

## How to Manage and Communicate Requirements

*Instructor-Led, On-Site Duration 2 days*

### Overview

Managing the evolving business requirements on a project is a challenge facing business analysts everywhere. Ensuring that the requirements are captured, clarified, confirmed and communicated at the appropriate level of detail for the diverse target audiences is just one component of requirements management, albeit a major one. Requirements communication, requirements traceability, status tracking, and making the appropriate requirements reusable are activities that can be equally critical on information technology projects.

This course presents concepts, tools, business analysis techniques and approaches for effectively managing and communicating your business, stakeholder, solution, and transition requirements as defined by the International Institute of Business Analysis (IIBA®) in their *Business Analysis Body of Knowledge® (BABOK®)*. You will learn how the inputs, tasks, and outputs of the crucial IIBA® knowledge area “Requirements Management and Communication” contribute to making your requirements gathering activities more productive.

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### Target Audience

Business System Analysts	Business Analysts
Requirement Managers	Subject Matter Experts
System Analysts	User Liaison Personnel
Business Process Users	Anyone involved in defining or deciphering business system requirements.
Business Process Managers	

*Developed and presented by:*



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**Learning Objectives**

*Upon completion of this seminar, you will . . .*

- Differentiate between plan-driven and change-driven project approaches
- Discuss key concepts in the requirements management and communication knowledge area
- Classify the 5 types of requirements described in the *BABOK*®
- Compare business analysis in your world with industry “standards”
- Defend the need for requirements management and communication
- Argue the benefits and challenges of requirements traceability
- Show requirements lineage in terms of forward, backward, and parent-child traceability
- Create the requirements traceability approach for a project
- Choose the appropriate attributes needed for requirements traceability
- Develop a requirements traceability matrix
- Distinguish between project, problem, and solution scope
- Develop and maintain a requirements management plan
- Apply requirements management principles based on scope, risk, and cost management criteria
- Baseline the business requirements to set the stage for managing change
- Develop a variety of different ways to present requirements to different audiences
- Relate requirements based on 5 relationship types
- Evaluate RFI, RFQ, and RFP documents as tools for communicating business requirements
- Choose the criteria with which vendor’s response to requests will be evaluated
- Argue the benefits and challenges of making requirements reusable

## 1 Requirements Management and Communication

### What's In a Requirement and Who Cares?

- Key concepts in this course
- Keys to a Successful Course
- Exercise: Your objectives for this course

## 2 Business Analysis Revealed

### The International Institute of Business Analysis

- Business Analysis in Your World
- Plan-Driven versus Change-Driven Approaches
- Introduction to the IIBA® Body of Knowledge
- BABOK® Structure: Knowledge Areas, Tasks, & Techniques
- Knowledge Areas of the BABOK®

### Requirements Defined

- Requirements a la BABOK®
- Types of Requirements
- The Business of Requirements
- Stakeholder Perspectives
- Defining the Solution
- Getting from the AS-IS to the TO-BE
- Analysis of Business Systems Analysis

### KA Requirements Management and Communication

- Knowledge Areas of the BABOK®
- Requirements Management and Communication
- What You Do in RM&C

## 3 Managing Requirements throughout the Life Cycle

### Determining the Need for Traceability

- Preserve a Team's Collective Memory
- Benefits of Requirements Traceability
- Benefits of Requirements Traceability
- Challenges of Requirements Traceability
- Requirements Lineage
- Backward Traceability (Derivation)
- Forward Traceability (Allocation)
- Trace a Requirement to its Source
- Allocate Requirements to Design Artifacts
- Allocate Requirements to Test Cases
- Requirements Attributes

### Defining Attributes of Requirements

- Requirements Metrics
- States in the Life of a Requirement

### Requirements Traceability Matrixes

- Traceability Matrix

## 4 Manage Your Scope or It Will Manage You

### What's Scope Got to Do with It

- Discussion: What Is Scope?
- What Does Scope Define?
- Solution Scope
- Project Scope
- Scope Management and Change Control
- Requirements Review and Approval

- Example of a RACI Matrix
- Who Approves Your Requirements?
- Quality Assurance Activities
- Requirements Issues and Conflicts
- Exercise: Requirements Review

### Managing Changing Requirements

- Discussion: Change Control in the Real World
- Configuration Management Defined
- Configuration Management a la Wikipedia®
- Discussion: Baselining Requirements
- Change Request Process
- Change Control Log
- Change Control Log
- Change Request
- Capturing Change Requests
- Hurdles to Informational Listening
- Exercise: Creating Change Requests
- Discussion: Impact Assessment
- Impact Assessment

## 5 Packaging Requirements for Communication

### Packaging Requirements

- Possible Package Formats
- What is a Requirements Document?
- Requirements Repository
- Discussion: Consider your Target Audience
- Communications Plan

### Presenting Requirements Externally

- Primary Requests for External Solutions
- Discussion: Request for Information
- Discussion: Request for Proposal
- Vendor Selection Criteria

## 6 Requirements and Re-Usability

### Making Requirements Reusable

- Regarding the Reusability of Requirements
- Requirements Re-use
- Exercise: Benefits and Challenges of Re-Use
- Critical Success Factors
- Exercise: Identifying Reusable Requirements

### Requirements Management Tools

- Players in the Requirements Management Tools Game
- Exercise: Features of a Requirements Management Tool

## 7 Planning Requirements Management and Communication

### Managing Requirements

- Requirements Management Plan
- Exercise: Requirements Management Plan Template Review

### Course Closing

- Discussion: Course Review
- Exercise: Lessons Learned
- References

