SUZANNE ROBERTSON

MASTERING THE REQUIREMENTS PROCESS

GETTING REQUIREMENTS RIGHT

AGILE • TRADITIONAL • OUTSOURCING

APRIL 3-5, 2017
RESIDENZA DI RIPETTA - VIA DI RIPETTA, 231
ROME (ITALY)
Requirements. The most crucial part of development. You can overcome poor planning; you can overcome poor coding. But nobody has ever succeeded with poor requirements. Requirements are the underpinnings for whatever you intend to build, whether it be software, hardware, consumer product, service or anything else. Simply put, only the right requirements will get you the right solution.

Requirements discovery is no longer about producing large, unreadable (and often unread) specifications. Requirements today is about uncovering the real needs of the problem space, understanding the needs of the people who use your solution, recognising the environment for the solution, then, in a timely manner, delivering requirements that are concise, clear and testable.
YOU WILL LEARN HOW TO

• Determine the real needs of your stakeholders
• Understand the role of the business analyst in agile projects
• Write agile stories that are more effective and accurate
• Write requirements that are complete, traceable, and testable
• Learn diverse elicitation techniques to uncover the real requirements
• Use the Volere Knowledge Model to ensure you have all the needed information, and nothing that is not needed
• Understand the need for, and how to write, functional and non-functional requirements.
• Precisely define the scope of the problem
• Discover all the stakeholders and keep them involved
• Uncover the essence of the business
• Use prototypes, sketches and storyboards to discover hidden needs
• Use state of the art requirements techniques
• Get the requirements quickly, and incrementally
• Write the right requirements and stories

Is This for Me?

Yes, if you want to be involved in delivering the right systems—the ones that get used. Your title is probably business analyst, systems analyst, product owner, project leader or manager, requirements engineer, consultant, product or program manager or similar. Team members on agile projects benefit from understanding how requirements are done in agile projects.

Users, software customers and business stakeholders have found that this course equips them to participate more effectively in the requirements process, and so ensure that the end solution matches what they really need.

IIBA Accreditation

Mastering the Requirements Process is a course endorsed by the IIBA. As such, this course has been approved as being aligned to the Business Analysis Body of Knowledge (BABOK) and hence is recommended training for business analysts who wish to sit the exam to become Certified Business Analysis Professionals (CBAP). By attending this course, you will earn 21 PDs (Professional Development hours) or 21 CDUs (Continuing Development Units). For further information on how to register for the CBAP examination please refer to certification at www.theiiba.org. The IIBA endorsement is registered by the Atlantic Systems Guild.

“Course is delivered by The Atlantic Systems Guild, an IIBA Endorsed Education Provider, and IIBA trademarks are used under license and in accordance with IIBA’s Corporate Identity Standards and Trademark Policy.”

DOCUMENTATION

Along with the seminar materials, delegates will receive a free copy of the Suzanne Roberston book Mastering the Requirements Process.
<table>
<thead>
<tr>
<th>1. The Requirements Process</th>
<th>these are great if you need a sign-off – and then specified by well-formed requirements or stories.</th>
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</thead>
<tbody>
<tr>
<td>The course begins with an overview of the process. It looks at how agile and traditional projects both need requirements but are done differently, the requirements food chain, and the topics to be covered by the course. Students discuss with the instructor their particular problems and objectives for the course.</td>
<td>5. Non-functional Requirements</td>
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<td>2. Project Blastoff</td>
<td>Non-functional requirements are properties the product must have. These include the desired look &amp; feel, usability, performance, cultural, conformance, and so on. Non-functional requirements often determine the success or failure of solutions, so this section demonstrates their importance, and how to find and then precisely specify the qualitative requirements for your solution.</td>
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<td>The blastoff builds a foundation for your requirements project by establishing its scope, its stakeholders and the goal. The scope is the problem space or the business area to be studied. The stakeholders are the people with an interest in the outcome. The goal is testable, and ensures that the project will deliver stakeholder value. The Blastoff is also there to ensure that the project is viable and worthwhile.</td>
<td>6. Requirements for Agile Projects</td>
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<td>3. Trawling for Requirements</td>
<td>Requirements are equally important for agile projects if your solution is to match the real business needs. Effective agile projects understand that there are two parts: Discovery and Delivery. Discovery involves understanding the real work and the real problem to be solved if you are to deliver the value proposition. It uses business stories to communicate the Discovery findings. Delivery focuses on iterative development and how a story map provides the best guide to the product under development. We also teach you how to write better, more effective stories.</td>
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<td>At the core of any requirements process is the ability to get people to tell you what they really need, rather than their perceived solution, or what they think you might be able to deliver. We show you how to use business events, apprenticing, use case workshops, interviewing, brainstorming, personas and other techniques to discover exactly what your stakeholders do, and what they need to do it. This section introduces the brown cow model that gives the business analyst different ways of thinking about the problem, and allows the essence, the real problem to emerge. We also look at innovation – fresh thinking about the problem – and how it is a necessary component of any requirements process.</td>
<td>7. Prototyping and Deviations</td>
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<td>4. Functional Requirements</td>
<td>Prototyping is a way of discovering requirements by sketching wireframe solutions. Here you assess the merits of low and high-fidelity prototypes, and how scenarios can be used to discover previously-hidden requirements. You also look at the wanted alternatives, unwanted exceptions and potential misuses of the product.</td>
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<td>Functional requirements are the things the product must do. You discover them by understanding the real work of the organisation, and determining what part of that work your solution can best do. The solution is usually established using scenarios –</td>
<td>8. Writing Requirements</td>
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<td>these are great if you need a sign-off – and then specified by well-formed requirements or stories.</td>
<td>There is a need to communicate requirements – how to formulate them and how to include an unambi-</td>
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guous fit criterion. The fit criterion makes the require-
ment measurable and testable, as well as ensuring
the implemented solution precisely matches the
client’s expectations.

