Requirements Excellence Framework™ Overview

BUSINESS ANALYSIS PERSPECTIVE
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A BRIEF INTRODUCTION TO OUR PRODUCT

Requirements Excellence Framework™ is one of three complementary components of Enfocus Requirements Suite™. Together, these four products represent the most robust business analysis and requirements management tool on the market. Enfocus Requirements Suite™ is designed to provide business analysts with tools and content that help to ensure the business analysis performed in your projects yields successful results. The components included in the suite are:

- RequirementPro™, a hands-on tool that provides fully automated support for business analysis and requirements management.
- RequirementCoach™, a large archive of sample documents, best practices, and training. This is where the Framework is housed.
- StakeholderPortal™, an application that allows stakeholders to actively participate in and have full transparency to a project by means of unique collaboration technology.

DOCUMENT PURPOSE

This document provides business analysts and other project team members with a conceptual overview of the Requirements Excellence Framework™ from the perspective of any individual performing business analysis work. Requirements Excellence Framework™ provides a set of processes and practices for defining, managing, and measuring requirements that are focused on delivering value, reducing cost, satisfying the customer, and achieving project success. The Framework may be viewed from two distinct perspectives: stakeholders and those performing business analysis. In this overview, topics will be covered at a high level in support of the business analysis perspective. These same tasks are discussed in more detail in Requirements Excellence Framework™. Refer to this overview for a quick description of each business analysis task and then consult the Framework for a more in-depth discussion. The Framework is not intended to replace or modify existing project management and systems development methodologies. Rather, Enfocus Requirements Suite™ augments and supports existing methodologies to provide a solid foundation for successful projects.
AN INTRODUCTION TO OUR METHODOLOGY

Requirements Excellence Framework™ provides a structured methodology that addresses business analysis and requirements management at every stage of development, whether implementing a new application or improving an existing one. The tools and techniques provided in the Framework can be used to address and mitigate common requirement risks, such as lack of user input, unrealistic expectations, developers adding unnecessary functionality, and changing, ambiguous, missing, or conflicting requirements. Examples and descriptions of suggested tools and techniques can be accessed in RequirementCoach™. Take advantage of these useful techniques to help your organization focus on high priority requirements and optimize stakeholder participation and support.

The Framework is based on industry best practices and standards, such as BABOK, PMBOK, and CBOK, as well as input from leading industry advisors and consultants. These business analysis and requirements management best practices are central to our Framework. A business analyst should speak in understandable terminology, strive to deliver requirements iteratively, and help stakeholders actively participate in the project. While business analysts should have a well-versed, broad knowledge of Information Technology, they also need a strong comprehension of the business and its processes. Each of these responsibilities can be translated to tasks listed in this document, the Business Analysis Perspective, and explained in detail in Requirements Excellence Framework™.

Our methodology is designed with the utmost flexibility so that it can be molded to fit your needs. The Framework supports many types of development. Within RequirementCoach™, we provide instructions and scenarios at every level to ensure guidance in dealing with challenging processes and requirements. Our methodology is supported by our unique applications RequirementPro™ and StakeholderPortal™, which permit key data, such as business rules, business process definitions, product descriptions, and stakeholder profiles, to be maintained separately from project requirement data and to be reused from project to project.

DOCUMENT STRUCTURE

The Business Analysis Perspective and the Stakeholder Perspective are organized around task matrices and task groups, each including a series of tasks. Depending on your organization, the project, and its approach, tasks and task groups may be performed in whatever sequence best supports your needs. The Business Analysis Task Matrix is presented on page 4. An overview of the relationships between task groups is on page 5.

The following pages provide brief overviews of task groups and tasks. The overviews include lists consisting of the business objectives and major outputs for each task group. In addition to these lists, a list of suggested techniques is provided at the end of each task group. As a business analyst or project team member, use these lists to determine which techniques would be best for your project. Also, a RASCI diagram, a technique you can use at multiple stages in the duration of a project to determine the roles of each participant and stakeholder, is included at the end of each task group to identify the representative responsibilities that might be assigned to different project team members. A list of Industry Standards followed by Enfocus Solutions Inc. and a glossary are also provided at the end of the document.
Requirements Excellence Framework™ Overview
Business Analysis Perspective

1.0 Business Analysis Value Management

2.0 Situation Analysis

3.0 Solution Conceptualization

4.0 Stakeholder Needs Elicitation

5.0 Requirements Development

6.0 Requirements Management

7.0 Solution Evaluation and Acquisition

8.0 Solution Assessment and Validation

9.0 Stakeholder Socialization

10.0 Portfolio and Knowledge Management

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# Business Analysis Task Matrix

## 1.0 Business Analysis Value Management
1.1 Define BA Roles and Responsibilities
1.2 Determine Conceptualization Approach
1.3 Determine Elicitation Approach
1.4 Determine Visualization Approach
1.5 Determine Bundling Approach
1.6 Determine Req. Management Approach
1.7 Determine Socialization Approach
1.8 Plan and Manage BA Activities

## 2.0 Situation Analysis
2.1 Document Problem
2.2 Define Vision
2.3 Assess Organizational Context
2.4 Determine Capability Gaps
2.5 Define Project Objectives
2.6 Define Project Constraints and Assumptions

## 3.0 Solution Conceptualization
3.1 Conduct Stakeholder Analysis
3.2 Perform Business Process Analysis
3.3 Assess IT Service Impact
3.4 Assess Master Data Impact
3.5 Define Solution Features
3.6 Define Business Case

## 4.0 Stakeholder Needs Elicitation
4.1 Prepare for Elicitation
4.2 Gather Stakeholder Needs
4.3 Gather and Analyze Documents
4.4 Gather Business Rules
4.5 Document Terminology
4.6 Gather Assumptions

## 5.0 Requirements Development
5.1 Analyze Stakeholder Needs
5.2 Prepare Use Cases
5.3 Document Functional Requirements
5.4 Document Non-functional Requirements
5.5 Create Requirement Visualizations
5.6 Elaborate with Additional Details
5.7 Organize and Classify Requirements
5.8 Prioritize Requirements
5.9 Verify Requirements

## 6.0 Requirements Management
6.1 Create Requirement Bundles
6.2 Validate Requirement Bundles
6.3 Baseline Requirement Bundles
6.4 Transition to Design
6.5 Trace Requirements
6.6 Manage Changes to Requirements
6.7 Maintain Requirements for Reuse

## 7.0 Solution Evaluation and Acquisition
7.1 Determine Evaluation and Selection Approach
7.2 Prepare Evaluation Documents
7.3 Identify and Short-List Solutions
7.4 Analyze Short-Listed Solutions
7.5 Document Decision

## 8.0 Solution Assessment and Validation
8.1 Create Lifecycle Events
8.2 Create Test Cases
8.3 Create Verifications
8.4 Perform Tests and Verifications
8.5 Resolve Defects
8.6 Define Transition Requirements

## 9.0 Stakeholder Socialization
9.1 Disseminate Project News and Events
9.2 Monitor Stakeholder Engagement
9.3 Monitor Project and Take Corrective Action
9.4 Conduct Retrospectives
9.5 Enable Organizational Change

## 10.0 Portfolio and Knowledge Management
10.1 Manage Project Portfolio
10.2 Manage IT Services Portfolio and Knowledge
10.3 Manage Business Process Portfolio
10.4 Maintain Stakeholder Persona Catalog
10.5 Maintain Business Rule Books
10.6 Manage Benefits Realization
**Requirements Excellence Framework™ Task Group Relationships**

**BUSINESS ANALYSIS VALUE MANAGEMENT**
Agree on valuable BA approach, tasks, and deliverables.
(Enable, Negotiate, Align, Govern, Coach)

**SITUATION ANALYSIS**
Understand situation, vision, and gaps to moving forward.
(Identify, Define, Understand)

Validate Objectives
Implement Project

**SOLUTION CONCEPTUALIZATION**
Determine the people, process, and technology change to solve the problem.
(Facilitate, Innovate, Optimize, Justify, Determine, Clarify)

Feature States and Change
Features

**STAKEHOLDER NEEDS ELICITATION**
Efficiently develop an understanding of what people want.
(Gather Stakeholder Needs, Business Rules, Related Documents, Assumptions)

**REQUIREMENTS DEVELOPMENT**
Build an individualized understanding of needs to develop a collective understanding.
(Socialize, Validate, Write, Verify, Prioritize, Elaborate)

**REQUIREMENTS MANAGEMENT**
Manage and control changes to requirement bundles.
(Baseline, Trace, Change, Approve)

**SOLUTION ASSESSMENT AND VALIDATION**
Ensure solution delivers value during development, transition and realization.
(Test, Validate, Verify)

**STAKEHOLDER SOCIALIZATION**
Constantly gather input and engage stakeholders in delivering valuable solutions.
(Elicit, Communicate, Engage, Inform, Assign)
Task Group 1.0 - Business Analysis Value Management

Brief Overview

The goal of business analysis is to ensure proposed solutions deliver value to the organization. To do this, the business analyst must determine which analysis activities will deliver the most value. It is a good practice to document these activities before launching a project to ensure it provides a solution that meets the needs of the organization. The types of necessary activities will depend on the type of project at hand. See Appendix B for a list of possible project types and their considerations. By performing the tasks listed in this task group, the business analyst can ensure he/she lays an excellent foundation for a project.

