

Project Business Analysis

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PMG 461

Bachelor of Project Management

Lecture 5





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Gathering Information and Requirements

Lecture 5

PMG 461

Project Business Analysis

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What we will cover

1. Requirements Engineering Process
2. Requirements Elicitation
3. Requirements Analysis
4. Requirements Validation

In Previous Lectures



Business Analysts elicit requirements from stakeholders using various qualitative and quantitative techniques. Selection based on project considerations and complexity, number of stakeholders and their location , available time and budget.



Business analysts contribute to identifying and engaging stakeholders as they serve as the bridge between the project technical team and business users. They engage stakeholders through applying various engagement strategies.



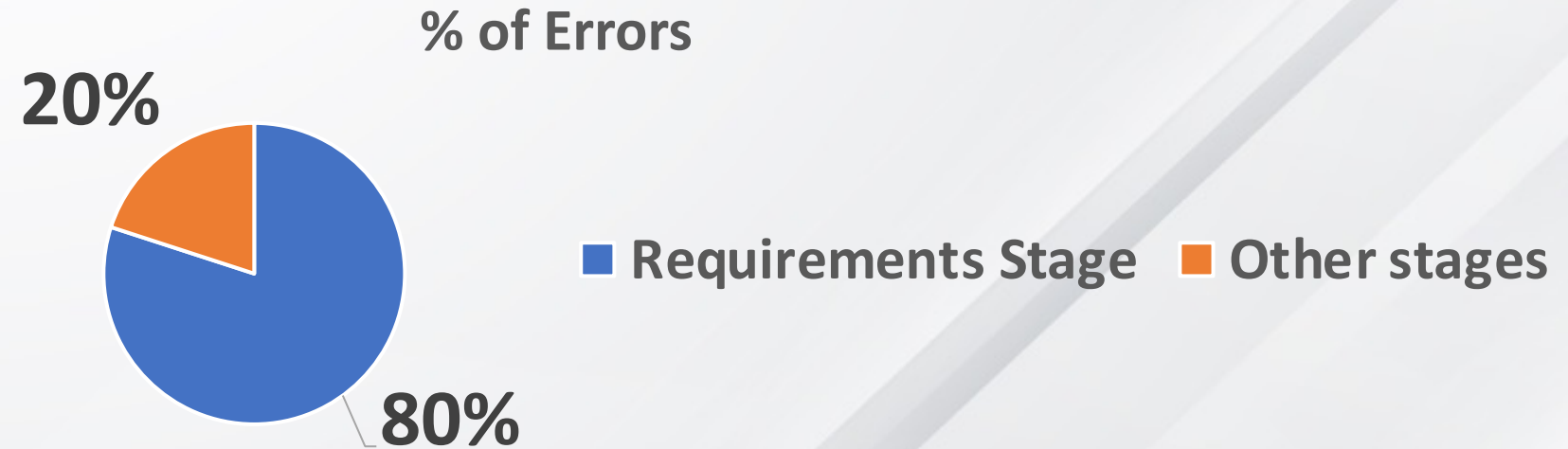
Different stakeholders have different views of the problem, requirements, and solution. the business analyst captures that in Business Activity Models, works to eliminate redundancies and conflicts, and creates a consensus model that includes all views.

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Requirements Engineering Process

