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PHOENIX TS

Requirements Management for Project Managers

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

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

Starting at **\$1,250**

ATTENTION

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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*