Task Group Objectives

- Determining the roles and responsibilities of the business analyst
- Determining the overall approach to the project
- Planning business analysis activities

Major Output(s)

- Requirements Implementation Plan (1.6)
- Business Analysis Plan (1.9)

<table>
<thead>
<tr>
<th>TASK</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td><strong>1.1</strong> Define BA Roles and Responsibilities</td>
<td>The role of the business analyst varies from organization to organization, and from project to project. Clearly defining the roles and responsibilities of the business analyst will prevent many problems. At Enfocus Solutions, we have defined the eight general roles of the modern business analyst. To perform this task, the project sponsor and BA must reach agreement on goals.</td>
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<tr>
<td><strong>1.2</strong> Determine Conceptualization Approach</td>
<td>Task group 3.0 Solution Conceptualization consists of activities that help the project team start to determine what the solution is going to look like. Requirements are best defined in incremental layers. After assessing the impact of the project on individuals, business processes, and/or IT services, the BA can begin to define solution features with the help of individuals affected by the solution.</td>
</tr>
<tr>
<td><strong>1.3</strong> Determine Elicitation Approach</td>
<td>Before you begin eliciting needs, the business analyst must decide how to perform elicitation. There are many possible methods—the most common of which include reviewing the current system, analyzing previous documents, and conducting interviews with affected stakeholders.</td>
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<tr>
<td><strong>1.4</strong> Determine Visualization Approach</td>
<td>Preparing requirements visualization models is a good practice that helps project contributors and stakeholders gain a complete understanding of the parts of the proposed solution and their relationships. Different types of visualizations will be necessary according to the type of project at hand, as well as the type of requirement layer.</td>
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## TASK | DESCRIPTION
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1.5 Determine Bundling Approach | A requirement bundle consists of a set of requirements that will be developed and implemented as a group. The requirement bundles in RequirementPro™ take the place of paper requirement documents. The contents of the bundles that you create will depend on a number of factors, including the organization’s development lifecycle and whether the solution will be purchased or built. It is important to determine the overall bundling approach before beginning the bundling process.

1.6 Determine Requirements Management Approach | There needs to be a plan in place for managing requirements once they have been organized into bundles. There are a few major questions that need to be answered in this planned approach, such as how are you going to go about tracing the requirements? How will you manage change to requirements? And lastly, how are you going to maintain requirements for reuse in the future?

1.7 Determine Socialization Approach | Engaging and collaborating with stakeholders is a vital task in ensuring the success of a project. Without input from the proper individuals, you run the risk of developing a solution that does not meet the needs of the organization. When determining the approach to socializing with stakeholders, develop a plan for understanding key stakeholders, their activities, and their needs. Also, develop a plan for managing the stakeholders’ experience.

1.8 Plan and Manage BA Activities | Having performed all of the tasks up to this point, now the project team is ready to determine the project schedule of events (elicitation events, stakeholder meetings, etc.), as well as the necessary deliverables. It is possible that business analysis deliverables will vary according to the type and size of the project at hand. See Appendix C for a description of the most commonly necessary business analysis deliverables.
RASCI Diagram

Task Group 1.0 - Business Analysis Value Management

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<td>1.8 Plan and Manage BA Activities</td>
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**Key**

- R - Responsible
- A - Accountable
- S - Sign-off
- C - Consulted
- I - Informed

PM - Project Manager
BA - Business Analyst
ES - Executive Sponsor
BSME - Business Subject Matter Expert
TSME - Technical Subject Matter Expert
DEV - Development
QA - Quality Assurance
OPS - Operations
**Suggested Techniques for Task Group 1.0**

**Business Activity Modeling**
A Business Activity Model (BAM) presents a unique view of the conceptually high-level business activities that we would typically see in an organization.

**Business Event Analysis**
A Business Event Analysis is a statistical method to assess the impact of an event on the enterprise.

**Communication Needs**
Create a plan for communicating and collaborating with stakeholders and project team members about requirements and their changes.

**Communication Network Table**
A Communication Network Table can improve communication through distinct leadership and effective message delivery.

**Mind Maps**
A Mind Map is a visual depiction of a set of ideas, words, things or tasks and the associations between them.

**Leadership Involvement Plan**
A Leadership Involvement Plan is designed for leaders or managers to express his or her role in the project and encourage supportive and involved participation.

**Organizational Modeling**
An Organizational Model defines an organization's framework, including the lines of authority, communications, and responsibilities.

**RASCI Chart**
RASCI Charts are used to document and evaluate the stakeholders' roles and accountabilities in an organization with regard to a business problem (or process/task) during business analysis projects or business change operations.

**Requirement Patterns**
Requirement patterns are a common best practice in requirements development today.

**Stakeholder Engagement Plan**
A Stakeholder Engagement Plan is a tool that helps the business analyst communicate and collaborate with key stakeholders.
Task Group 2.0 - Situation Analysis

Brief Overview

According to IIBA, the term situation refers to both the context and the change it contains. The tasks included in Situation Analysis are designed to assist business analysts or project managers in laying down an excellent foundation for a project, no matter the type or size. These tasks seek to define a problem or situation and identify the high-level business objectives that will be achieved by the solution. Documenting these specific areas with RequirementPro™ allows you to reference, present, and archive vital project information. Performing the tasks and practices that make up the situation analysis task group is essential to project success.

Task Group Objectives

- Researching and documenting critical project information, such as:
  - Problem Statement
  - Project Vision
  - Detailed Capability Gaps
  - Project Objectives
  - Project Constraints
- Creating a project repository for archived information
- Continually referring to problem analysis information throughout project

Major Outputs

- Problem Definition (2.1)
- Vision and Objectives Document (2.3/2.5)
- Capability Gap Analysis (2.4)
- Business Requirements Document

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<tr>
<th>TASK</th>
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<tr>
<td>2.1 Document Problem</td>
<td>A good problem statement should be concise, specific, and measurable. Address the following questions when writing your project’s problem statement: What is the problem? Who has the problem? And, in what form is the appropriate resolution? This statement does not have to include too many details regarding the solution, but it may contain suggestions as to the nature of the project scope.</td>
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<td>2.2  Define Vision</td>
<td>Project Vision should establish a common thread between all stakeholders. This document may not be long, but will ultimately serve as the foundation for project tasks, including the optimization of business processes, defining solution needs, and validating requirements. The project vision document should not include any assumptions or requirements. That level of detail is too specific for this stage of the project.</td>
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<tr>
<td>2.3  Assess Organizational Context</td>
<td>According to BABOK, the context is defined as the part of the environment which encompasses the change proposed by the solution. The context of the problem will set limits on the scope of the solution. To assess the organizational context, examine the people, processes, and technology that already exist within the organization. At this point, it may be helpful to categorize the project in one of three ways: market-driven, crisis-driven, or change-driven.</td>
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<tr>
<td>2.4  Determine Capability Gaps</td>
<td>Capability Gaps represent new abilities required to meet enterprise needs. These gaps should make note of the existing process, its current outcome, as well as the desired outcome and the process needed to achieve such an outcome. This, in essence, is documenting a gap and &quot;filling&quot; it. An ideal solution is one that takes capability gaps into consideration while not completely relying on them for the business case or business analysis approach.</td>
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<tr>
<td>2.5  Define Project Objectives</td>
<td>SMART objectives (specific, measurable, attainable, relevant, and time-based) can drastically improve a team’s performance and the outcomes of a project. To make sure that the business objectives are SMART, look for things like specific dates, statistics, and a “by-phrase” (what or who is providing the action). For example, “Over 50% of all Medicare prescriptions will be prescribed and dispensed using eMM by December 31, 2013.”</td>
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<tr>
<td>2.6  Define Project Constraints and Assumptions</td>
<td>Project Constraints are parameters based on the limitations of a project. These often deal with project budgets and deadlines and must be taken into consideration throughout the project. Using RequirementPro™, a project team member can specify the constraint’s type, as well as provide attachments and assign action items that stakeholders can view on StakeholderPortal™. See Appendix D for a list of common project constraints. Project assumptions are assumptions made to determine how a project will be run. These assumptions will be made by the business analyst and then given to a project manager, as they are focused around the project team and environment.</td>
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RASCI Diagram

Task Group 2.0 - Situation Analysis

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<td>2.1 Document Problem or Situation</td>
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ES - Executive Sponsor
BSME - Business Subject Matter Expert
TSME - Technical Subject Matter Expert
DEV - Development
QA - Quality Assurance
OPS - Operations
Suggested Techniques for Task Group 2.0

Advanced Utility Analysis
Advanced Utility Analysis is necessary for analyzing problems with multiple options and outcomes that can be viewed from multiple perspectives.

