

Global Learning for Operational Leaders

PROJECT MANAGEMENT | PM-047

Mastering Project Requirements and Business Analysis

Contact

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Course content

Why Attend

Poorly defined requirements are among the leading causes of project failure. When requirements are unclear, incomplete or constantly changing, projects suffer rework, disputes, delays and solutions that do not meet stakeholder needs.

Business analysis provides the discipline to understand real needs, define the right solution and manage requirements throughout the project. It bridges the gap between business stakeholders and delivery teams.

Course Methodology

• This training course will utilise a variety of proven adult learning techniques to ensure maximum understanding, comprehension and retention of the information presented. This includes an interactive mixture of lecture-led learning, case studies, practical exercises and group discussions.

Course Objectives

• Understand core principles and best practices covered in Mastering Project Requirements and Business Analysis.

• Apply practical techniques to day-to-day operational challenges.

• Build an implementation action plan suitable for your organization.

Target Audience

• Project managers and project coordinators

• Business analysts and systems analysts

• Product owners and product managers

• IT and digital transformation professionals



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Course outline

Detailed course outline

Day-by-day outline for Mastering Project Requirements and Business Analysis.

Day 1 - The Foundations of Requirements Management

• 09:00-09:34 | Why Requirements Matter: The cost of getting requirements wrong

• 09:34-10:08 | Types of Requirements: Business, stakeholder, solution, functional, non-functional and transition

• 10:08-10:42 | The Business Analysis Role: Responsibilities, skills and relationship with the project manager

• 10:42-11:00 | Standards and Frameworks: PMI Guide to Business Analysis and the IIBA BABOK Guide

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Standards and Frameworks: PMI Guide to Business Analysis and the IIBA BABOK Guide (continued)

• 11:46-12:20 | Requirements in Predictive and Agile Projects: Different approaches to the same goal

• 12:20-12:53 | Defining the Problem: Needs assessment, root cause analysis and business objectives

• 12:53-14:00 | Exercise: Analyse a project problem statement and define objectives

Day 2 - Planning and Elicitation

• 09:00-09:34 | Planning Business Analysis: Approach, deliverables and stakeholder involvement

• 09:34-10:08 | Stakeholder Analysis: Identifying who holds requirements and how to engage them

• 10:08-10:42 | Interviews and Workshops: Preparing, facilitating and capturing results

• 10:42-11:00 | Observation and Document Analysis: Discovering how work really happens

• 11:00-11:30 | Coffee break

• 11:30-11:46 | Observation and Document Analysis: Discovering how work really happens (continued)

• 11:46-12:20 | Questionnaires, Focus Groups and Prototyping: Choosing the right technique

• 12:20-12:53 | Overcoming Elicitation Challenges: Conflicting views, unclear needs and difficult stakeholders

• 12:53-14:00 | Role Play: Conduct an elicitation interview and workshop



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Day 3 - Analysis and Modelling

- 09:00-09:34 | Process Modelling: Current and future state process maps using BPMN
- 09:34-10:08 | Data Modelling: Entities, relationships and data dictionaries
- 10:08-10:42 | Use Cases and Scenarios: Describing system interactions
- 10:42-11:00 | Context Diagrams and Scope Models: Defining boundaries clearly
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Context Diagrams and Scope Models: Defining boundaries clearly (continued)
- 11:46-12:20 | Business Rules Analysis: Capturing policies and decision logic
- 12:20-12:53 | Gap Analysis: Comparing current and desired capabilities
- 12:53-14:00 | Lab: Model requirements for a case study project

Day 4 - Documenting and Validating Requirements

- 09:00-09:34 | Writing Good Requirements: Clear, concise, testable, feasible and unambiguous
- 09:34-10:08 | Requirements Specifications: Structure and content of a requirements document
- 10:08-10:42 | User Stories and Acceptance Criteria: Writing stories that teams can deliver
- 10:42-11:00 | Non-Functional Requirements: Performance, security, usability and availability
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Non-Functional Requirements: Performance, security, usability and availability (continued)
- 11:46-12:20 | Prioritisation Techniques: MoSCoW, value versus effort and Kano analysis
- 12:20-12:53 | Validation and Verification: Reviews, walkthroughs and stakeholder sign-off
- 12:53-14:00 | Exercise: Convert stakeholder needs into a prioritised requirements set