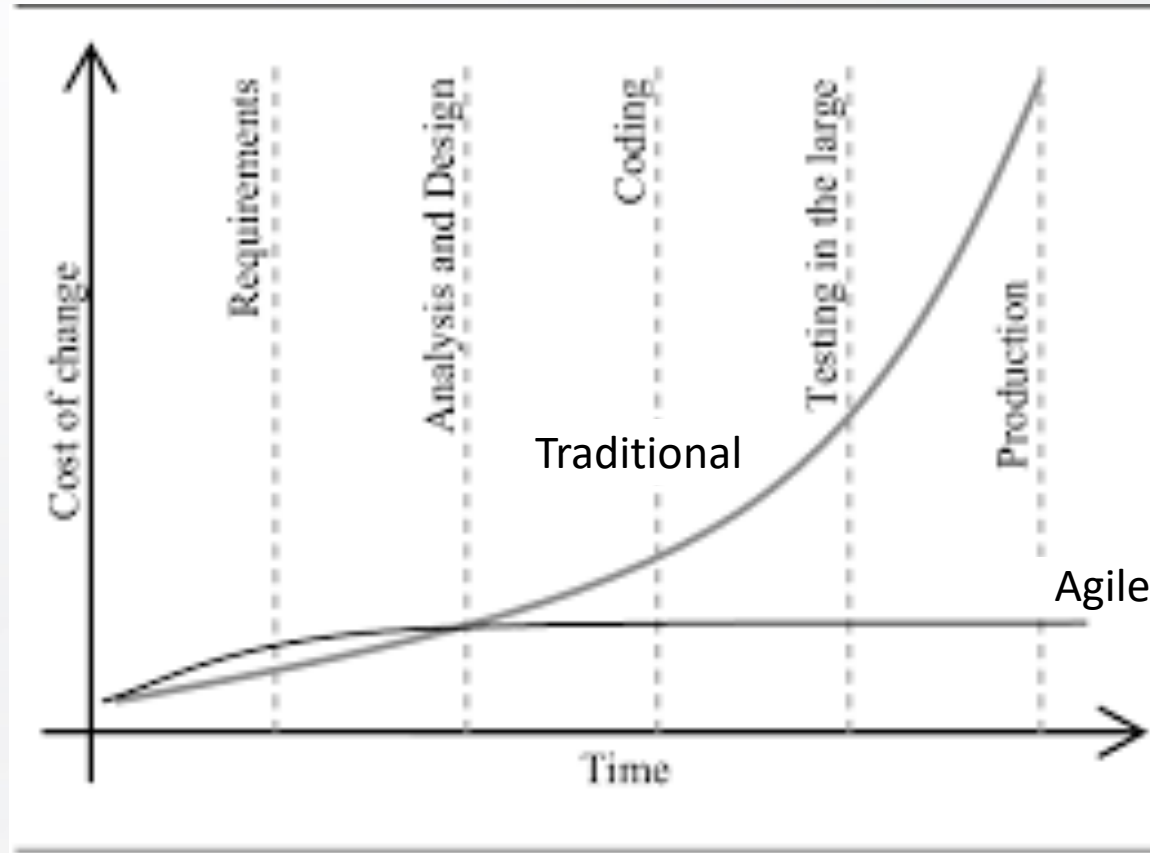


The Problem with Requirements



- Requirements are the most problematic aspect of the project.
- Time allocated to requirements is usually far less than other processes due to time and budget constraints (less than 12%).
- Poor alignment to business strategy and objectives, coupled with poor requirements management result in that the delivered product may not provide the solution requested.

Cost of Changes



- In Traditional Project Management approaches, the cost of changing requirements increases as the project progresses.
- While in Agile approaches, the cost of changing requirements does not change as the project progresses.

