TOTAL SYSTEMS EDUCATION, LTD.

TSE011 **DETERMINING BUSINESS REQUIREMENTS WORKSHOP**

Project Management Institute — Registered Education Provider

IIBA™ Endorsed Education Provider

Course Description

Many of us work on projects, as team members, line managers, users, support groups or project managers. Most of these projects are cross-functional and/or cross-business, in that they span multiple departments, groups and borders within an organization. We also find that many times questions are asked about the project's origin, mission, business objectives and in fact, "Should there even have been a project?"

This program is for anyone who participates in, or leads teams involved in developing the business requirements. Participants learn how to create Business Case and Business Requirements documents. These deliverables will identify what the project will do (and for whom) and what it will not do (also known as in-scope and out of scope.) This information is also needed by the Business Sponsors to decide whether or not the project should proceed to the next step, frequently known as the Functional Specifications.

The workshop follows, reinforces and is endorsed by the IIBA® for compliance with the BABOK® (Business Analysis Body of Knowledge). Our EEP number is E112. It is also certified by PMI® (Project Management Institute) for Project Scope Management and other related Knowledge Areas. Upon completion of the program, attendees involved with PMI's Project Management Professional – PMP program, are awarded 14 PDUs or "Contact hours". Our R.E.P. code is 1270.

Upon completion of this course, each participant will be able to:

- Understand the concepts of Business Case, Enterprise Analysis, and Business Requirements and Place them within the Project Life Cycle;
- Use the BABOK as a job aides when fulfilling the business analysis role;
- Apply a framework and toolkit for producing Business Requirements for new and/or improved products, services, and processes;
- Identify the potential stakeholders and roles needed within the business and the business requirements project environment;
- Work with sponsors to develop the Project's Mission, Scope and "Critical Success Factors";
- Understand and apply several tools for creating Business Requirements, e.g. elicitation methods, cross-functional process mapping, use cases, cost benefit analysis, ROI, etc.;
- Use tools to capture and analyze the "current-state" (as-is), identify potential problem and opportunity areas, identify disconnects, and perform gap-analysis to develop the business requirements of potential "end-states" ("to-be" states);
- Follow a process to identify and evaluate alternative "end-state" solutions and develop recommendations and requirements of the "desired-end-states" ("to-be");
- Understand and address the impact of change on the people, and how this affects the business requirements project.

Instructional methods for this two-day course are lecture, discussion, video, detailed case study workshops and presentations. Upon request, demonstrations of Microsoft Visio™ are included as are any in-house guidelines for project life cycle, approval, funding etc. This program also includes references to the IIBA BABOK, PMI PMBOK, CMMI, Six Sigma, in-house Standards and Policies, and ISO9000.

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Course Outline:

I. Introduction and Course Objectives

II. The Grand Scheme of Things

A. What are Requirements?
  1. Types of Requirements
    a. Business
    b. Functional
    c. User
    d. Quality of Service
  2. Requirement Quality
B. Project Life Cycle
C. Systems Development Life Cycle
D. IIBA - Body of Knowledge Relationships
E. PMI - PMBOK and Scope Management

III. Enterprise Analysis

A. The Business Case
B. The Strategic Plan
C. PMI's Planning Process
D. Requirements Planning and Management
E. Stakeholders
  1. Identifying Stakeholders
  2. Key Stakeholder Roles
  3. Sponsor
  4. The Requirements Team
F. Project Scope
  1. Mission
  2. Critical Success Factors
  3. Objectives
  4. Constraints
  5. Risks
  6. Assumptions

Course Outline Continued:

IV. Requirements Elicitation

A. The Elicitation Process
B. Elicitation Methods
   1. Brainstorming
   2. Document Analysis
   3. Focus Group
   4. Interface Analysis
   5. Interview
   6. Observation
   7. Prototyping
   8. Requirements Workshop
   9. Reverse Engineering
   10. Survey / Questionnaire

V. Requirements Analysis and Documentation

A. Define Documentation and Target Audience
B. Model Building
C. Model Refinement
D. Model Types
E. Business Process Model (Cross Functional Process Map)
   1. Symbols
   2. "Swim Lanes"
F. The Framework for Determining the Required Functionality
   1. Determining the Current or “As-Is State"
   2. Identification of Disconnects/Problem and Opportunity Areas
      a. Cause and Effect Analysis (Ishikawa / Fishbone Diagram)
   3. Gap Analysis
   4. Performance Metrics

VI. Solution Assessment and Validation

A. Designing Potential Desired End or “To-Be” states
   1. Pareto Analysis
   2. MuSCoW Analysis
B. Impact and Transition Requirements
C. Evaluating Alternative Solutions
   1. Cost-Benefit Analysis
   2. Selection Criteria
   3. Packaging the Solution

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Course Outline Continued:

VII. The Challenge of Change

A. Causes
B. Resistance
C. Tactics
D. Guidelines

VIII. Appendix

A. Business Analysis Manifesto
B. Specific Requirements Elicitation Processes
C. Requirement Analysis and Documentation Tasks
D. Solution Assessment and Validation Tasks
E. Requirement Communication Tasks

IX. Conclusion and Critique

A. Review Major Topics
B. Suggested Reading
C. Total Systems Education Course List
D. State University of New York at Stony Brook
Business Analysis Certification Program
E. Participants Critique Workshop