

# **Foundation of Business Analysis**

## **Module #5 Planning and Eliciting Requirements**

# Objectives

- By the end of this module, we will be able to -
  - Explain the importance of planning for requirements
  - Identify the components of the requirements work plan (RWP)
  - Describe the importance of RWP and its relationship to other project documentation
  - Identify techniques used to elicit requirements
  - Explain the importance of preparing the organization for change

## Importance of Requirements Planning

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Requirements planning ensures that-

- All necessary analysis phase activities are scheduled and documented
- Appropriate elicitation and analysis methods are selected
- Stakeholders are identified
- Expectations are set with all stakeholders
- Strategies are in place for dealing with resistance to change
- The project team has a common understanding of requirements elicitation process
- Resources (including the business sponsor, users, and other stakeholders) participate when needed

# Importance of Requirements Planning

2/2

Requirements planning ensures that-

- Strategies are in place for responding to risk events
- Requirements traceability is conducted
- Requirements elicitation is coordinated with other project tasks
- Tasks needed for requirements elicitation are incorporated into the overall project schedule
- The organization complies with regulations and industry standards

## The Requirements Work Plan

- Defines the work to be accomplished during requirements elicitation and documentation :
  - Activities the team will perform
  - Resources necessary
  - Proposed schedule
  - Estimated budget
  - Risks
  - Deliverables
- Ensures that nothing is forgotten
- Must be prepared by the project manager and business sponsor
- May be incorporated into the project plan at the project manager's discretion

## How is RWP used?

- Communication and negotiation tool for project manager and business sponsor
- Risk management tool
- Baseline for changes
- Action plan for developing the BRD
- Tool for tracking status of business analysis activities

## Components of RWP

At a minimum, the RWP should contain the following sections :

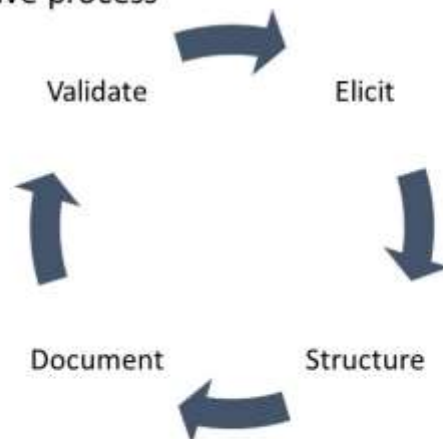
- Cover page
- Executive summary
- Approvals
- Purpose
- Analysis scope
- Resources
- Risks
- Analysis schedule
- Analysis budget estimate
- Procurement plan (if needed for outsourcing)
- Communications plan
- Revision log

## Stakeholder Identification

- A stakeholder is any individual or organization actively involved in, affected by, or influential to the project.
- In identifying stakeholders, determine who –
  - Provides the input?
  - Gets the output?
  - Has oversight?
  - Has other related responsibilities?
  - Reaps the rewards?
  - Suffers the consequences?
  - Thinks they are affected by the project?

## Eliciting Requirements and Business Rules

Elicitation is an iterative process



# Eliciting Requirements

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- Elicit-
  - Using combination or review, facilitation, surveys, and/or product-based techniques, the BA collection user requirement from stakeholders.
- Structure-
  - BA organizes information collection during elicitation.
  - If elicitation was a team effort, then the results are to be consolidated.
  - User requirements will need to be categorized and prioritized.

# Eliciting Requirements

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- Document
  - Once requirements are organized, BA documents the requirements
  - Requirements must be specific and visible
- Validate
  - After the requirements are initially documented, the BA follows up with the stakeholder to confirm that the requirements properly reflects their needs

## Obtaining Success in Elicitation

- Do not expect to capture requirements or business rules in a single pass, as analysis and validation will lead to additional elicitation needs as you go.
- Involve stakeholders throughout the process, as they will help validate requirements in addition to serving as a source of requirements.
- Ensure that all requirements can be traced back to business goals
- Ensure that all requirements can be measured or decomposed into measurable requirements.
- Ensure that all requirements have an owner” ( or someone who will confirm that the requirement has been met).

## Elicitation Techniques

Techniques for reviewing the AS-IS <ul style="list-style-type: none"><li>• Research</li><li>• Observation</li><li>• Verbal protocols</li></ul>	Facilitated Techniques <ul style="list-style-type: none"><li>• Focus groups</li><li>• Brainstorming</li><li>• Joint application design</li></ul>
Survey Techniques <ul style="list-style-type: none"><li>• Interviews</li><li>• Questionnaires</li></ul>	Product-Based Techniques <ul style="list-style-type: none"><li>• Prototyping</li><li>• Product evaluation trails</li></ul>

# Requirements Traceability

- Traceability is a process to –
  - Link a requirement to a source in the project (for example, business objectives)
  - Track the linkage throughout the life cycle
- Traceability ensures all requirements can be mapped back to the business needed.
- Traceability enables a quick assessment of the effect of changes to requirements and facilitates scope control.





## Discussion

What are some common risks you have experienced in planning and eliciting requirements?

## Preparing for Change

- Part of the BA's role is to identify the impact of the solution on the organization.
- People often feel threatened by change and resist it because of –
  - Loss of security or status
  - Inconvenience
  - Distrust or uncertainty
  - Bad assumptions
  - Fear of failure or success
- Resisters need to be identified, and their reasons for resistance addressed.

## Barriers to Change

Barriers to change include –

- Local management resistance
- Political pressures
- Ineffective processes

## Reducing Resistance to Change

Steps to reduce resistance to change include –

- Creating awareness of the need for change
- Involving people as much as possible in determining what the changes should be
- Explaining the change process to stakeholders
- Communicating the changes and explaining the reasons and benefits for them
- Establishing champions for the change
- Dealing with individual concerns
- Giving people a role introducing the changes.

## The BA's Role in Preparing for Change

- The BA contributes to the change management plan
- The change management plan –
  - Describes actions required to ensure changes are accepted by all important stakeholders
  - Explains to stakeholders why the change is necessary
  - Describes how management supports the project/change initiative
  - Discusses the training and support required for stakeholders to implement the change with minimal disruption to the business

Thank You