

MASTERING THE REQUIREMENTS PROCESS

IIBA (21 PDUS)

DURATION

3 days

INTENDED FOR

This MasterClass would be beneficial to anyone involved in delivering value, and has essential information for:

- Business and Systems Analysts
- Project Leaders and Managers
- Consultants
- Product Owners
- Product and Program Managers
- Requirements Engineers

PREREQUISITES

There are no specific prerequisites for this MasterClass.

Understanding a problem – the real problem – is the role of the requirements process. This MasterClass presents a comprehensive process for uncovering, testing and recording real requirements.

This workshop shows you how to precisely define the scope of the business problem, to discover and involve the appropriate stakeholders and to use today's techniques (like Agile) to learn what the business really needs.

You will learn the acclaimed Volere Requirements Process which will help you to get requirements right. It will show you how to accelerate your process by reusing requirements and teach you how to give each requirement a fit criterion, which gives you a measurement to test whether the delivered system meets the original requirements.

LEARNING OUTCOMES

By the end of this MasterClass you will be able to:

- Determine the real needs of your clients
- Uncover the essence of the business
- Recommend a system to improve it
- Learn diverse elicitation techniques to uncover the real requirements
- Write requirements that are complete, traceable and testable
- Write Agile stories
- Understand the role of the Business Analyst in Agile projects
- Understand the need for (and how to write) both functional and non-functional requirements
- Precisely define the scope of the project
- Discover all the stakeholders and keep them involved
- Use prototypes and sketches to discover hidden needs
- Get the requirements quickly and incrementally
- Discover the right requirements.

CONTENT

Project blastoff

This builds a foundation for the requirements project by establishing its scope-stakeholder-goals. The blastoff gives you the precise scope of the business area to be studied; a testable goal for the project; and using stakeholder maps, you identify all the sources of requirements. Additionally, the blastoff ensures the project is viable and worthwhile.

Trawling for requirements

At the core of any requirements process is the ability to get people to tell you what they really need, rather than their perceived solution, or what they think you might be able to deliver. We show you how to use apprenticeship, use case workshops, interviewing, brainstorming and other techniques to discover exactly what the customers need-and want. This section introduces the brown cow model that gives business analysts different ways of thinking about the problem, and allows the real problem to emerge. We also look at innovation - fresh thinking about the problem - and how it is a necessary component of any requirements process.

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Functional requirements

Functional requirements are those things that the product must do. You discover them by understanding the real work of the organisation, and determining what part of that work the automated product can best do. The automated product is specified using well-formed requirements.

Non-functional requirements

Non-functional requirements are properties the product must have, such as the desired look and feel, usability, performance, cultural, conformance and so on. This section demonstrates the importance of correct non-functional requirements, and discusses the various types. It shows you how to use the template, and other methods, to find the all-important qualitative requirements for your product.

Requirements for Agile projects

Being Agile does not mean being able to do without requirements - the end solution still has to match the business needs. It is just that requirements are done differently for Agile projects. This section shows you how to incorporate sensible requirements practices into your projects, and importantly, how to write the best user stories.

Prototyping and deviations

Prototyping is a way of discovering requirements by using mock-up products. Here we look at the merits of both low and high-fidelity prototypes, and how they and scenarios are used to discover previously-hidden requirements. We also look at wanted alternatives, unwanted exceptions and potential misuses of the product.

Writing requirements

This section addresses the need to communicate requirements - how to formulate them and how to include an unambiguous fit criterion. This makes the requirements testable, as well as ensuring the implemented solution precisely matches the customers' expectations.

The quality gateway

Testing is most effective when it is done early in the development cycle. Here we demonstrate how to test requirements before they get anywhere near the developers. The Quality Gateway rejects out-of-scope, gold-plated, non-viable, incorrect and incomplete requirements.

Managing your requirements

Requirements are the lynchpin of any development effort, and so have to be managed effectively. We look at strategies for your requirements project, the requirements knowledge model, how to prioritise requirements, and how to resolve conflicting requirements. We take a quick look at tools to help manage requirements.

Your Requirements Process

You discuss and determine how to make your requirements process as effective and efficient as possible. This involves incorporating your own organisational processes into the requirements activities. You build a demonstration of how you will use what you have learnt when you return to your own workplace.

METHOD USED

Lecturing is kept to the minimum necessary, most of the learning is achieved through applying the practices and techniques in group exercises and a case study.