Examples of Requirements Problems

Not relevant

Not Clear

Ambiguous

Duplication

Conflicting requirements

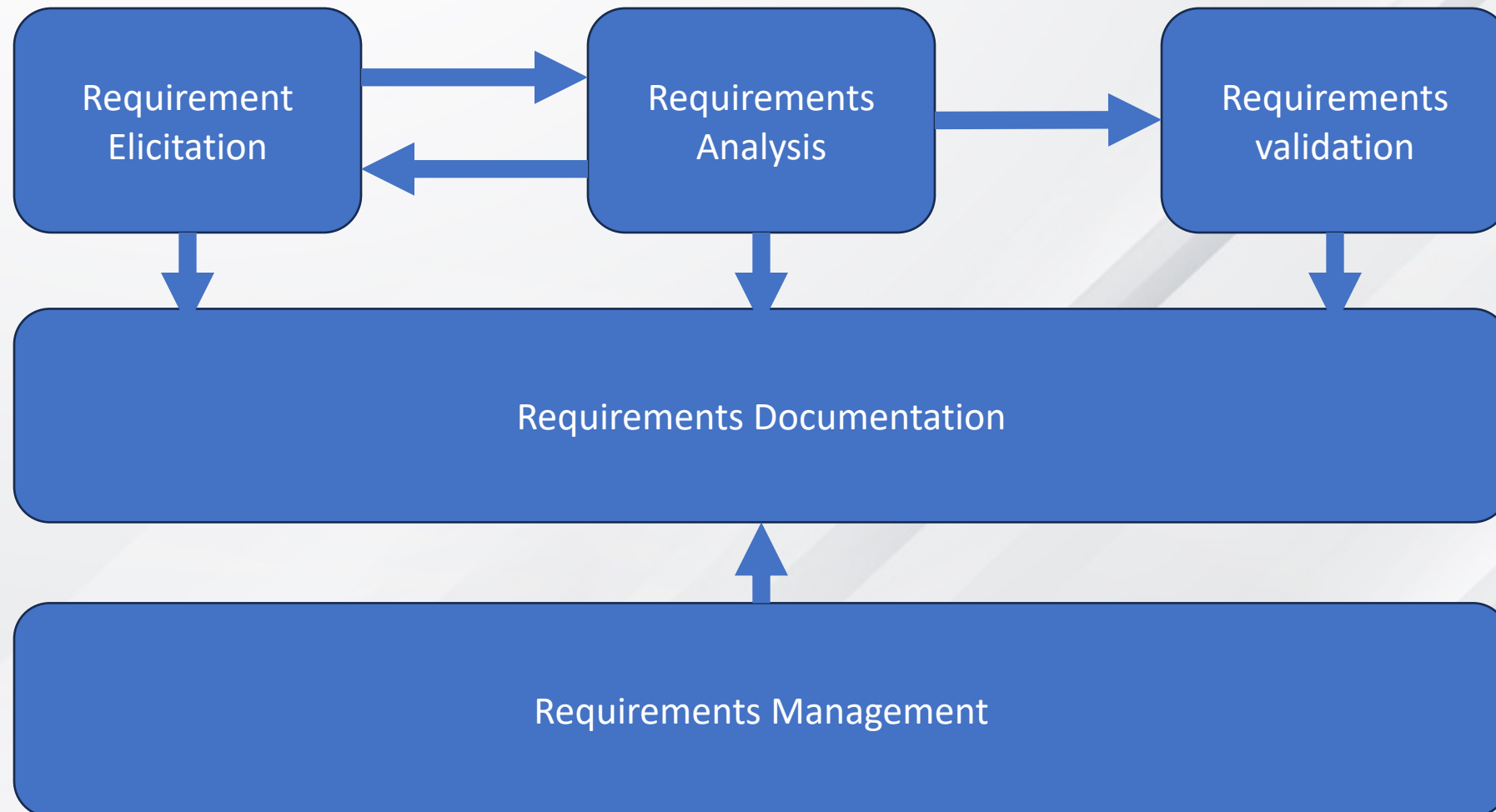
Not traceable

Stakeholders' unclear about needs

Inconsistent level of detail

Taking things for granted

Requirements Engineering Process



Requirements Engineering Process

1. Requirements Elicitation

- Objective: Gather information and requirements from business stakeholders.
- Challenges: User explanations may lack clarity and completeness.
- Action: Business analyst lists and scrutinizes requirements for clarity and completeness.
- Outcome: Identifies areas for further elicitation.

2. Requirements Analysis

- Focus: Examine gathered requirements to identify overlaps, conflicts, or duplicates.
- Role: Business analyst acts as a gatekeeper, allowing only well-formed requirements into the document.
- Result: Highlights areas for further elicitation.

Requirements Engineering Process

3. Requirements Validation

- Involvement: External stakeholders review and 'sign off' the requirements document.
- Content: Document includes requirements, business process and system models.
- Verification: Analyst checks document for completeness and consistency.
- Confirmation: Business representatives confirm the document as a true statement of the required system.

4. Requirements Documentation

- Purpose: Develop a well-organized requirements document.
- Content: Document includes models of business processes and the IT system.
- Analyst's Role: Analyze and check document for completeness and consistency.
- Completion: Document is considered complete when signed off.

Requirements Engineering Process

5. Requirements Management

- Encompasses: Handling changes throughout project lifecycle. Recording, analyzing, and acting on changes to ensure traceability.
- Importance: Ensures every requirement is traceable from initial recording to sign-off during user acceptance testing.
- Tools: Using CASE (Computer aided systems engineering) tools for requirements management.

Actors and roles (Business stakeholders)

Project Sponsor



- Ensures business objectives are met.
- Approves project charter.
- Delivers agreed business benefits.
- Allocates funds and resources.
- Accepts project deliverables.
- Approves requirements document.
- Resolve conflicting requirement

Domain Expert



- Provides high-level advice on requirements.
- Relevant in scenarios like multi-function requirements, redesigned processes, new product introduction, or adopting industry best practice.
- Brings industry expertise but may pose risks if not familiar with company culture.