9. The Quality Gateway

Testing is most effective when it is done early in the
development cycle. Here we demonstrate how to test
requirements so that the developers receive the cor-
rect requirements. The Quality Gateway assesses
the requirements and rejects any that are out-of-
scope, gold-plated, non-viable, incorrect or incom-
plete.

10. Managing your Requirements

Requirements are the lynchpin of any development
effort, and so must be managed effectively. You are
given strategies for your requirements management,
the requirements knowledge model, how to prioritise
requirements, and how to resolve conflicting require-
ments. We take a look at tools to help manage re-
quirements.

11. Your Requirements Process

You discuss and determine how to make your own re-
quirements process as effective and efficient as possi-
ble. This involves incorporating your own organisation-
al processes into the requirements activity. You build a
demonstration of how you will use what you have
learned when you return to your own work place.

Workshops

We want you to be able to use this right away. Each of
the teaching chapters is reinforced with a workshop
where you apply the concepts presented in the semi-
nar. You work in a small team to scope the problem
space and then discover, specify and evaluate re-
quirements for the solution.

There’s More . . .

• Your instructor is not an “announcer”. He or she is a
  practicing business analyst who is also an excellent
  instructor.
• The course is written to show real-world situations
  and provide real-world solutions. You will be able to
  relate your own work situation to the course
• You can discuss your own requirements issues with
  your instructor
• You learn that requirements come from understand-
  ing the business and its internal processes, and how
  the business interacts with its external customers.
• The course provides a realistic framework for requi-
  rements discovery, not a strict methodology. The
  framework provides the freedom and encourage-
  ment to adapt to your own organizational needs.
• The techniques are applicable regardless of your
  development method – agile, traditional or anything
  else.
• The Brown Cow model to give you different and be
  neficial ways to look at the problem.
• The Volere requirements knowledge model which en-
  sures you collect the right information, and the right
  amount of it.
• You receive the Volere Requirements Specification
  Template (downloaded over 20,000 times) with ad-
  vice on how to make this your own template
• A free copy of Suzanne and James Robertson’s ac-
  claimed book Mastering the Requirements Process
  – 3rd Edition, Getting Requirements Right
• This course is endorsed by the International Insti-
  tute of Business Analysis (IIBA™). It provides mater-
  ial and skill relevant to the Business Analysis Body
  of Knowledge (BABOK™) version 3.0. 21 CPU/PD
  Hours
## INFORMATION

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<tr>
<th>PARTICIPATION FEE</th>
<th>HOW TO REGISTER</th>
<th>GENERAL CONDITIONS</th>
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<tr>
<td>€ 1700</td>
<td>You must send the registration form with the receipt of the payment to: TECHNOLOGY TRANSFER S.r.l. Piazza Cavour, 3 - 00193 Rome (Italy) Fax +39-06-6871102</td>
<td>DISCOUNT</td>
</tr>
<tr>
<td></td>
<td>within March 20, 2017</td>
<td>The participants who will register 30 days before the seminar are entitled to a 5% discount. If a company registers 5 participants to the same seminar, it will pay only for 4. Those who benefit of this discount are not entitled to other discounts for the same seminar.</td>
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<td>Wire transfer to: Technology Transfer S.r.l. Banca: Cariparma Agenzia 1 di Roma IBAN Code: IT 03 W 06230 03202 000057031348 BIC/SWIFT: CRPPIT2P546</td>
<td>A full refund is given for any cancellation received more than 15 days before the seminar starts. Cancellations less than 15 days prior the event are liable for 50% of the fee. Cancellations less than one week prior to the event date will be liable for the full fee.</td>
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### PARTICIPATION FEE

The fee includes all seminar documentation, luncheon and coffee breaks.

### VENUE

Residenza di Ripetta
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### SEMINAR TIMETABLE

9.30 am - 1.00 pm
2.00 pm - 5.00 pm

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April 3-5, 2017
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Registration fee: € 1700

If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.
Suzanne Robertson has had extensive experience in managing varied, multi-cultural projects. She is a principal of The Atlantic Systems Guild. Current work includes research and consulting on stakeholders rights and responsibilities, the specification and reuse of requirements and techniques for assessing requirements specifications. The product of this research is Volere, a complete requirements process and template for assessing requirements quality, and for specifying Business requirements, along with the books: "Requirements-Led Project Management: Discovering David’s Slingshot" by Suzanne and James Robertson (Addison Wesley, 2004) and "Mastering the Requirements Process" (Addison-Wesley, 2012). Mrs. Robertson is also co-author of "Complete Systems Analysis: the Workbook, the Textbook, the Answers" (Dorset House, 1994), a textbook and case study that teaches the core skills necessary for systems analysis.