Analysis BCG Matrix
A BCG Matrix, also known as a Growth-Share Matrix, is a tool for portfolio planning and analysis that divides business units into four categories: question marks, stars, cash cows, and dogs.

Balanced Scorecard
The Balanced Scorecard is a performance measurement tool that assesses the organization’s financial, customer, business process, and learning & growth aspects.

Capability Modeling
Business Capability Modeling is a technique for the representation of an organization’s business anchor model, independent of the organization’s structure, processes, people or domains.

Causal Flow Diagramming
A causal flow diagram helps answer the question, “What is causing this problem?” by enabling the user to view cause-and-effect relationships as an integrated system and to discover linkages that were either dimly understood or obscured altogether.

Cultural Analysis
A review of the culture of an organization can help executive management understand the success or failure of the enterprise and can also help maintain a competitive edge.

Customer Satisfaction Analysis
A Customer Satisfaction Analysis consists of clearly defined KPIs that help to determine how the system meets customer needs.

Decision Tables and Trees
Decision Tables and Trees are graphical ways of representing the steps involved in making a decision.

Devil’s Advocacy
Devil’s Advocacy helps in situations where you need to find a new perspective to analyzing the problem.

Environmental Assessment
An Environmental Assessment is a record of environmental concerns relevant to a proposed project and its alternatives.

Experience Curve
Your project may benefit from analyzing an Experience Curve, which depicts productivity and takes into account fixed and variable costs.
Force Field Analysis
This method compares the forces helping and the forces hindering a desired outcome.

Gap Analysis
Gap Analysis helps determine the steps to be taken in transitioning from a current state of operations to a desired future-state.

Goal Analysis
Goal Analysis is the process of considering how an intended system meets organizational goals and why the system is needed.

Key Purchase Criteria
Sometimes, problem analysis includes identifying opportunities as well as problems. Use Key Purchase Criteria to understand the contributions made to customers’ decisions.

The Matrix
A matrix can be used to sort information in a way that you can compare one type of information with another, the same types of information, or correlate among the information.

McKinsey 7S
The McKinsey 7S Model is a strategic model largely used for organizational alignment or performance improvement.

MOST Analysis
Primarily, a MOST (Mission, Objectives, Strategy, Tactics) Analysis is performed to evaluate what an organization has set out to achieve and how it plans on achieving this.

Organizational Change Impact Analysis
When changes are proposed to the organization, an important activity is assessing the impact of the change on the organization as a whole.

Organizational Modeling
An Organizational Model defines an organization’s framework, including the lines of authority, communications, and responsibilities.

Price Elasticity
Sometimes, it may benefit problem analysis to understand current customer behavior. This can be performed by determining Price Elasticity.

Probability Tree
A Probability Tree is helpful in determining how likely or unlikely an event is to occur.

Product Substitution
Understanding Product Substitution is an important activity of problem analysis.
ROI V-Model
The ROI V-Model is a tool for aiding in the development of different levels of business objectives.

Root Cause Analysis
Root Cause Analysis is a class of problem solving methods aimed at identifying the root causes of problems or incidents.

SARA Model
The SARA Model is a problem-solving technique that includes scanning, analysis, response, and assessment.

The Scenario Tree
The Scenario Tree is a structuring technique that graphically shows choices and their outcomes at different junctures in alternative sequences or chains of events.

Sorting, Chronologies, and Timelines
Elementary structuring techniques like sorting, chronologies, and timelines are often overlooked yet incredibly valuable.

Utility Matrix
In contrast to a Utility Tree, a Utility Matrix allows for more focus on the specific outcomes than the scenarios.

Utility Tree
A Utility Tree aids in utility analysis, the purpose of which is to evaluate multiple options for causes or solutions, depending on the task at hand.
Task Group 3.0 - Solution Conceptualization

Brief Overview

After defining the problem and determining the best way to address that problem, the next phase in the project consists of activities aimed at identifying a solution and the impact it will have on specific areas of the organization. Performing impact analysis helps to provide vital information that will be used in the definition of solution scope, as well as stakeholder needs elicitation and requirements development. It is also important to have an understanding of the impact on the organization when developing justification for the project in the business case.

Task Group Objectives

- Researching and documenting critical project information, such as:
  - Impacted Business Processes
  - Impacted Stakeholders
  - Impacted Services and Components
  - Business Case
  - Solution Features
- Creating a project repository for archived information
- Continually referring to solution analysis information throughout project

Major Outputs

- Stakeholder Impact Report (3.1)
- Solution Scope Document (3.4)
- Business Case (3.5)

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<thead>
<tr>
<th>TASK</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>3.1</td>
<td><strong>Conduct Stakeholder Analysis</strong></td>
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<tr>
<td>3.2</td>
<td><strong>Perform Business Process Analysis</strong></td>
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<td>TASK</td>
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<tr>
<td>3.3  Assess IT Service Impact</td>
<td>Implementing a new service can affect many existing components and related services. You can make a list of impacted components and services on RequirementPro™, which stakeholders can view and download. Impacted components are integral to a project because they represent indirect technology needed or affected by the solution, project, or project team. See Appendix E for an illustration of our tool, the Enterprise Project Model.</td>
</tr>
<tr>
<td>3.4  Assess Master Data Impact</td>
<td>Organizational change often has an impact on the enterprise master data, which is the single source of basic business data used across all systems, applications, and processes for the entire enterprise. Common types of master data that may be affected include information about customers, products, employees, inventory, suppliers, and sites.</td>
</tr>
<tr>
<td>3.5  Define Solution Features</td>
<td>Features are used to conceptualize the recommended solution so that stakeholders can understand which new business capabilities the solution will deliver. Features eventually become the foundation record for which many requirements will be created. They need to be prioritized and reviewed to assess which needs must be elicited first.</td>
</tr>
<tr>
<td>3.6  Define Business Case</td>
<td>A business case is used to provide justification for the project and its funding. A business case compares the costs of a project with the benefits it provides. The business case must show that the benefits outweigh the costs. In many instances, it includes a financial analysis that calculates the project return on investment (ROI) or net present value (NPV). While creating this report, make sure that it is more than just a financial justification for the project and includes all relevant objective and subjective information.</td>
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## RASCI Diagram

### Task Group 3.0 - Solution Conceptualization

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**KEY**

- **R** - Responsible
- **A** - Accountable
- **S** - Sign-off
- **C** - Consulted
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- **PM** - Project Manager
- **BA** - Business Analyst
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**Suggested Techniques for Task Group 3.0**

**Analysis BCG Matrix**  
A BCG Matrix, also known as a Growth-Share Matrix, is a tool for portfolio planning and analysis that divides business units into four categories: question marks, stars, cash cows, and dogs.

**Capability Modeling**  
Capability Models are used to analyze a business in terms of what the organization does and how it provides value to customers.

**Cultural Analysis**  
A review of the culture of an organization can help executive management understand the success or failure of the enterprise and can also help maintain a competitive edge.

**Enterprise Balanced Scorecard**  
The Balanced Scorecard is a performance measurement tool that aligns business activities to the vision and strategy of the organization.

**Environmental Assessment**  
An Environmental Assessment is a record of environmental concerns relevant to a proposed project and its alternatives.

**Gap Analysis**  
Gap Analysis helps determine the steps to be taken in transitioning from a current state of operations to a desired future-state.

**Goal Analysis**  
Goal Analysis is the process of considering how an intended system meets organizational goals and why the system is needed.

