

Business Requirements Gathering and Writing Course



Description

4 Days

The Business Requirements Gathering and Writing Course focuses on how to perform business analysis using facilitated requirements workshops and how to write effective business requirements documents. The course provides training in facilitation skills and techniques needed for defining the project scope, requirements definition and the high level design for software projects. The course focus is on:

- Understanding the different levels of requirements
- The requirements management process
- Characteristics and guidelines for writing effective business requirements
- Communication techniques for gathering business requirements
- Instructions for writing successful scope statements and requirements documents
- Practical exercises in writing problem statements, business objectives, requirements lists, user stories, non-functional requirements, screens and reporting specifications
- Writing and critiquing requirements and use cases using guidelines and checklists
- How to trace requirements
- Workshop agendas and scripts for the Requirements Discovery Phase
- How requirements fit into the Project Life Cycle
- Package software evaluation and selection process
- Practical experience in facilitating and performing business analysis for scoping workshops, business requirements gathering workshops, and high-level design focus groups

The objectives of the course are to:

- Provide an understanding of the deliverables needed for the problem statement, requirements gathering and high-level design phases of business analysis
- Define best practices and industry standards for business requirements management
- Supply sample meeting and interview agendas, scripts and templates that can be used in requirements workshops and focus groups throughout the Project Life Cycle
- Provide practical exercises for building the business models using the standard industry notations and writing business and detailed use cases
- Define a repeatable process for the Problem Statement, the Requirements Analysis and the High Level Design Phases of the project life cycle using facilitated workshops and focus groups
- Provide each course participant the opportunity to write, build and facilitate the different levels of requirements, business models and use cases with feedback and a written evaluation from the instructor

Course Content

Module 1

Fundamentals of Requirements (Day 1 am)

Introduction

Requirements Management Best Practices

- What is Requirements Management?
- Introduction to Requirements
 - Types of Requirements
 - Different levels of requirements
- Role of the Requirements Lead/Business Analyst
- Key requirements documents
- Requirements management plan
- Overview of Joint Application Development
- Session Methodology- Preparation, Workshops and Follow-up
- Iterative Requirements Approach
- Time boxing
- Requirements roles and responsibilities
- Key success factors to requirements definition success

Communication Techniques for Gathering Business Requirements

- Workshops approaches
- Storyboarding
- Interviewing
- Kit Reviews
- Teleconferencing
- Prototype walk-through
- Business Models- context diagram, use case diagram, business process flows, use cases

Module 2

Facilitation Skills & Group Dynamics (Day 1 pm)

Facilitation Skills and Techniques

- Key components of a workshops
- Basic facilitation skills
- Active listening skills
- **Exercise- Practice questioning and active listening skills**
- Reading and interpreting body language
- Leadership styles
- Facilitation rules
- Managing conflict
- Techniques for leading effective group dynamics
- How to handle problem people
- Presentation skills

- Planning your session and building an agenda

Facilitation Exercise

Each student is given the opportunity to select a technique and topic, build an agenda and facilitate a short session using the presentation skills and techniques learned in class.

Module 3

Scoping Business Needs (Day 2 am)

Overview of the Requirements Gathering Workshops and Business Models

Discovery Phase- Problem Statement/Scope of the Project

- Writing effective business case deliverables:
 - Business problem statement
 - Success criteria/objectives
 - Business parameters
 - Solution Alternatives Analysis
- **Exercise- Discovering and writing business problem statements, success criteria/objectives, business parameters, solution alternative analysis**
- Defining the Scope
 - How to write effective scope statements
 - Capturing the project assumptions and constraints
 - **Exercise- Creating questions, role playing to practice conducting business management interviews and writing the project scope statements & assumptions/constraints**
 - Constructing the context diagram and the use case model to capture the project scope
 - **Exercise- Building the context diagram and use case model**
 - Facilitated session agendas, scripts and facilitation techniques for conducting Vision & Scope Workshops
- Prioritizing and managing the scope of a project

Module 4

Business Requirements Analysis (Day 2 pm)