Business Users



- Individuals or groups applying new processes and systems.
- Describe current procedures, identify system requirements.
- Assist in defining detailed requirements.
- Play various roles, including the 'customer' role, when applicable.

Actors and roles (Project Team)

Project Manager



- Reports to the project sponsor.
- Breaks down the project, allocates tasks, schedules, monitors progress, takes corrective action.
- Ensures alignment with business requirements and objectives.

Business Analyst(s)



- Responsible for requirements engineering.
- Collaborate with business staff to gather and analyze requirements
- Ensure complete, documented requirements, and aligned with objectives.
- Responsible for Quality of requirements

Project Team



- Checks technical feasibility of requirements.
- Produces prototypes to clarify user requests.
- Assists business users in confirming analyst's understanding.

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Requirements Elicitation



Tacit Knowledge

Definition:

- Tacit knowledge is unspoken, hard-to-articulate knowledge.
- Explicit knowledge (Process and data) is easily communicable.

Common Elements of Tacit Knowledge:

- Skills: for ex. how they communicate, negotiate, influence, lead, or motivate.
- Taken-for-granted information: requirements forgotten or thought of as "not worth mentioning", for example, we need the user to have strong password when logging in.
- Front story/back story: describing the formal process (front story) vs. telling what really happens (back story)
- Conceptualizing requirements: when stakeholders are uncertain or cannot visualize what do they want.
- Intuitive understanding: when people don't think about what they do, and act based on experience.

Tacit Knowledge Examples



Norms of behaviors and communication.



Organizational Culture



Team and group norms and behaviors

Tacit vs. Explicit Knowledge

	Tacit	Explicit
Individual	- Skills - Values - Taken for granted knowledge - Intuitive acts	- Task definition - Job description - Targets - Volumes - Frequencies
Organization	- Norms - Back story - Culture - Group norms - Organization History	- Procedures - Styles - Processes - Knowledge repositories - Manuals - Company Reports

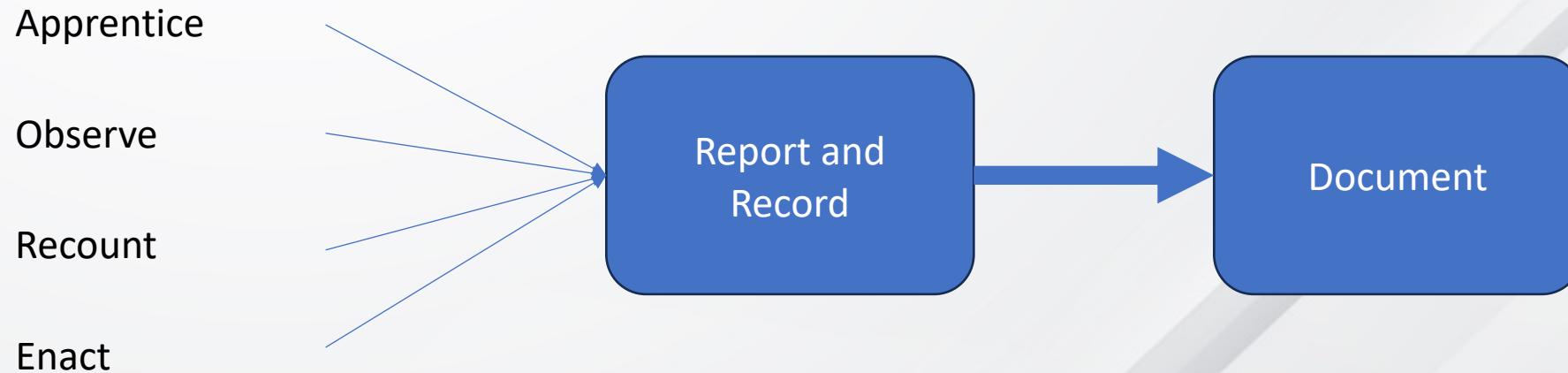
Challenges in Tacit Knowledge

Skills are hard to explain verbally.

Taken-for-granted information may be overlooked.

Front story may differ from the actual situation.