**Mckinsey 7S Model**  
A Mckinsey 7S Model is used to analyze how well the organization is positioned to achieve its intended objectives. According to this model, there are seven internal aspects of an organization that need to be aligned to be successful.
**Suggested Techniques for Task Group 3.0**

**Core Competence Analysis**  
A Core Competence Analysis is a vital component of stakeholder analysis that helps to determine how the business analyst will work with stakeholders depending on their competence.

**Leadership Involvement Plan**  
A Leadership Involvement Plan is designed for leaders or managers; it expresses his or her role in the project, encouraging supportive and involved participation.

**MOST Analysis**  
Primarily, a MOST (Mission, Objectives, Strategy, Tactics) Analysis is performed to evaluate what an organization has set out to achieve and how it plans on achieving this.

**Organizational Modeling**  
An Organizational Model defines an organization's framework, including the lines of authority, communications, and responsibilities.

**PEST Analysis**  
PEST Analysis is a tool used to consider external factors and their impact. The factors included in PEST Analysis are political, economic, sociological, and technological.

**Porter’s Five Forces**  
Porter’s Five Forces is a framework often used to help the business identify opportunities in relation to competition from external sources.

**Principled Negotiation**  
Principled Negotiation is conflict management technique that helps to separate people from the problem.

**SWOT Analysis**  
A SWOT Analysis is used for the purpose of merging results from business environment analyses and can be performed at the enterprise and project level.

**Risk Analysis**  
Perform a Risk Analysis to identify and assess all possible risks associated with a project.

**Stakeholder Engagement Plan**  
A Stakeholder Engagement Plan is a tool that helps the business analyst communicate and collaborate with key stakeholders.

**Thomas-Kilmann Conflict Mode Instrument**  
The TKI is a popular tool for assessing conflict-handling styles of stakeholders and team participants.

**Value Chain Analysis**  
Value Chain Analysis is an effective method for identifying which activities are best performed by the business and which would be best outsourced.
**TASK GROUP 4.0 – STAKEHOLDER NEEDS ELICITATION**

**BRIEF OVERVIEW**

There are numerous, innate obstacles in regards to eliciting requirements. For example, it is common for stakeholders and customers to not correctly interpret the elicitation process you are trying to employ. The truth is that stakeholders are engrossed in their own needs independently of the necessary association between all requirements. The tasks in this group are designed to help you make the elicitation process run as efficiently as possible.

**TASK GROUP OBJECTIVES**

- Gathering stakeholder needs
- Compiling business rules
- Recording stakeholder demographic information

**MAJOR OUTPUTS**

- Stakeholder Needs (4.2)
- Business Rules (4.4)

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<th>TASK</th>
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<tr>
<td><strong>4.1</strong> Prepare for Elicitation</td>
<td>In Task 1.3, the business analyst determined which <em>elicitaiton</em> methods were best for the group of stakeholders at hand. In Task 4.1, the business analyst should give consideration to when the elicitation should occur. Depending on the chosen elicitation methods, the business analyst will need to take certain steps to prepare. For example, if the business analyst determines an interview would be the best method for certain stakeholders, he/she would have to generate the questions asked in the session.</td>
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<tr>
<td><strong>4.2</strong> Gather Stakeholder Needs</td>
<td>To perform this task, the business analyst will take the techniques determined in task 1.3 <em>Determine Elicitation Approach</em> and apply them to the schedule determined in task 4.1 <em>Prepare for Elicitation</em>. When eliciting needs from stakeholders, it is important to keep in mind the information gathered in task 3.1 <em>Conduct Stakeholder Analysis</em>.</td>
</tr>
<tr>
<td><strong>4.3</strong> Gather and Analyze Documents</td>
<td>As the business analyst conducts interviews, workshops, and other elicitation events, he/she must also gather documents that are related to the project. Examples of such documents could include user manuals, business process models, or organization rules and regulations.</td>
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</table>
### Task Group 4.0 - Stakeholder Needs Elicitation

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<td><strong>4.4</strong> Gather Business Rules</td>
<td>All stakeholders in a project are responsible for keeping track of <em>business rules</em> that apply to their department or area of expertise. However, many of these rules may be standard compliance regulations to which the enterprise or organization must adhere regardless of the project. Needs and requirements must be written in compliance with business rules. See Appendix G for a description of the different types of business rules.</td>
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<tr>
<td><strong>4.5</strong> Document Terminology</td>
<td>To ensure effective communication, your project should have a centralized repository of relevant terminology including the technologies, activities, and processes that you and your team will employ. Examples of terminology would be words and phrases like <em>use case</em>, <em>functional requirement</em>, <em>content management system</em>, <em>user interface</em>, etc. Create a repository of project and enterprise terms in RequirementPro™ to avoid assumptions and misunderstandings.</td>
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<tr>
<td><strong>4.6</strong> Gather Assumptions</td>
<td>An efficient way to gather demographic information is to list business areas that are impacted by the project and the technical knowledge that must be represented by participants. Match the necessary technical knowledge with that of project stakeholders and team members, creating a matrix of skills, location, job title, impact, and other identification information.</td>
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#### RASCI Diagram

**Task Group 4.0 - Stakeholder Needs Elicitation**

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Suggested Techniques for Task Group 4.0

**Activity Sampling**
Activity Sampling is a practice that can be performed to gather quantitative data for a business analyst’s assignment—especially data concerning how employees spend their time.

**Document Analysis**
Document Analysis is the process of reviewing the existing documentation of current business processes or systems to extract pieces of information that should be considered projects requirements.

**Focus Group**
A Focus Group is a technique for eliciting subjective information from stakeholders.

**Interview**
Another possible technique for eliciting stakeholder needs is holding one-on-one interviews with key stakeholders.

**Observations**
Observing stakeholders while using the existing system or process can provide business analysts with strong ideas for developing requirements.

**Personas and User Profiles**
Personas and User Profiles both provide information about the user population that can be used to design better specifications.

**Requirements Workshop**
A workshop is a structured event focused on one topic. These topics are usually generating ideas for new features or products, reaching an agreement on an issue, or reviewing requirements.

**Sampling**
Sampling is the process of eliciting needs from a select group of stakeholders when there are many stakeholders involved in a project.

**Scenarios**
A Scenario is a real-world narrative of a necessary process. An understanding of the user’s point of view will help determine the work that must be done to accomplish specific tasks.

**Survey**
When stakeholders are pressed for time, one technique that may be convenient is to deliver stakeholders a survey to identify needs.
Task Group 5.0 - Requirements Development

Brief Overview

The goal of requirements development is to deduce, capture, and agree upon a set of functional requirements and product characteristics that will achieve the stated business objectives. In this task group, a business analyst interprets stakeholder needs, prepares use cases, prioritizes requirements, and performs various other activities, in sequence, that promote a healthy requirements development cycle. Employing such methods as requirements visualizations and prioritization will demonstrate both clarity and efficiency within the development process.

Task Group Objectives

- Creating requirement specifications
- Using requirement visualizations
- Clarifying requirements
- Prioritizing requirements
- Validating requirements

Major Outputs

- Stakeholder Needs Assessment (5.1)
- Software Requirements Specification (5.3 & 5.4)
- Service Level Requirements (5.3 & 5.4)

