



Tricks of the Trade® for Defining and Managing Requirements: A Six Step Process

Course Description

This unique 1-day course combines the requirements-related processes from the PMBOK Guide (Project Management Book of Knowledge®) and the BABOK (Business Analysis Book of Knowledge®) into a 6-step process. In addition to Tricks of the Trade® for eliciting requirements, this course also offers templates designed for obtaining better requirements—as well as techniques for gaining cooperation from managers, customers and all stakeholders throughout the requirements process.

The key to this extremely valuable course is the belief that most requirements can be documented in textual sentences. This is a traditional view of requirements definition and management that, for most projects, is exactly what is necessary to be successful. This is a hands-on course designed to allow participants to improve expertise by participating in exercises, and by using the templates provided in the course workbook.

Course Objectives

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

- Understand the foundational concepts of defining and managing requirements
- Apply tricks and tips to elicit better requirements
- Gather accurate requirements early in the project
- Determine the metrics needed for requirements planning and management
- Manage conflicting requirements
- Understand the difference between requirements and expectations
- Effectively identify and manage stakeholders
- Distinguish between Product Scope and Project Scope requirements
- Find more time to perform requirements planning by using templates

Course Outline

This course will help you greatly improve your ability to work with internal and external stakeholders to determine their requirements and manage their expectations over the life of the project. The course outline is as follows:

Introduction and Fundamental Concepts

- Requirements Definition
- Ensuring Requirements are Measureable
- Stakeholder Requirements vs. Stakeholder Expectations
- Requirements Pitfalls
- Common Requirements Management Errors
- Benefits of Effective Requirements Management Practices

Effective Requirements Management

- Requirements Management Techniques
- Role of the BA
- Role of the PM

Duration & Units:

1 Day, 6 PDUs/Contact Hours

Level of Knowledge



Beginner

Intermediate

Advanced

Audience:

This course is ideal for project managers, functional business analysts, senior managers, team members, sales people, consultants and customers who need to be able to improve their skills in defining and managing requirements throughout the project life cycle.

Course Benefits:

- Gather requirements in the early stages of the project
- Define the product scope and the project scope requirements
- Apply tricks and tips to elicit better requirements

Course at-a-Glance:

- 1 Day, 6 PDUs/Contact Hours
- 9 am to 4 pm

Other Recommended Courses:

- Dealing with Unrealistic Project Schedules
- Tricks of the Trade® for Negotiation
- Creating a Winning Work Breakdown Structure (WBS)

continued...

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Course Outline *(continued)*

The Six Step Process

- Determine Scope
 - Understanding Stakeholder Goals
 - Organizational Risk Tolerance
 - Initial Risk Assessment
 - Business Case and Product Charter
 - Product Scope Breakdown (PBS)
 - Work Breakdown Structure (WBS)
- Identify Stakeholders
 - Benefit of Stakeholder Involvement
 - Stakeholder Management Tools
 - Communications Planning
- Eliciting Requirements
 - Setting the Stage
 - Tricks for Requirements Planning
 - Requirements Elicitation Tools
- Analyze and Document Requirements
 - Recording and Documenting Requirements
 - Four Main Categories of Requirements
 - Requirements Analysis Tools
 - Planning for Change
 - Resolving Conflicting Requirements
 - Validating Requirements
- Manage Requirements
 - Communication Management
 - Scope Management
 - Preventing Conflict
 - Negotiation
- Project Closure
 - Post-project Evaluations
 - Post-implementation review and assessment
 - Final Requirements Sign-off
 - Final Project and Product Metrics

Wrap Up and Action Plan

Course Materials

Students will receive the following materials with the course attendance:

- Tricks of the Trade® for Defining and Managing Requirements: A Six Step Process Student Slides
- Tricks of the Trade® for Defining and Managing Requirements: A Six Step Process Student Workbook

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

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10953 Bren Road East
Minnetonka, MN 55343
www.rmcproject.com
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