

Project Requirements: Definition and Management

Course Overview

In recent years, significant work in the area of requirements engineering has produced requirements definition and management tools and techniques that are far superior to those of the past.

Project Requirements: Definition and Management takes a very broad view of the processes and players at work during requirements development and management. Participants are given a deep look at the range of skills required to make this important aspect of any project a success. Topics covered include:

- The critical importance of requirements
- Requirements in Waterfall versus Agile
- Types of requirements
- Project and product lifecycles
- Planning the requirements engagement
- Stakeholder identification and analysis
- Elicitation and analysis
- Effective use of models
- Options for recording requirements
- Writing High Quality Requirements
- Requirements Verification and Validation
- Validating the Requirements Document
- Managing change to requirements
- Solution Validation and Assessment

Who should attend

This course is of particular value to business analysts, project managers and other project staff with direct or indirect responsibility for requirements definition and analysis; functional managers with project responsibility; Project Management Office staff; and managers of business analysts.

Prerequisites

This course assumes that participants have participated in some projects and have some experience in requirements definition and analysis.

Class Information

- **Course I.D. Number:** 4010
- **Duration:** 3 days
- **Participants receive:**
 - CBAP[®] certified instructor
 - Comprehensive Participant Guide
 - Commercial-grade BA templates
 - Certificate of Participation
 - 21 CDUs / PDU's (Technical: 16 Leadership: 3 Strategic: 2)
- **Typical class size:** 6 to 20 attendees
- **Delivery:** Virtual or onsite

Learning Approach

- A highly qualified instructor will use interactive lecture format, numerous hands-on exercises, team activities, group discussions, and other techniques to drive home the essential points of this material
- Take this course and learn how to avoid many of the problems that Business Analysts most often encounter.

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Course Outline

1. Introduction
 - Requirements are important
 - Waterfall and Agile Methodologies
 - Sources of failure in Waterfall projects
 - Improved requirements techniques
 2. Understanding Project Requirements
 - Business requirements
 - Stakeholder and Solution requirements
 - Functional requirements
 - Business rules and data
 - Non-Functional requirements
 - Transition requirements
 - Requirements Lifecycle
 - Benefits of Good Requirements
 3. Context for Requirements
 - Requirements drive Business Value
 - The Business Case
 - Root Cause Analysis
 - Roles and responsibilities
 - Stakeholder Identification and Analysis
 - The Vision and Scope Document
 - The Problem Statement
 - Scoping the project
 - BA as Investigator
 4. Requirements Planning
 - Drivers of Requirements Planning
 - Business Analysis Plan
 - Requirements Engagement Plan
 - The Benefits of Planning
 5. Requirements Elicitation
 - Elicitation as an iterative process
 - Elicitation versus Gathering
 - Challenges in requirements elicitation
 - Four elicitation steps
 - Useful elicitation techniques
 - Good Meetings Practice
 - Useful questions
 - Choosing the best elicitation technique
 6. Analyzing Requirements
 - Requirements analysis
 7. Recording Requirements
 - Analysis activities
 - The Value of Models
 - Useful Analysis Tools
 - Reviewing Models with Stakeholders
 - Avoiding Analysis Paralysis
 7. Recording Requirements
 - Requirements Documentation
 - Documentation Options
 - Methods for Recording Requirements
 - Requirements Quality Characteristics
 - Consequences of Poor Requirements Quality
 - Writing the Requirements Document
 8. Verifying and Validating Requirements
 - Verification and Validation
 - Roles in V&V
 - Traceability and the RTM
 - Validating the Requirements Document
 - Preparing a Requirements Package
 - Requirements Approval
 9. Documenting Requirements
 - The Project Requirements Document
 - PRD content
 - Validating the PRD
 - Getting signoff on requirements
 10. Requirements Management
 - Requirements Management
 - Roles in Requirements Management
 - The Work of Change Control
 - Requirements Re-Use
 - Communication with Stakeholders
 11. Solution Validation and Assessment
 - Solution Validation
 - Ensuring an Adequate Plan
 - Creating the Right Solution
 - Participation in Design and Testing
 - Solution Assessment
 - Assessing for Business Value after Deployment
- Final Course Review

Licensing

Use this course to teach your students! This course is available under license to qualified Training Providers. See: <http://www.cvr-it.com/coursewareondemand/> for details or contact us: **800.877.8129** or **info@cvr-it.com**