

## Developing User Requirements: The Key to Project Success - 4 Days

### *Course 315 Overview*

- You Will Learn How To**
- Write well-formed and validated user requirements
  - Organize and sequence requirements into a user requirements document
  - Prepare a plan for completing a user requirements project
  - Conduct efficient user requirements elicitation meetings
  - Analyze requirements using a process mapping methodology
  - Manage changes to the user requirements
- Course Benefits** Successful projects begin by developing clear business and user requirements. This course provides the skills to write well-formed, testable, verifiable user requirements. You learn to enhance your requirements development processes and develop individual skills for getting the right information from your stakeholders.
- Who Should Attend** Project and program managers, directors, sponsors and others involved in planning and writing requirements for projects. Those writing requirements for software development should consider, in addition to this course, Course 218, "User Requirements for Software Development."
- RealityPlus™** Through an immersive, multimedia-enhanced and simulated case study, you gain practical experience writing well-formed and verifiable user requirements. Activities include:
- Creating requirements documents based on authentic examples
  - Preparing for stakeholder interviews with video scenarios that put you at the meeting table
  - Analyzing, writing, validating and testing requirements via production simulations
  - Collaborating with others to foster new ideas and innovations
  - Analyzing different requirements approaches from various points of view to improve your own process

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### Course 315 Outline

#### Introduction

- Guiding standards: *Business Analysis Body of Knowledge (BABOK®)* and *PMBOK® Guide—Fourth Edition*
- Requirements classification scheme
- The requirements development process: elicit, analyze, specify, validate and manage
- Challenges to developing effective requirements

#### Planning a Requirements Project

##### Interpreting existing documentation

- Requirements throughout the organization
- Analyzing business cases and project history
- Identifying stakeholders
- Determining project scope

##### Creating a project action plan

- Identifying and managing requirements
- Elements of an action plan
- Writing a plan for a simulated project

#### Eliciting Requirements from Stakeholders

##### Planning elicitation meetings

- Choosing the right people to interview
- Selecting the best interview methodology
- Constructing questions that deliver results
- Identifying other data sources

##### Facilitating elicitation meetings

- One-on-one meetings
- Group meetings
- Dysfunctional meetings
- Meetings with senior executives

#### Analyzing Requirements with Process Maps

##### Process-mapping methodologies

- Process-mapping procedure and materials
- Creating process maps

##### Other analysis methodologies

- Creating outlines
- Applying alternative graphical models
- Performing gap analyses

##### Completing the analysis

- Prioritizing requirements with creative techniques
- Completing a requirements analysis worksheet

#### Writing and Assembling the Requirements Document

##### Gathering the pieces

- Extracting requirements from a requirements analysis worksheet
- Utilizing templates

##### Key writing skills

- Principles of well-formed requirements
- Word sensitivity, syntax and active voice
- Well-formed vs. ill-formed requirements
- Editing and rewriting requirements
- The top five challenges to creating well-formed requirements

##### Organizational skills and traceability

- Organizing requirements into a readable document
- Sequencing and numbering strategies
- Linking requirements to business needs and test cases
- Creating a traceability strategy for the organization

#### Validating Requirements

##### Applying validation skills

- Selecting the best validation methods
- Validation checklists
- Methods for conducting a walk-through

##### Writing testable requirements

- Checking the testability of requirements
- Test cases for requirements

#### Managing Changes to Update Your Document

##### What you can expect

- Types of changes
- Frequency, magnitude of changes

##### Navigating the change process

- Conducting a change meeting
- Managing change requests
- Accepting and rejecting changes

#### Integrating Requirements into Your Organization

- Choosing the right requirements management tools
- Selecting appropriate requirements standards
- Defining an ideal requirements process