

How to Manage Changing Requirements

Instructor-Led, Web-Delivered Duration 2 Sessions

Overview

Managing requirements change has been a major challenge even for the best-run projects. Keeping track of how the changing business environment impacts ongoing projects and production applications can be a nightmare without proper tools and techniques. The concept of requirements management is not new but with an increase in the use of off-shore developers and off-the-shelf solutions, it has become much more significant for information technology projects.

Requirements management is one of the major components of Knowledge Area 4: Requirements Management and Communication in the *Business Analysis Body of Knowledge*® (*BABOK*®). This virtual workshop presents techniques targeting how to most effectively manage and trace business, stakeholder, solution, and transition requirements.

Target Audience

Business Analysts

Systems Analysts

Business Managers

Anyone else who is interested in using information technology to create a competitive advantage and is willing to expand their knowledge base to achieve that goal.

End-users

Project Leaders

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

Developed and presented by:



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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