

## (BA003) Iterative Risk and Requirements Management

**Duration:** 2 days

**CDUs (Continuing Development Units):** 14

**BABOK Compliance:** BABOK Release 2

**Description:** Everything the BA needs to know to support the project manager on an iterative-incremental project, with an emphasis on risk management over the course of the lifecycle. As you step through an iteratively-managed case study, you'll learn what activities to perform and what artifacts to produce at each iteration of each phase in order to effectively manage risk and the requirements as the project progresses. The course uses a non-product-specific, agile iterative lifecycle that incorporates use-cases. Specific methodologies and frameworks are also discussed, including MSF, RUP, Scrum and Extreme Programming as well as traditional, waterfall approaches.

### Why Attend this Course?

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In an effort to shorten time-to-market and to uncover bugs early, IT organizations are increasingly using a style of project management called iterative-incremental development. The iterative strategy is to develop software in small cycles of analysis, design and coding – rather than doing all the up-front work before coding begins. To work effectively in this environment, Business Analysts and the Project Managers need to be familiar with the fundamentals of this approach and their roles in managing risk and the requirements, the production of key deliverables, and estimating resources over the course of an iterative project. This course provides the trainee with guidance and hands-on experience in these areas.

### What Makes this Course Stand Apart?

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**Experience:** Our course is written and delivered by professionals with extensive practical experience in iterative development from a business analysis perspective.

**Scenario-based training:** This is not just another “theory” course in project management. Trainees learn how to perform the BA role and **support the Project Manager** on an iterative project by managing risk and requirements on an integrated case study throughout the life cycle and **experiencing the roles in real time.**

**Realistic case study:** Unlike a number of our competitors, we teach iterative development using a realistic case study, so you can immediately see how the approach would work on an actual IT project.

### Audience

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- IT Business Analysts
- IT Project Managers

## Prerequisites

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None

## Class Format

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The course content is presented through lectures and mentoring and through workshops based on an integrated case study.

## Objectives

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Upon completion of this course, you will be able to:

- **Understand the distinct roles of the Business Analyst and the Project Manager on an iterative project.**
- **Perform the Business Analyst role in supporting the PM on an iterative project.**
- **Apply a risk-based approach to requirements management** over the course of an iterative project.
- **Know when and how to produce key deliverables** on an iteratively managed project.
- **Collaborate effectively with other members** of the iterative team.

## Content

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- Project Management State of the Art
- System Development Life Cycles
  - > Waterfall Model
  - > Iterative, Incremental Development
    - Why iterative development is key to project success
- The role of the Project Manager in Iterative Development
  - > PM role in Risk Management
  - > Key PM deliverables
- The role of the Business Analyst in Iterative Development
  - > The BA's Role in Risk and Requirements Management
  - > Why well-defined requirements are key to project success
  - > Key BA Deliverables
  - > Requirements Based Software Estimation
  - > The Business Analyst in Collaboration with the team
- Use-Cases and Iterative Development
- PM and BA activities and deliverables required at each phase of iterative development
- Current iterative methodologies, including MSF, Agile, Scrum and Extreme Programming

## BABOK 2 Alignment

This course addresses the following BABOK knowledge areas and tasks:

Knowledge Area (KA)	Mapping to the Course
Business Analysis Planning and Monitoring	The course provides guidance in the following areas of planning a Business Analysis approach: understanding alternative lifecycle approaches; selecting an iteration strategy. The course also provides guidance in defining stakeholder interests (an aspect of stakeholder analysis). Guidance in planning Business Analysis activities is provided in the following areas: planning a Risk-Management strategy; performing a Risk Analysis. The course also provides guidance in planning and setting up the Requirements Management Process, requirements traceability tables and requirements attributes tables.
Elicitation	The course provides guidance and experience in reviewing and confirming the results of an iteration.
Requirements Management and Communication	The course provides guidance and experience in managing Solution Scope and Requirements in the following areas: establishing project scope; managing change on an iterative project. Guidance and experience is also provided in the managing and tracing of requirements as the project progresses.
Enterprise Analysis	Guidance in defining the business case is provided with respect to risk management and analysis.
Requirements Analysis	The course provides guidance and experience in prioritizing risk based on impact and probability. Guidance in organizing requirements is provided in the following areas: tracing requirements to other project artifacts; synchronizing the behavioural (use-case) and structural models. Guidance in specifying and modeling requirements is provided in the following areas: creating the behavioural, use-case model; modeling user groups using a Role Map; specifying non-functional requirements. The following techniques listed in the BABOK for this KA are covered in the course: Scenarios and Use-Cases; Non-functional Requirements Analysis.
Solution Assessment and Validation	The course provides guidance and experience in validating the solution through use-case scenario testing.