

[View Full Course Details including Latest Schedule Online](#)

PHOENIX TS

# Requirements Management for Project Managers

**BONUS! Cyber Phoenix Subscription Included:** All Phoenix TS students receive complimentary ninety (90) day access to the Cyber Phoenix learning platform, which hosts hundreds of expert asynchronous training courses in Cybersecurity, IT, Soft Skills, and Management and more!

## 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



# PhoenixTS

301-258-8200 | [Sales@PhoenixTS.com](mailto:Sales@PhoenixTS.com) | [www.PhoenixTS.com](http://www.PhoenixTS.com)

- 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

**BONUS! Cyber Phoenix Subscription Included:** All Phoenix TS students receive complimentary ninety (90) day access to the Cyber Phoenix learning platform, which hosts hundreds of expert asynchronous training courses in Cybersecurity, IT, Soft Skills, and Management and more!

**Phoenix TS is registered with the National Association of State Boards of Accountancy**

10420 Little Patuxent Parkway Suite 500 Columbia, MD 21044





# PhoenixTS

301-258-8200 | Sales@PhoenixTS.com | www.PhoenixTS.com

(NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints re-garding registered sponsors may be submitted to the National Registry of CPE Sponsors through its web site: [www.nasbaregistry.org](http://www.nasbaregistry.org)

Starting at **\$1,395**

## ATTENTION

For GSA pricing or Contractor quotes call  
301-258-8200 – Option 2.

# GSA



## Price Match Guarantee

We'll match any competitor's price quote. Call us at 240-667-7757.

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



# PhoenixTS

301-258-8200 | [Sales@PhoenixTS.com](mailto:Sales@PhoenixTS.com) | [www.PhoenixTS.com](http://www.PhoenixTS.com)

- 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\*