Converting Tacit to Explicit Knowledge



- Apprentice: shadowing or protocoling analysis
- Observe: observation
- Recount: scenarios or story telling
- Enact: prototyping or role play

Requirements List

- Requirements are uncovered and gathered from stakeholders
- Done in Two phases:
 - Building Requirement List
 - Developing organized Requirements Catalogue
- Business need log is an input to requirement list
- Requirements List is an informal document that begins after initial interview or meeting.

Requirement	Source	Comment
Reduce amount of paper moved	Head of Operations	Check if this is a real requirement
System must capture customer payments	Sales Manager	Only valid for orders for retail customers, corporate customers are different
We need the information quicker	Management	Quantify - what timescale? What is wrong currently

Evolution of Requirements

Documentation is a dynamic process, continually refined to capture evolving requirements.

- Requirements Documentation is an evolving process.
- Continuous iterations and refinement to requirements as more requirements are identified.
- Initial stage requirements may lack detail and vary in scope.
- Objective is to ensure comprehensive documentation.

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Requirement Analysis

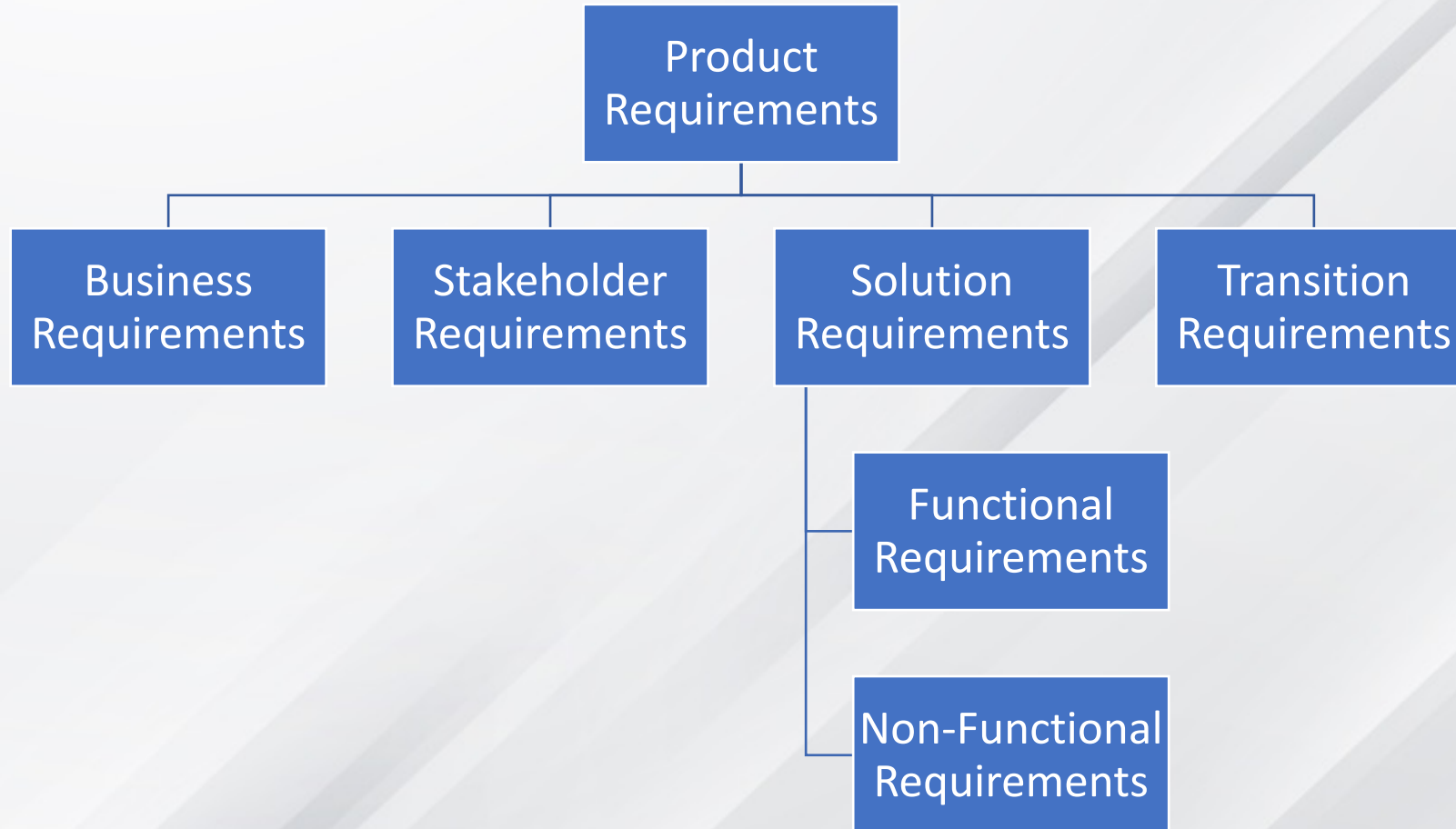


Requirement Analysis

Requirements analysis ensures the transformation of elicited requirements into well-formed, high-quality documentation.