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Day 5 - Managing Requirements Through Delivery

- 09:00-09:30 | Requirements Baselines: Agreeing and controlling the approved set
- 09:30-10:30 | Traceability: Linking requirements to objectives, design, tests and deliverables
- 10:30-11:00 | Change Management: Evaluating impact and controlling scope creep
- 11:00-11:30 | Coffee break
- 11:30-12:30 | Working with Delivery Teams: Supporting design, build and testing
- 12:30-13:00 | Solution Evaluation: Confirming that delivered solutions meet needs
- 13:00-13:30 | Tools for Requirements Management: Jira, Azure DevOps and specialised tools
- 13:30-14:00 | Capstone: Participants present a requirements package for a project



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Seminar dates

Available seminar dates

Live dates and pricing for Mastering Project Requirements and Business Analysis generated from the course details page.

Date	Location	Format	Fee
4 - 8 January 2027	Dubai	Classroom	**€2,745**
11 - 15 January 2027	Cape Town	Classroom	**€1,895**
18 - 22 January 2027	Paris	Classroom	**€2,210**
25 - 29 January 2027	Dubai	Classroom	**€2,745**
1 - 5 February 2027	Amsterdam	Classroom	**€2,415**
8 - 12 February 2027	Liverpool	Classroom	**€3,360**
15 - 19 February 2027	London	Classroom	**€2,815**
22 - 26 February 2027	Cape Town	Classroom	**€1,895**
1 - 5 March 2027	Brussels	Classroom	**€3,400**
8 - 12 March 2027	Eindhoven	Classroom	**€3,400**



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Date	Location	Format	Fee
15 - 19 March 2027	Barcelona	Classroom	**€2,175**
22 - 26 March 2027	Cape Town	Classroom	**€1,895**
5 - 9 April 2027	Frankfurt	Classroom	**€2,215**
12 - 16 April 2027	Dubai	Classroom	**€2,745**
19 - 23 April 2027	Kuala lumpur	Classroom	**€2,425**
26 - 30 April 2027	Rotterdam	Classroom	**€3,400**
3 - 7 May 2027	Istanbul	Classroom	**€2,250**
10 - 14 May 2027	Dubai	Classroom	**€2,745**
17 - 21 May 2027	Cape Town	Classroom	**€1,895**
24 - 28 May 2027	Paris	Classroom	**€2,210**



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7 - 11 June 2027	Dubai	Classroom	**€2,745**
14 - 18 June 2027	Amsterdam	Classroom	**€2,415**
21 - 25 June 2027	Dubai	Classroom	**€2,745**
5 - 9 July 2027	London	Classroom	**€2,815**
12 - 16 July 2027	Cape Town	Classroom	**€1,895**
19 - 23 July 2027	Dusseldorf	Classroom	**€3,400**
26 - 30 July 2027	Dubai	Classroom	**€2,745**
2 - 6 August 2027	Barcelona	Classroom	**€2,175**
9 - 13 August 2027	Cape Town	Classroom	**€1,895**
16 - 20 August 2027	Frankfurt	Classroom	**€2,215**



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23 - 27 August 2027	Dubai	Classroom	**€2,745**
6 - 10 September 2027	Kuala lumpur	Classroom	**€2,425**
13 - 17 September 2027	Berlin	Classroom	**€3,400**
20 - 24 September 2027	Istanbul	Classroom	**€2,250**
4 - 8 October 2027	Dubai	Classroom	**€2,745**
11 - 15 October 2027	Cape Town	Classroom	**€1,895**
18 - 22 October 2027	Stockholm	Classroom	**€3,400**
25 - 29 October 2027	Dubai	Classroom	**€2,745**
1 - 5 November 2027	Amsterdam	Classroom	**€2,415**
8 - 12 November 2027	Dubai	Classroom	**€2,745**



