



Eliciting and Modeling Requirements

Course Description

This course on requirements is designed for business analysis, project management, and agile professionals who are interested in improving their ability to elicit, analyze, and present requirements. Regardless of the solution development approach used (e.g. agile, scrum, waterfall) good quality requirements are the critical success factor in every business solution. Several requirements techniques will be presented with workshop exercises designed to give students the experience of using each technique. Developed by certified business analysis professionals and aligned with the IIBA's *BABOK*® Guide, this course is designed to increase the quality of your elicitation sessions with stakeholders and your ability to provide accurate and complete requirements.

Course Objectives

Upon completion of this course, students will be able to:

- Describe the different types of requirements including business, stakeholder, solution, transition, project and product.
- Analyze business needs using a decomposition approach to business modeling
- Develop strong elicitation questions, stakeholder communication strategies, and listen actively to discover true requirements
- Assess business value and utilize prioritization techniques to assist stakeholders with requirements prioritization

Course Outline

Introduction and Key Concepts of Requirements

- Define key terms related to requirements (elicitation, modeling, requirements states)
- Discuss the various techniques which can be used to elicit and analyze requirements

Types of Requirements

In this lesson you'll learn the six types of requirements defined in the *BABOK*® Guide and learn to differentiate between them; we'll also look at requirements states (current vs. future state) and the difference between product and project requirements.

- Learn the differences between Business, Stakeholder, Solution and Transition Requirements
- Learn the differences between Solution and Project Requirements
- Determine the need for current state (as is) vs. future state (to be) solution requirements
- Practice deciding which requirements types are appropriate for different types of projects
- Elicit details about CARDS (constraints, assumptions, risks, and dependencies) and convert them to requirements whenever possible
- Discuss how much requirements documentation is needed for different types of solutions

Functional Decomposition Analysis and Business Modeling

Functional decomposition is one of the most important analysis techniques used in business analysis. It is a simple but powerful tool used to elicit information and analyze a business area in detail and help to recommend solutions to business problems. Exercises in this lesson include drawing business models using the principles of decomposition.

- Understand why functional decomposition is a critical analysis skill
- Practice breaking down business processes using decomposition principles
- Use decomposition for enterprise analysis as a project or solution scoping technique
- Use decomposition to develop your business area and organizational models
- Using business modeling to understand the business process current state
- Learn the best naming conventions for business processes

Duration & Units:

3 Days, 21 PDs/PDUs/Contact Hours

Level of Knowledge



Beginner

Intermediate

Advanced

Audience:

This course is designed for senior managers, project managers, team members and stakeholders. Ideally students will have already attended RMC's Business Analysis Fundamentals or have fundamental knowledge of business analysis practices.

Course Benefits:

- Receive the Business Analysis Workbook and the Business Analysis Guide to the Body of Knowledge® (*BABOK*®)
- Develop concrete elicitation questions and stakeholder communication strategies
- Analyze business needs using a decomposition approach to business modeling
- Learn to facilitate requirements prioritization

Course at-a-Glance:

- 3 Days, 21 PDs/PDUs/Contact Hours
- 8 am to 4 pm daily

Other Recommended Courses:

- Project Estimating: Bullet Proofing Your Project Plan
- Developing High Impact Project Communications
- Handling Unrealistic Schedules

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Course Outline *(continued)*

Stakeholder Analysis and Communication

Stakeholder analysis involves more than just identifying stakeholders, it requires a BA to really get to know the stakeholders and think about how best to communicate with them. This module looks at stakeholder motivations, values, personality traits, and decision making styles improving the way you will communicate with your stakeholders.

- Identify requirements stakeholders and their impact on business analysis work
- Analyze stakeholder motivations and values
- Understand the importance and techniques of active listening
- Developing and asking the right questions for requirements elicitation
- Prepare for a stakeholder interview
- Best practices for eliciting requirements from distributed stakeholders

Facilitating Requirements Prioritization

One of the most challenging aspects of every business today is deciding which of the many business improvement ideas should be pursued. Stakeholders have lots more ideas than the organization has time to analyze and implement. An important role of a business analysis is to help stakeholders prioritize their ideas and requests to make sure the best, most valuable ideas are pursued. In this module we'll look at quantifying business value, discussing tradeoffs, and learning specific techniques for helping stakeholders make these important prioritization decisions.

- Why do requirements need to be prioritized? Who should be involved?
- What is business value? Prioritizing based on business value
- Consider the factors used to make prioritization decisions
- Learn to facilitate the prioritization of requirements
 - Timeboxing
 - Pairwise Comparison
 - Dot Voting
 - Expected monetary value
- Practice business value calculations of payback periods and ROI

Survey of Other Modeling Techniques

- Overview of data modeling, business rule analysis, use case modeling
- Learn how models relate to other models

Course Materials

Students will receive the following materials with the course attendance:

- Eliciting and Modeling Requirements Workbook
- The IIBA's *BABOK*® Guide
- Quickguide reference sheets on Requirements Types, Critical Thinking, Functional Decomposition, Better Listening, Stakeholder Analysis, and Requirements Prioritization

*This course counts as credit towards an RMC Fellow's Certificate™ Program designation.

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