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<thead>
<tr>
<th>TASK</th>
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<tbody>
<tr>
<td><strong>5.1</strong> Analyze Stakeholder Needs</td>
<td>It is the role of the business analyst to analyze the stakeholder needs that were gathered during elicitation and convert these into requirement specifications that can be used for design and development activities. Analysts should review and organize the needs according to tags. Look for missing information, inconsistencies, and ambiguities and correct them accordingly.</td>
</tr>
<tr>
<td><strong>5.2</strong> Prepare Use Cases</td>
<td>Use Cases are a particularly useful tool for developing requirements when dealing with larger-scaled developments with more complex software. They efficiently communicate what a system is supposed to do, place needs in a specific concept of user goals, and provide a starting point for design of practical user experiences. Use cases can be shown in unified modeling language (UML) diagrams or simply be described as narratives, which tell the story of how the system and its users work together to achieve a particular goal.</td>
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<td>TASK</td>
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<tr>
<td><strong>5.3</strong> Document Functional Requirements</td>
<td>Functional requirements are a type of solution requirement that describe the behavior and information that the solution will manage. When documenting functional requirements, determine the requirements that specify functionality that the developers must build to enable users to accomplish desired tasks. The amount of necessary detail may vary according to the type of project.</td>
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<tr>
<td><strong>5.4</strong> Document Non-functional Requirements</td>
<td>Non-functional requirements capture conditions that do not directly relate to the behavior or functionality of the solution, but rather describe environmental conditions under which the solution must remain effective or qualities that the system must have. Non-functional requirements need to be defined for all IT-related projects.</td>
</tr>
<tr>
<td><strong>5.5</strong> Create Requirement Visualizations</td>
<td>A requirement visualization supplements textual requirements with graphical illustration. RequirementPro™ includes a feature allowing you to attach visualizations to any requirement. The techniques we suggest using are mind-mapping (non-linear idea arrangement), data flow diagramming (graphical representation of a process), and value chain modeling (graphical evaluation of a current or future state). Examples of current documents and reports may also be attached for reference.</td>
</tr>
<tr>
<td><strong>5.6</strong> Elaborate with Additional Details</td>
<td>Requirements often get stale and change over time. One way of avoiding this is to add the necessary detail to requirement records only as it is needed. This is known as elaborating your requirements “just in time” to deliver to development. Additional details can be added to records in RequirementPro™ by creating requirement attributes.</td>
</tr>
<tr>
<td><strong>5.7</strong> Organize and Classify Requirements</td>
<td>Classify your requirements using patterns such as Access Control, Archival, Business Process, Documentation, Security, and others. In RequirementPro™, each pattern requires unique, specific information. For example, if a requirement deals with archiving and storage, provide information for feature accessibility, security, standards, archival method, and needed resources. See Appendix H for a list of types of non-functional requirements.</td>
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<tr>
<td><strong>5.8</strong> Prioritize Requirements</td>
<td>It is a good practice to categorize requirements based on priority because it ensures a sequential implementation of features, based on their importance. Clearly, some features are more significant than others. You, as a business analyst, need to help stakeholders to prioritize requirements. This will help the project team with making those tricky “trade-off” decisions that always seem to come up at the last minute.</td>
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<tr>
<td><strong>5.9</strong> Verify Requirements</td>
<td>Requirements verification ensures that the requirements exhibit the desirable characteristics of excellent requirement statements (correct, feasible, necessary, prioritized, and verifiable). These quality characteristics, explained further on the next page, assess whether a product actually satisfies customer needs.</td>
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<td>Quality Characteristic</td>
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<tr>
<td><strong>Accurate</strong></td>
<td>It is important to make sure that every requirement correctly illustrates the functionality to be implemented. The source of the requirement is the reference you should use to check its accuracy. A software requirement that conflicts with a corresponding system requirement is not accurate.</td>
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<tr>
<td><strong>Complete</strong></td>
<td>Every requirement should contain a complete description that covers all attributes and includes enough narrative and all necessary attachments. Every requirement must describe in full the functionality to be delivered. Simply put, if the requirement is implemented as written, the market need is completely addressed.</td>
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<tr>
<td><strong>Practical</strong></td>
<td>Systems and their environments have practical and technical limitations and capabilities. Make sure that the implementation of each requirement is possible and cost-justified under the current constraints. A good way to identify and avoid infeasible requirements is having a developer collaborate with the requirements analyst during the elicitation process.</td>
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<tr>
<td><strong>Prioritized</strong></td>
<td>How essential is a requirement to a particular service release? If all the requirements are regarded as equally important, the project manager is less able to react to new requirements added during development, budget cuts, schedule overruns, or the departure of a team member. For more information, please see Task 5.8 Prioritize Requirements.</td>
</tr>
<tr>
<td><strong>Unambiguous</strong></td>
<td>One of the most common and detrimental mistakes projects is the misinterpretation of requirements. If there are multiple readers of a requirement (which there usually are), they should all arrive at the same understanding. Besides the use of unambiguous language, ensure there is no jargon in the requirement that could be confusing.</td>
</tr>
<tr>
<td><strong>Valuable</strong></td>
<td>Every requirement has to describe something that the customers truly need or express something required for compliance to an external requirement, interface, or standard. Does the source of the requirement have the authority to specify requirements? Check the source by tracing each requirement back to the origin (e.g., a use case, regulation, stakeholder, or system requirement). If you can’t identify the origin, is it really necessary?</td>
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<tr>
<td><strong>Verifiable</strong></td>
<td>If a requirement is testable and verifiable, it is ready for inspection, demonstration, and testing to determine if it is properly implemented by the service. Use quantifiable measures and indicators of strength to provide evidence for verifications.</td>
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**RASCI Diagram**

**Task Group 5.0 - Requirements Development**

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<td>5.9 Validate Requirements</td>
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Suggested Techniques for Task Group 5.0

**Concept Diagram**
A Concept Diagram is a technique that is helpful in organizing requirements according to relationships.

**CRUD Matrix**
A CRUD Matrix is a table that is helpful in visualizing the relationship of requirements by correlating system actions with data entities to show where each data item is created, read, updated, and deleted.

**Data Flow Diagrams**
A data flow diagram is a graphical representation of the flow of data through an information system, modeling its process aspects.

**Entity Relationship Modeling**
Entity Relationship Modeling is a technique that can be performed during requirements analysis and visualization to describe information needs or the type of information that is to be stored in a database.

**MoSCoW Prioritization**
MoSCoW is a prioritization technique developed for business analysis and system development so that stakeholders and business analysts can reach an agreement on the level of importance of requirements.

**Mind Maps**
A Mind Map is a visual depiction of a set of ideas, words, things or tasks and the associations between them.

**Prototyping**
A Prototype is a model designed to test a system or product to be developed in the future.

**Requirement Patterns**
The idea of Requirement Patterns is to provide guidance on how to specify common types of requirements, make writing them quicker and easier, and improve their quality.

**Sketching**
Sketching requirements is the process of separating design from the task of building.

**Use Case Analysis**
Use Case Analysis is a technique useful for developing functional requirements that involves the description of system behavior under various conditions as the system responds to requests from stakeholders.

**User Interface Modeling**
A User Interface Model provides the ability to model the high-level relationships between major user interface elements.

**White Boards**
White boards are a useful tool for documenting visualizations discussed in requirements workshops or other meetings.

**Wireframes**
Wireframes are usually created after sketches to suggest the structure of a system and the relationships among its components.
**Task Group 6.0 - Requirements Management**

**Brief Overview**

Requirements management involves communication between the project team members and stakeholders, as well as adjustment to changes throughout the course of the project. This task group also involves integrating requirements into other development lifecycle activities such as design, development, testing, and deployment. Managing requirements through the project lifecycle and providing transparency is often called traceability. Requirements traceability refers to the ability to track every change of a requirement from the source to deployment. Our bundle system allows you to baseline a group of requirements for managing changes, maintaining requirements for later use, and tracing their activity.

**Task Group Objectives**

- Validating requirement bundles
- Baselining requirement bundles
- Maintaining requirements traceability
- Employing a requirements change management system
- Allowing reuse of requirements

**Major Outputs**

- Requirement Bundle Document (6.1)
- Requirement Change Requests (6.4)

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<tr>
<th>TASK</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td><strong>6.1</strong> Create Requirement Bundles</td>
<td>Our system for defining and baselining requirement bundles is highly flexible and customizable depending on the needs of your organization. Bundles represent a flexible way of organizing requirements to correspond to development iterations. Requirements bundled by components of features can facilitate prioritization of activities and alleviate frustrations for the development team.</td>
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<tr>
<td><strong>6.2</strong> Validate Requirement Bundles</td>
<td>Among others, quality characteristics for requirement bundles mainly include completeness and consistency. A complete bundle has no missing requirements or information. A consistent requirement bundle is one that does not create an incongruity between itself and another group of requirements. Refer to the following page for a list of bundle quality characteristics that must be validated in addition to the individual requirement characteristics.</td>
</tr>
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</table>
**Complete**

In Task 5.9 *Validate Requirements*, you validated that each requirement had a sufficient amount of information. In Task 6.2 *Validate Requirement Bundles*, check to make sure there are no missing requirements. Missing requirements may account for missing features, resulting in missing stakeholder needs.

**Consistent**

Ensure that every requirement in a bundle has the same level of detail. According to your preferences, you may or may not have a very detailed set of requirements. Make sure the project has a set standard for the level of detail in requirements. Also, ensure the language and level of concision is consistent, as well.

**Structured**

Requirements in a bundle should also be structurally consistent. Set a standard for the sentence structure of requirement statements. For example, should the requirements begin with the words “The system shall...” or should they begin another way?

