

BA08 – Managing Requirements for Agile Projects

Length: 2 Day Workshop

Course Description:

Project success is dependent on how effective you manage change. Many traditional project teams run into trouble when they try to define all of the requirements up front, but the reality is that the requirements document is usually insufficient. Regardless of how much effort goes into it, requirements change during the project and have to be updated. Agile professionals know that if they have the ability to elicit detailed requirements up front then they can also do the same when they actually need the information. In short, agile professionals strive to truly manage change, not to prevent it.

Many of today's Project Management and Business Analyst Professionals are finding themselves leading, managing and analyzing on Agile development teams - only to find that many of the tools and techniques applied when using a traditional project management approach no longer work as effectively or at all. In order to do more than survive in this iterative development environment, today's Project Manager and Business Analyst must employ additional project management and business analysis tools and techniques to effectively lead their teams and deliver their projects.

Requirements can change frequently during a project, and therefore projects need a streamlined, flexible approach to requirements change management. Agile professionals want to develop systems and services which are both high-quality and high-value, and the easiest way to achieve this is to implement the highest priority requirements first. This enables the projects to maximize value for their stakeholders.

Audience:

Executives, Project Managers, Business Analysts, Business and IT stakeholders working with analysts, Quality and process engineers, technicians, managers; supervisors, team leaders, and process operators; anyone who wants to improve their Business Analysis skills.

Prerequisites: None

Topics:

Section 1: Introduction

- Why Agile?
- How to recognize that your organization is heavily regulated, regimented, micro-managed using the waterfall model of development
- What Agile SCRUM can do to address this problem
- The Agile Manifesto
- Integrating Agile with current methodologies used by the organization

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- The Agile Lifecycle
- About Agility
- Roles and Responsibilities

Section 2: Writing Effective requirements

- Attributes of effective requirements and how to recognize “bad” requirements
- Understanding the level of detail and formality required in an Agile Project
- Business vs. technical point of view

Section 3: Knowing your audience and their needs

- Specific needs of business stakeholders and management
- Specific needs of Subject Matter Experts (SME)
- Specific needs of the technical team (developers, testers, etc.)
- Establishing a roles and responsibilities matrix – RACI

Section 4: Understanding Requirements and Business Rules

- Understand the different levels of requirements - Business, User, Functional, Quality-of-service and implementation requirements
- Requirements vs. specifications
- Requirements vs. business rules
- Risk management and risk response strategies
- Analyzing requirements
- Characteristics of effective requirements

Section 5: Agile Requirements Modeling

Identify high level scope

- Identify initial requirements stack
- Identify an architectural vision
- Plan your iteration
- Iteration modeling
- Model storming
- Test driven development

Section 6: Conducting Requirements Elicitation Activities

- Tracing requirements using a Requirements Traceability Matrix (RTM)
- Metrics used
- Capturing requirements attributes
- General techniques used and the difference between primary and secondary techniques
- Not-so-general techniques used – Reverse Fishbone, Outcomes mapping, Business Model canvas

Section 8: The Agile Change Management Process

- Managing the Solution Scope and Requirements
- Maintaining the Requirements for re-use
- Managing Requirements Conflicts
- Preparing the Requirements Package
- Building the Requirements communications plan
- Managing stakeholder expectations when requirements change

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Section 9: Communicating Requirements

- The 7 Cs
- Bulleted and numbered lists
- Tables and graphs
- Models and other graphics
- Using white space and fonts
- Chunking requirements information and the use of headings

Section 10: Assessing and Validating Requirements

- Validation and verification using an Agile approach
- Creating user stories to help prioritize requirements
- Creating a master test plan using Agile
- Create test scenarios and test cases from your User Stories

Section 11: Additional Information

- Useful books and links on Managing Requirements using Agile