

## Defining and Writing REAL Business/User Requirements

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### Course Summary

#### Description

Requirements bound outcomes. Typical business analysis training focuses on requirements/features of the product/system/software expected to be created and formats for documenting them. That's why most requirements creep. They fail to satisfy the REAL business requirements deliverable what's that provide value when satisfied by a product how, because the content what's haven't been identified adequately. This interactive workshop emphasizes how to use the powerful Problem Pyramid™ guide discovering, confirming, and documenting REAL business requirements content what's to produce value for the customer/user. Using a real case, participants practice discovering, understanding, and writing clear and complete REAL business/user requirements that can cut creep, speed project delivery, reduce maintenance, and delight customers.

#### Objectives

By the end of this course, students will learn:

- Avoiding creep--role and importance of defining business requirements accurately and completely.
- Distinctions between the user's (business) requirements and the product/system (design) requirements.
- How to gather data, spot the important things, and interpret them meaningfully.
- Using the Problem Pyramid™ tool to define clearly problems, causes, and REAL requirements.
- Formats for analyzing, documenting, and communicating business requirements.
- Techniques and automated tools to manage requirements changes and traceability.

#### Topics

- Requirements Role and Importance
- Discovering "Real" Requirements
- Data Gathering and Analysis
- Formats to Aid Understanding
- Documenting and Communicating
- Getting Clearer And Complete
- Managing the Requirements

#### Audience

This course has been designed for engineering, systems, business, and project managers, analysts, developers, quality/testing professionals, auditors, and others responsible for assuring business requirements are defined adequately.

#### Duration

Two Days

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### Course Outline

#### I. *Requirements Role and Importance*

- A. Sources and economics of system errors
- B. How requirements produce value
- C. Business vs. system requirements
- D. Survey on improving requirements quality
- E. Software packages and outsourcing
- F. How we do it now vs. what we should do

#### II. *Discovering "Real" Requirements*

- A. Do users really not know what they want?
- B. How the "real" requirements may differ
- C. Aligning strategy, management, operations
- D. Technology requirements vs. design
- E. Problem Pyramid™ tool to get on track
- F. Understanding the business needs/purposes
- G. Horizontal processes and vertical silos
- H. Customer-focused business processes
- I. Who should do it: business or systems?
- J. Joint Application Development (JAD) limits
- K. Management/supervisor vs. worker views

#### III. *Data Gathering and Analysis*

- A. Surveys and questionnaires
- B. Research and existing documentation
- C. Observing/participating in operations
- D. Prototyping and proofs of concept
- E. Planning an effective interview
- F. Controlling with suitable questions

#### IV. *Formats to Aid Understanding*

- A. Business rules, structured English
- B. E-R, data flow, flow, organization diagrams
- C. Data models, process maps

- D. Performance, volume, frequency statistics
- E. Sample forms, reports, screens, menus

#### V. *Documenting and Communicating*

- A. IEEE standard for software requirements
- B. Use cases, strengths and warnings
- C. 7 guidelines for documenting requirements
- D. Requirements vs. implementation scope
- E. Iterating to avoid analysis paralysis
- F. Conceptual system design solutions
- G. Detailing for clarity, clarifying quality

#### VI. *Getting more Clear And Complete*

- A. Stakeholders and Quality Dimensions
- B. Addressing relevant quality factor levels
- C. Standards, guidelines, and conventions
- D. Detailing Engineered Deliverable Quality\*
- E. Simulation and prototyping
- F. Defining acceptance criteria

#### VII. *Managing the Requirements*

- A. Supporting, controlling, tracing changes
- B. Automated requirements management tools
- C. Measuring the "proof of the pudding"