**Non-redundant**

Once requirements have been placed into bundles, business analysts will be able to delete duplicate requirements. Help the team to determine which requirements are redundant and need to be removed.

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<th>TASK</th>
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<tr>
<td><strong>6.3</strong> Baseline Requirement Bundles</td>
<td><em>Baselining</em> a bundle creates a record of a validated bundle, which can then be altered with a change management process. Because requirements in a bundle are typically dependent on other requirements, having the record of a working model can help control changes.</td>
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<tr>
<td><strong>6.4</strong> Transition to Design</td>
<td>The purpose of requirements development is to figure out what the business needs, whereas the purpose of the design is to decide how to build it. A plan must be created to determine the approach to transitioning from the requirement development phase to the design phase. Your focus should be on transitioning the requirements to the design team so that they can prepare a technical system blueprint.</td>
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<td><strong>6.5 Trace Requirements</strong></td>
<td>According to BABOK, tracing a requirement refers to the ability to look at the complete history of a requirement and the other records to which it is related, enabling team members to find the origin of the requirement. Requirement traceability promotes transparency to users and stakeholders. Requirements traceability identifies and documents the lineage of each requirement, including its backward traceability (derivation) and forward traceability (allocation).</td>
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<tr>
<td><strong>6.6 Manage Changes to Requirements</strong></td>
<td>Project team members and stakeholders need to request and document any changes that must be made to baselined bundles. This is done with a change request record, which allows the requester to detail, precisely, what needs to change and why. There are three different types of changes that can happen to bundles. Individual requirements can be removed or modified and new requirements can be added.</td>
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<tr>
<td><strong>6.7 Maintain Requirements for Reuse</strong></td>
<td>Requirements that can apply to other functions or to systems outside of the scope of your project should be maintained for later reuse. This should include all requirements except most transition requirements. Similar problems will arise in your organization’s future, and similar systems and processes may be implemented that will benefit from well-written existing requirements. Keep a record of all requirements the business has used that could possibly be reused in the future.</td>
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### RASCI Diagram

**Task Group 6.0 - Requirements Management**

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### Suggested Techniques for Task Group 6.0

**Change Management**
There must be some type of change management process in place to deal with scheduling, technical, and funding issues as they arise.

**Communication Needs**
Create a plan for communicating and collaborating with stakeholders and project team members about requirements and their changes.
**Task Group 7.0 - Solution Evaluation and Acquisition**

**Brief Overview**

There are several methods that can help the process for evaluating and selecting a solution become much easier. Many new project teams are making the decision to buy or rent a solution, versus building one. However, there are many things to consider before making that type of decision. A business analyst should take the time to identify potential threats associated with highly specific instances in implementing a purchased solution. It is important to remember that your process for implementing a purchased solution has to match the value it could potentially add to your organization.

**Task Group Objectives**

- Gathering evaluation and selection information
- Listing possible solutions
- Analyzing possible solutions
- Choosing a purchased solution that meets all stakeholder needs

**Major Outputs**

- Evaluation and selection approach (7.1)
- Evaluation and Selection Documents (RFP, RFI) (7.2)
- Short-List (7.3)
- Evaluation and Recommendation Report (7.5)

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<tr>
<td>7.1</td>
<td>The goal of this task is to find a system that matches your organization’s needs as closely as possible. Knowing which approach to take is dependent on both the existing processes and available solutions. To begin planning the approach, create the project evaluation team, identify roles and responsibilities, define differentiating criteria, and determine necessary organizational change tasks.</td>
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<td>7.2</td>
<td>Just like a team developing their own solution, a team choosing to acquire one will still have deliverables throughout the project. Documents in this task group will serve as a roadmap for tracking progress, as well as listing, analyzing, and choosing solutions that best meet your project’s criteria.</td>
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### TASKS

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<tr>
<td>7.3</td>
<td><strong>Identify and Short-List Solutions</strong>&lt;br&gt;Simply choosing one solution before taking the time to look at all options will probably cause more harm than good. In this task, make a list of all alternatives that you and your team are considering. You can also start thinking about which features and components in each service are essential, which ones would be nice to have, and which ones are unnecessary.</td>
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<td>7.4</td>
<td><strong>Analyze Short-listed Solutions</strong>&lt;br&gt;Once you and your project team have compiled a list of possible solutions and components that are must-haves, you can begin ruling out those alternatives missing the minimum criteria. Through this process of elimination, you will most likely have to make some hard decisions. If your team gets really stuck with a handful of options, seek advice from external stakeholders who are experts in that particular area of software or take the time to participate in a trial version of the service (if available).</td>
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<td>7.5</td>
<td><strong>Document Decision</strong>&lt;br&gt;The software selection should be a group decision. If a group owns the results, as opposed to one person, its implementation will go more smoothly. Unanimity is rarely achieved in this type of selection, but a solution with the most support from a vast number of stakeholder groups and project team members will undeniably represent the best option for the enterprise at large.</td>
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### RASCI Diagram

**Task Group 7.0 - Solution Evaluation and Acquisition**

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<td>7.4 Analyze Short-Listed Solutions</td>
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Suggested Techniques for Task Group 7.0

**Activity Based Costing**
Activity Based Costing is a process that includes a set of accounting methods used to identify and describe costs and required resources for activities within processes.

**Cost/Benefit Analysis**
Cost/Benefit Analysis is the process by which the value of a project is estimated based on the expected costs compared to the tangible benefits.

**Financial Analysis**
Financial Analysis is the process of assessing the viability and profitability of a project.

**Option Identification**
Once a problem has been recognized, all possible solutions to the problem should be listed out and analyzed.

**Risk Analysis**
Perform a Risk Analysis to identify and assess all possible risks associated with a project.
**Task Group 8.0 - Solution Assessment and Validation**

**Brief Overview**

The purpose of this task is to guarantee that business needs are successfully met. Tasks within this area will help you assess the viability of the chosen solution. Part of solution assessment is identifying shortcomings within the solution and determining the organizational readiness for change. Additionally, you can use these tasks and practices to measure the performance of a project and create transitional requirements for the affected stakeholders.

**Task Group Objectives**

- Creating test scenarios and test cases
- Performing verifications
- Defining transition requirements

**Major Outputs**

- Solution Assessment and Validation Report (8.4)
- Lifecycle Event Defect Report (8.5)
- Transition Requirements Document (8.6)

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<tr>
<th>TASK</th>
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<tr>
<td>8.1 Create Lifecycle Events</td>
<td>Requirements must go through a series of events before deployment to ensure customer satisfaction. Keep track of the standard stages that must occur to each requirement bundle at some point in the duration of the project. It is important to trace each lifecycle event and verify that goals were fulfilled. Examples of common lifecycle events are System Design Review and User Acceptance Testing.</td>
</tr>
<tr>
<td>8.2 Create Test Cases</td>
<td>Test scenarios are used in <em>user acceptance testing</em> as a means of requesting and classifying results. Test scenarios are collections of <em>test cases</em>, which are specific situations that must be tested by users to confirm successful implementation of the solution. Business analysts, subject matter experts, knowledgeable stakeholders, or QA staff may write test cases.</td>
</tr>
<tr>
<td>8.3 Create Verifications</td>
<td><em>Verification</em> is the process of confirming that the designed and built product fully addresses documented requirements. Verifications consist of inspections, tests, and analyses throughout the product lifecycle to ensure that the design, iterations, and the finished product match stakeholder user expectations. Create meaningful verifications. The data from each verification should represent a significant assessment.</td>
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### Task Description

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<tr>
<th><strong>Task</strong></th>
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<tbody>
<tr>
<td><strong>8.4</strong> Perform Tests and Verifications</td>
<td>First, make a schedule in which you review the project’s features, determine milestones for the testing, create a testing structure, conceptualize the associated activities, and assign resources and durations to all activities. Then, assemble the testing team—people who have the appropriate subject matter expertise, creativity, attention to detail, curiosity, communication skills, and the right level of computer literacy.</td>
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<tr>
<td><strong>8.5</strong> Resolve Defects</td>
<td>An unverifiable requirement is a bad or unnecessary requirement. If the business analyst cannot verify it, then the developers cannot design it or build it. If the business analyst cannot verify a requirement, the business may not be able to convince the customers that its product fits their needs. Resolving defects entails the collaboration between stakeholders and project team to remove any ambiguity, unnecessary features, and infeasible requirements from bundles and specifications.</td>
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<tr>
<td><strong>8.6</strong> Define Transition Requirements</td>
<td>Transition requirements are the only “project requirements” that exist. All other requirements are “solution requirements” because they are related to the solution scope. Transition requirements define what needs to be done to migrate to the new solution. The most common transition requirements are data conversion and training of staff.</td>
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### RASCI Diagram

**Task Group 8.0 - Solution Assessment and Verification**

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**Legend**

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**Suggested Techniques for Task Group 8.0**

**Issue and Defect Reporting**
During the requirements management planning process, develop a plan for reporting issues and defects once they have been discovered.