- **Analyst's Role:** Gatekeeper ensuring the quality of requirements.
- Requires high degree of Logical Thought and Rigor.
- Iterative cycle with requirements elicitation.
- **Potential Actions while Analyzing:**
 - Accept as-is,
 - Reword,
 - Merge,
 - Seek clarification.
- **Final Output:** All requirements documented in the requirements catalogue.

Requirements Categorization



Requirement Filters

Checking for Overlapping/Duplicates

- Group similar requirements for easy identification.
- Merge or separate based on duplications or overlaps.

Unraveling Multiple Requirements

- Split grouped requirements into individual detailed requirement.

Necessity Checking

- Align with business and project objectives.
- Address problems, not symptoms.

Feasibility Evaluation

- Technical, business, and financial aspects considered.

Removing Conflicts

- Resolution through negotiation.
- Escalation if no compromise.

Checking for Solutions

- Ensure requirements address needs, not predetermined solutions.

Confirming Quality

- Ensure the quality of all defined requirements and make any necessary modifications.

Requirements' Quality Criteria

Clarity

Conciseness

Consistency

Relevance

Unambiguity

Correctness

Testability

Traceability

SMART Requirements

- **Review and ensure ALL Defined requirements are SMART.**
- **Example: Business Requirement for Operations: Reduce Order Processing time in operations from 2 hours to 30 min. by Dec. 2024**



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Requirements Validation



Validating Requirements

- When Analysts deem the requirements document complete and correct, they need to present to Business Representatives for review and confirmation and approval.
- Review and confirmation should be done through a Review group that consists of key stakeholders' representatives formed for thorough validation.
- In some projects, the steering committee acts as the review group.
- Review Meeting Format: Could Formal review meeting, virtual meeting, or individual responses via email.
- Roles:
 - Chairperson (usually the project sponsor) for review control.
 - Business analyst for presenting the document.

Review Criteria for Representatives

- Each representative reviews specific aspects aligned with their expertise.

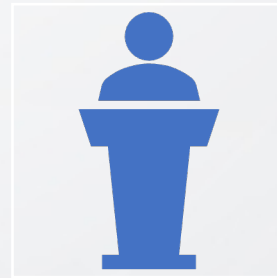
Business Sponsor	Business Owners	Domain Expert	Technical Team	Quality Team	PMO
• Alignment with business objectives. • Project scope adherence.	• Clear and unambiguous expression of business needs.	• Validation of correct business practice.	• Technical feasibility check.	• Assurance of testability.	• Compliance with standards and policies. • Adherence to quality review procedures.

Possible Review Outcomes



Satisfactory Confirmation

Document signed off.



Minor Amendments Required

Chairperson signs off post-amendments.



Significant Rework Needed

Document undergoes further review post-reworking.

Key Points

Requirements are the most problematic aspect of the project contributing to 80% of errors.

Requirements engineering is a process that involves eliciting, analyzing, documenting, and validating requirements, and involves multiple business and project stakeholders

Tacit knowledge can be gathered via observation, protocol analysis, interviews, scenario and role-play and converted into explicit knowledge

Requirement analysis ensures documenting all requirements in a complete and comprehensive manner including categorizations, filtering, and ensuring quality

Requirements validation involving being reviewed by a group of stakeholders' representatives where each reviews aspects related to them.

For Discussion Panel and Next Lecture:

- Reading, Chapter 9 “Gathering the Requirements” from textbook “Business Analysis” by James Cadle, Malcolm Eva, Keith Hindle, Debra Paul, 2nd edition
- Watch the video: [“Knowledge Transfer Portfolio: 3 techniques to capture tacit knowledge”](#)

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For Discussion Panel and Next Lecture



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Thank You

