirements Interviews and Workshops

Lesson 1: Best Practices for Requirements Interviews

- Introduction to Requirements Interviews
- What is “Requirements Elicitation” and Who Needs It?
- Proper Preparation Prevents Poor Performance
- Starting a Requirements Interview on the Right Foot
- Performing under Pressure
- Make Sure You Can Talk the Talk
- Maintain Control throughout the Requirement Interview
- Closing the Requirements Interview in Style

Lesson 2: Characteristics of an Effective Requirement Interviewer

- Three Traits that Give You a Head Start
- Maintaining Momentum During the Requirements Interview
- Using Active and Informational Listening to Hear Requirements Impediments to Effective Listening
- Overcoming the Impediments

Lesson 3: Helping Stakeholders Discover Requirements

- What Are the Five Elicitation Approaches and Which is the Simplest for Starters
- Informal Requirements Interviews
- Formal, Face-to-Face Requirements Interviews
- Requirements Elicitation Using Email
- Teleconferencing for Requirements Gathering Workshops

Lesson 4: How to Run a Requirements Gathering Workshop

- Planning and Preparing for a Productive Requirements Gathering Workshop
- How to Perform During the Workshop
- Polishing and Publishing the Workshop Results
- The Business Case for Requirements Workshops

Module 4: Writing Requirements

Lesson 1: Setting the Stage for Writing Effective Requirements

- Why Do You Need Better Requirements?
- Managing Uncertainty
- THE Question File
- Exercise: The Subjectivity of Language
- The “Real” Problem with Requirements

Lesson 2: Capturing Requirements

- Follow the KISS concept
- A Complete Sentence Forces a Complete Thought
- Exercise: Simple, Complete, and Well-Structured
- Define the Business Need
- Exercise: Avoiding the Elusive “How”

Lesson 3: Requirements and the Project Scope

- Keeping Your Requirements in Scope
- Exercise: Relevant Requirement Components
- Combat Scope Creep from the Start
- Exercise: Testing the Scope Boundaries
- Recap of Rules One through Three
- Exercise: Applying the First Three Rules

Lesson 4: Finding and Fixing Ambiguous Requirements

- Who Needs to Understand Your Requirements?
- Roadblocks to Effective Requirements
- Desk-Checking Uncovers Ambiguity
- Exercise: Finding Ambiguity with the SME
- Use Peer Reviews to Increase Understandability
- Exercise: Requirements Interpretations
- Combating the Major Cause of Project Failure
- Exercise: Revising Requirements to Reduce Ambiguity

Lesson 5: Best Practices for Improving Understandability

- Use Acronyms and Corporate Standards
- Exercise: Using Revisions to Reduce Ambiguity

- Add Context to Eliminate Ambiguity
- Exercise: Appropriate Context Reduces Ambiguity
- Write to the Readability Level of Your Audience
- Exercise: Using Readability Indices
- Recap Rule Four
- Exercise: Rule Four Applied

Module 5: Functional and Non-Functional Requirements

Lesson 1: Setting the Stage for Requirements Decomposition

Lesson 2: Discovering Functional and Informational Requirements

- Capturing Functional Requirements
- Exercise: Decomposing Requirements to Functions
- Documenting Functions
- Capturing Informational Requirements
- Exercise: Discovering Informational Components
- Attributes of Informational Requirements
- Exercise: Assessing Precision and Currency

Lesson 3: Capturing Non-Functional Solution Requirements

- Performance Requirements
- Exercise: Measurable Qualities
- Common Performance Measures
- Identifying Performance-Related Functions
- Exercise: Discovering Performance-based Functions
- Business Rules and External Factors
- Discovering Constraining Requirements

Lesson 4: Conclusion

- Requirements Management Ideas
- Process and Rule Review
- Exercise: Final Exam

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Included in this **Requirements Management for Project Managers**

- 3 days instructor-led training
- Requirements Management for Project Managers training book
- Notepad, pen and highlighter
- Variety of bagels, fruits, doughnuts and cereal available at the start of class*
- Tea, coffee and soda available throughout the day*
- Freshly baked cookies every afternoon*