**Peer Review**
Peer Reviews are an industry best practice and a technique that should be used in conjunction with testing.

**Structured Walkthrough**
A structured walkthrough is a technique for peer-reviewing the completeness and accuracy of a project deliverable.

**Traceability Matrix**
A Traceability Matrix is a technique used to map test cases to their related requirements.

**User Acceptance Testing**
All new systems and features must be approved by stakeholders via User Acceptance Testing.
**TASK GROUP 9.0 - STAKEHOLDER SOCIALIZATION**

**BRIEF OVERVIEW**
Keeping stakeholders engaged throughout an entire project can be extremely difficult. The tasks in this group offer intuitive ways in which to disseminate pertinent information to impacted stakeholders, as well as simple practices to monitor their participation. Implementing a business analysis tool like RequirementPro™ can automate these tasks, but we can also show you many industry standards regarding stakeholder engagement and communication.

**TASK GROUP OBJECTIVES**
- Disseminating project news and events
- Conducting retrospectives
- Monitoring project through all lifecycles
- Taking corrective action when necessary

**MAJOR OUTPUT**
- Project News and Events (9.1)

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<th>TASK</th>
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<tr>
<td>9.1 Disseminate Project News</td>
<td>Continually updating a project's news feed is vital to keeping your team and stakeholders informed. While RequirementPro™ and StakeholderPortal™ feature an excellent automated activity feed (records tracked in RequirementPro™ and StakeholderPortal™), the project news feed consists of important user updates, a feature similar to social networking’s status updates and microblogging.</td>
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<td>and Events</td>
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<td>9.2 Monitor Stakeholder</td>
<td><em>Action Items</em> are project tasks, assigned by RequirementPro™ users (e.g., a business analyst or project manager) to be carried out and monitored by other project team members and stakeholders. If you assign a stakeholder an action item, you are notified when he or she completes it. Monitor stakeholder activity via the recent activity feed and individual activity feeds within RequirementPro™.</td>
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<td>Engagement</td>
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<td>9.3 Monitor Project and Take</td>
<td>Obtain and maintain agreement among important stakeholders in regards to the scope to take corrective action. If something is out of scope, incorrect, or stakeholders just aren’t participating, you need to take the necessary actions to correct problems. Use data, facts, and other project deliverables to share your concerns with the relevant people.</td>
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<td>Corrective Action</td>
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### TASK 9.4: Conduct Project Retrospectives

**DESCRIPTION:**
A project retrospective should not be held as an afterthought without a defined, objective process. If retrospectives are held after a project is over, the lessons learned should be applied to the next program or project. The sharing of perspectives leads to the understanding of what works well, which is why stakeholder participation is so important. The discussion will hopefully provide the organization with opportunities for improvement and lessons learned. With increased buy-in from the people performing the work, a higher probability of achieving sustainable and permanent change will occur.

### TASK 9.5: Enable Organizational Change

**DESCRIPTION:**
Organizational Change is the process by which organizations reach their desired goals. The activities included in this task are for the purpose of helping people, such as users and stakeholders, transition to the new system. To perform this task, determine what type of stakeholder communication, conflict management, and user training will be required to ensure the solution is successful.

#### RASCI Diagram

**Task Group 9.0 - Stakeholder Socialization**

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Suggested Techniques for Task Group 9.0

Communication Needs
Create a plan for communicating and collaborating with stakeholders and project team members about requirements and their changes.

Communication Network Table
A Communication Network Table can improve communication through distinct leadership and effective message delivery.

Retrospective
At the end of each iteration, Retrospectives, or focused meetings, should be held to reflect on what occurred in the previous iteration.

Stakeholder Interest Grid
The Stakeholder Interest Grid is a two-dimensional matrix where stakeholders are plotted according to their prioritization.

Stakeholder Transparency
Transparency of information related to a project should be provided for the appropriate stakeholders. Stakeholders should be involved in major decision-making events.

Thomas-Kilmann Conflict Mode Instrument (TKI)
The TKI is a popular tool for assessing conflict-handling styles of stakeholders and team participants.
**Task Group 10.0 - Portfolio and Knowledge Management**

**Brief Overview**

Certain information, outside of projects, needs to be maintained at an enterprise level, and it should be incorporated and reused in defining project requirements. Portfolio and knowledge management is focused on maintaining four knowledge bases: services, business processes, business rules, and stakeholder information. This task group primarily concerns itself with maintaining and managing catalogs, portfolios, matrices, etc. for these various knowledge areas. The logic behind the storage of this information is simple – many requirements are dependent upon enterprise-wide, indexed documentation.

**Task Group Objectives**

- Maintaining and managing the following information
  - Project portfolio
  - IT services portfolio
  - Stakeholder persona catalog
  - Business process portfolio
  - Business rule books

**Major Output**

- Benefits Realization Plan (10.6)

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| 10.1       | **Manage Project Portfolio**

Project portfolio management is a term used to describe methods for analyzing managing a project or a group of projects. This portfolio will contain information relevant to the project, including all task group deliverables. Continually updating and editing the portfolio will ensure organization and continuity between tasks in a project, task groups, and separate projects.

| 10.2       | **Manage IT Services Portfolio and Knowledge**

IT enterprises may provide many different types of services to a company, including application and infrastructure support, as well as application development. The managing of these services is extremely important to their success. It is not the technology that makes a system reliable, it is how the service is managed.
<table>
<thead>
<tr>
<th>TASK</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>10.3 Manage Business Process Portfolio</td>
<td>Beginning with a process framework or reference model in your process portfolio will help support process analysis, design and modeling activities, and can also provide analysis professionals with a sturdy foundation on which to build a project. We suggest using the APQC Process Classification Framework. This open source framework is available on our website as well as APQC’s and has been translated into many languages including Japanese, Chinese, and Spanish. Industry specific versions are available. Their framework is organized into 12 Process Categories, which are further divided into process groups, processes, and activities.</td>
</tr>
<tr>
<td>10.4 Maintain Stakeholder Persona Catalog</td>
<td>RequirementPro™ was designed with one thing in mind: ease of use for all project team members and stakeholders. Whether on behalf of the business analyst, project manager, or external stakeholders, maintaining stakeholder personas and contacts is as simple as updating a text field when the business or project calls for it. We suggest that stakeholders maintain their own personas to ensure that their information and requirements come from the source, limiting the discrepancies created by miscommunication and allowing for a thorough description. Stakeholder personas should be reused to save time at the beginning of new projects.</td>
</tr>
<tr>
<td>10.5 Maintain Business Rule Books</td>
<td>Business rules are generally organized by function, service/product, or processes and grouped into rule books. Each rule book is managed and organized by a rule book owner. A few examples of rule books are Customer Acquisition, Supplier Approval, Expense Reporting, Purchasing, Time Accounting, Building Access and Security. How many rules belong in each rule book? Let’s look at a real world example for this question: a Human Resource department’s rule book. That could consist of maybe a thousand or more rules – everything from vacation policy to benefits would be included in that rule book. We suggest breaking up rule books over 100 rules and dividing them by policy—one hundred is a good number to keep in mind.</td>
</tr>
<tr>
<td>10.6 Manage Benefits Realization</td>
<td>Benefits realization is the process of ensuring that the outcomes of the project produce the projected benefits claimed in the business case. Benefits should be measured using key performance indicators (KPIs). To effectively implement Benefits Realization Management (BRM), the business analyst must identify expected outcomes from investment, define metrics for measuring benefits, collect current benefit measure data, and identify optimizations that are needed to improve performance.</td>
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### RASCI Diagram

**Task Group 10.0 - Portfolio and Knowledge Management**

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<td>10.2 Manage IT Services Portfolio and Knowledge</td>
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**Key**

- R - Responsible
- A - Accountable
- S - Sign-off
- C - Consulted
- I - Informed

- PM - Project Manager
- BA - Business Analyst
- ES - Executive Sponsor
- BSME - Business Subject Matter Expert
- TSME - Technical Subject Matter Expert
- DEV - Development
- QA - Quality Assurance
- OPS - Operations
**Suggested Techniques for Task Group 10.0**

**5S**
5S is an organization method for creating efficiency and effectiveness.

**Business Activity Modeling**
A Business Activity Model (BAM) presents an unique view of the conceptually high-level business activities that we would typically see in an organization.