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15 - 19 November 2027	London	Classroom	**€2,815**
22 - 26 November 2027	Cape Town	Classroom	**€1,895**
6 - 10 December 2027	Malmo	Classroom	**€3,400**
13 - 17 December 2027	Dubai	Classroom	**€2,745**
20 - 24 December 2027	Barcelona	Classroom	**€2,175**
27 - 31 December 2027	Cape Town	Classroom	**€1,895**
4 - 8 January 2027	Online / Live	Online / Live	**€1,515**
11 - 15 January 2027	Online / Live	Online / Live	**€1,515**
18 - 22 January 2027	Online / Live	Online / Live	**€1,515**
25 - 29 January 2027	Online / Live	Online / Live	**€1,515**



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1 - 5 February 2027	Online / Live	Online / Live	**€1,515**
8 - 12 February 2027	Online / Live	Online / Live	**€1,515**
15 - 19 February 2027	Online / Live	Online / Live	**€1,515**
22 - 26 February 2027	Online / Live	Online / Live	**€1,515**
1 - 5 March 2027	Online / Live	Online / Live	**€1,515**
8 - 12 March 2027	Online / Live	Online / Live	**€1,515**
15 - 19 March 2027	Online / Live	Online / Live	**€1,515**
22 - 26 March 2027	Online / Live	Online / Live	**€1,515**
5 - 9 April 2027	Online / Live	Online / Live	**€1,515**
12 - 16 April 2027	Online / Live	Online / Live	**€1,515**



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19 - 23 April 2027	Online / Live	Online / Live	**€1,515**
26 - 30 April 2027	Online / Live	Online / Live	**€1,515**
3 - 7 May 2027	Online / Live	Online / Live	**€1,515**
10 - 14 May 2027	Online / Live	Online / Live	**€1,515**
17 - 21 May 2027	Online / Live	Online / Live	**€1,515**
24 - 28 May 2027	Online / Live	Online / Live	**€1,515**
7 - 11 June 2027	Online / Live	Online / Live	**€1,515**
14 - 18 June 2027	Online / Live	Online / Live	**€1,515**
21 - 25 June 2027	Online / Live	Online / Live	**€1,515**
5 - 9 July 2027	Online / Live	Online / Live	**€1,515**



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12 - 16 July 2027	Online / Live	Online / Live	**€1,515**
19 - 23 July 2027	Online / Live	Online / Live	**€1,515**
26 - 30 July 2027	Online / Live	Online / Live	**€1,515**
2 - 6 August 2027	Online / Live	Online / Live	**€1,515**
9 - 13 August 2027	Online / Live	Online / Live	**€1,515**
16 - 20 August 2027	Online / Live	Online / Live	**€1,515**
23 - 27 August 2027	Online / Live	Online / Live	**€1,515**
6 - 10 September 2027	Online / Live	Online / Live	**€1,515**
13 - 17 September 2027	Online / Live	Online / Live	**€1,515**
20 - 24 September 2027	Online / Live	Online / Live	**€1,515**



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25 - 29 October 2027	Online / Live	Online / Live	**€1,515**
1 - 5 November 2027	Online / Live	Online / Live	**€1,515**
8 - 12 November 2027	Online / Live	Online / Live	**€1,515**
15 - 19 November 2027	Online / Live	Online / Live	**€1,515**
22 - 26 November 2027	Online / Live	Online / Live	**€1,515**
6 - 10 December 2027	Online / Live	Online / Live	**€1,515**
13 - 17 December 2027	Online / Live	Online / Live	**€1,515**



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20 - 24 December 2027	Online / Live	Online / Live	**€1,515**
27 - 31 December 2027	Online / Live	Online / Live	**€1,515**

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