Discovery Phase- Requirements Analysis

- Writing Effective Requirements Lists and Business Rules
 - Documenting requirements in iterations and understanding the different levels of requirements
 - Characteristics of writing effective requirements
 - Instructions and guidelines for writing effective requirements
 - Requirements attributes
 - Quality measures checklists for writing effective requirements
 - How to identify and write effective business rules
 - **Exercise- Identifying and writing quality requirements lists and business rules**
- Process Flows
 - Building the “to be” business process flows

- How to build the UML activity diagrams with swimlanes
- **Exercise- Creating the “to be” business process flow**
- Use Case Technique for Requirements Gathering
 - Benefits of using the business use case to identify requirements
 - How to write the business use case
 - Guidelines for the use case iterations
 - Templates and Quality Checklists
 - **Exercise- Writing a use case outline for requirements gathering**

(Day 3 am)

Discovery Phase- Requirements Analysis (*continued*)

- How to create user stories
- **Exercise- Creating user stories**
- How to create the domain object model
- **Exercise- Creating the domain object model (optional)**
- How to create the state diagram using UML notation
- **Exercise- Creating the state diagram (optional)**
- How to write effective non-functional requirements
 - IEEE Categories
 - Non-functional definitions and examples
- **Exercise- Capturing non-functional requirements**
- Iteration Plan – What is the thought process for building a plan?
- Setting priorities

Module 5

Functional Requirements Specifications (Day 3 pm)

- Activity Diagram using UML
 - How to storyboard the activity diagram
 - UML diagramming notations
 - **Exercise- Building the activity diagram (optional)**
- Detailed Use Cases
 - How to write detailed use cases
 - Review samples and templates
 - Checklists and tips for writing effective use cases
 - **Exercise- Writing the detailed use case**
- Defining the GUI Specifications (Screens and Webpages)
 - Storyboarding techniques to create the draft screens
 - Creating data requirements specifications for screens mock-ups
- Report specifications requirements
 - Storyboarding a Report Mock-up
 - Requirements gathering techniques
 - Report Specifications Template
 - Exercise- Storyboard a report m
- **Exercise- Storyboard a draft mock-up and data dictionary specifications**

Requirements Quality Assurance

- Requirements Traceability Matrix
 - Overview of requirements traceability
 - Tracing test scenarios to requirements/use cases

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- How to create traceability worksheets
 - Requirements Sign-off
 - Techniques for quality checking requirements
 - Checklists
 - Desk Checking
 - Peer Reviews
 - How to conduct a requirements walk-through
 - Change Control Process and Template

Software Evaluation & Selection Process

- Identify the Key Vendors
- Develop the RFP and Scorecard
- Conduct Vendor Demos
- Evaluate Vendor Scorecards
- Select Vendor

Module 6 (Day 4)

Requirements Gathering Simulation

This business analysis & requirements gathering simulation demonstrates how the entire life cycle of a project fits together and how the business analysis artifacts and requirements gathering techniques taught in class build on each other. Each student facilitates a stage in the life cycle using the scoping, business requirements definition and software specifications artifacts and agendas learned in the class. The business analysis models used for the business analysis & requirements gathering simulation will be the Problem Statement/Root Causes, Success Criteria/Objectives, Scope Statements, Use Case Model, Activity Diagram, Business Use Case, Domain Object Model, State Chart, Detailed Use Case and Paper Prototype. In addition, each student will document to demonstrate an understanding of the documentation process using Visio, Excel and Word documentation tools. Each student is provided with feedback from the instructor and is given a written evaluation.

Materials

Each course participant receives a Handbook with sample agendas and scripts for conducting problem statement scoping workshops, requirements definition workshops, software package evaluation and selection process and functional specifications focus groups. Guidelines, Templates, Checklists and a Requirements Management Procedures Guide is also provided. Maximum of 12 – 15 people.

Who Should Attend?

Those who will find this of value are the Requirements Leads, Business Analysts, Systems Analysts, Business Systems Analysts, SMEs, and Project Managers.