**Kaizen**
Kaizen is a Japanese system created for implementing continuous improvement on business processes that involves every employee in the enterprise.

**Process Classification Framework**
The Process Classification Framework was created by APQC as a general categorization of all business processes.

**Process Mapping**
Business Process Mapping is the task of creating a chart that clarifies and documents processes.

**Value Stream Mapping**
Value Stream Mapping is a Lean technique for mapping the flow of inventory and important information.
APPENDIX A: BUSINESS ANALYSIS PLANNING CHECKLIST

Refer to this checklist at any point during the business analysis process to ensure all necessary steps are taken for creating a successful project.

** INITIAL QUESTIONS **

- Who are the consumers of the requirements?
- What will the requirements be used for?
- Where does the project fall in the range of factors that characterize the project?
  - Criticality
  - Risk
  - Urgency
  - Complexity
  - Size
  - Requirements stability
  - User involvement
- What are the key business analysis work products?
  - Business Case
  - Business model
  - Business process model
  - Stakeholder profiles (Personas)
  - Stakeholder impact analysis
  - Business Process – AS IS model
  - Business Process TO BE model
  - RASCI Diagram
  - Business Rule Books
  - Business Requirements Document
  - Stakeholder Needs summary
  - Functional Requirements
  - NonFunctional Requirements
  - Transition Requirements
  - Requirement visualization
  - Requirement Bundle Contents
  - Potential Vendor List
  - Vendor Short List
  - Acquisition recommendation summary
  - Requirements traceability matrix
• What are the business analysis roles and responsibilities?
• Will the bundles be baselined?
• Will retrospectives be conducted? Who will participate?

**Planning**

• Has the business problem been clearly defined?
• Have SMART business objectives been defined?
• Is there a well defined business case?
• What user groups/stakeholders will be impacted by the solution?
• Have project constraints been identified and documented?
• What amount of business process improvement is needed?
• What will be the impact on business rules?
• What is the amount of organizational change required to implement the solution?
• What requirements visualization methods should be used?
  □ Concept diagram
  □ Use case diagrams
  □ Wireframes
  □ Data model
  □ Value stream maps
  □ Business process maps

**Solution Scope**

• What IT Services will be impacted?
• Do features meet the following criteria?
  □ Clear
  □ Necessary
  □ Prioritized
  □ Atomic
  □ Feasible

**Stakeholders**

• Who and how many stakeholders are there for the project?
• Where are the stakeholders located?
• Have all stakeholders been identified?
• What level of experience do the stakeholders have? Have they worked on similar projects?
• Does the project cross organizational boundaries?
• What level of politics are involved in the project?
ELICITATION

- What methods should be used to elicit needs from stakeholders?
  - Direct Entry using StakeholderPortal
  - Interviews
  - Focus Groups
  - Requirement Workshops
  - Observation
  - User Task Analysis
  - User Surveys
  - Document Review

- How should needs be documented?
  - Scenarios
  - User Stories
  - Need Patterns

- Will use case be used?

REQUIREMENTS DEVELOPMENT

- What level of detail is needed for the requirements?
- What numbering structure should be used
- Will requirements be traced to stakeholder needs?
- How will the requirements be prioritized?
- Will requirements be traced to business rules?
- What is the requirements validation process?
- Do the requirements minimum quality standards?
  - Correct
  - Feasible
  - Necessary
  - Prioritized
  - Clear
  - Testable and Verifiable

REQUIREMENTS MANAGEMENT

- Who is authorized to approve changes to the requirements?
- Who can submit change requests?
- How will change impact assessments be conducted?
- Will requirements be traced through the project lifecycle?
- Who is responsible for preparing and approving user acceptance test scenarios and test cases?
**Solution**

- Will the solution be purchased or built?
- Is the project risk driven or change driven?
- How many solution teams will be impacted by the solution?
- How should requirements be bundled to best fit the solution approach?
- Will user centered design methods be used?

**Lifecycle Management**

- How will requirements be used throughout the project lifecycle?
- What are the lifecycle events?
  - System Architecture Document
  - Design Reviews
  - Demonstrations and walkthroughs
  - System Test
  - User Acceptance Test
  - Pilot Test
  - Training Design
  - Training satisfaction survey
  - Deployment Planning
  - Production turnover and support
  - User satisfaction survey
  - Organizational Change
- What type of tests will be performed?
  - Service specification testing – Verifies whether the solution does what the customer expects.
  - Service level testing – Verifies whether the solution meets specified service levels
  - Service guarantee testing – Verifies availability, capacity, security, and continuity
  - Usability testing - Verifies user friendliness and compliance with accessibility requirements
  - Contract and regulatory compliance testing – Verifies that solution is compliant with contracts and regulations
  - Service management testing – Verifies that standards and best practices are being followed.
  - Operational testing – Verifies that solution meets operational requirements. This includes stress tests, load tests, and security tests.
  - Regression testing – Verifies that the system did not impact parts of the system that were not suppose to change. Non impacted functions should continue to function properly.
  - Production verification testing – Testing done in the production environment to verify the satisfaction operation of the implemented solution.
- What test scenarios/test cases are needed?
- What verifications should be performed for each lifecycle event?
APPENDIX B: ENTERPRISE PROJECTS

PROJECT TYPES

Below is a list of the most common types of projects. Consider the following areas that may need improvement:

- Agile Development
- Waterfall Development
- Kanban Development
- COTS Evaluation and Selection
- Merger and Acquisitions
- Business Intelligence/Analytics
- Data Warehouse
- Data Conversion and Migration
- Organizational Transformation
- System Upgrade
- System Maintenance
- Business Process Improvement
- Business Process Reengineering/Workflow
- Infrastructure and Operations

CONSIDERATIONS

Each type of project would have unique considerations when compared to others. Remember to reflect on the following areas for each new project:

- Amount of Detail to Gather
- Stakeholder Selection and Participation
- Stakeholder Engagement
- Elicitation Methods
- Needs Analysis and Classification
- Amount of Validation, Verification, and Testing
- Requirement Visualization Methods
- Requirement Bundling
- Lifecycle Events
- Roles and Responsibilities
Enfocus Requirements Development Method

The business analysis experts at Enfocus Solutions have determined the layered requirements development process displayed below to be the most simple yet effective requirements development process. The business analysis skills required to manage each backlog are different. First, you must determine your conceptualization approach, which will dictate how you define features. Then, develop requirements based on those features, including only the bare-minimum amount of detail. After that, organize the requirements into bundles. All solution requirements do not have to be defined before you start bundling; bundles can be created as requirements are being developed. Lastly, elaborate the requirements documents with the amount of detail and visualization required for the development team to understand and build the desired solution. Since requirements have a tendency of getting old quickly, they should only be elaborated just in time to deliver to development, and not any sooner.
## Appendix D: Business Analysis Deliverables

Over the course of a project, the business analyst will produce a variety of documents. We suggest determining the deliverables of a project in its beginning stages, during task 1.8 Plan and Manage BA Activities. The types of documents that the business analyst will actually create varies according to the needs of the organization. The list beginning on the next page consists of the most commonly necessary deliverables for any type of project. Refer to the chart below for a quick understanding of who is interested in what deliverables.

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<th>TASK</th>
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</table>

**Key**

- **BA** - Business Analyst
- **ES** - Executive Sponsor
- **PM** - Project Manager
- **BSME** - Business Subject Matter Expert
- **TSME** - Technical Subject Matter Expert
- **DEV** - Developers
- **QA** - Quality Assurance
- **OPS** - Operations

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BUSINESS ANALYSIS DELIVERABLES CONT’D

PROBLEM DEFINITION (PD)

- **Purpose:** To describe why the project is being undertaken.
- **Task:** 2.1 Document Problem
- **Target Audience:** All project participants including project sponsors, project management, business stakeholders, development and quality assurance resources.
- **Content:**
  - *Summary Problem Statement*—Briefly explain the problem, opportunity or challenge.
  - *Current Performance*—Describe the current performance.
  - *Target Performance*—Describe what the performance should be.
  - *Cause of the Problem*—Describe what is preventing us from achieving our target performance.
  - *Risks*—Describe the risks if the problem is not addressed.

VISION AND OBJECTIVES DOCUMENT (VOD)

- **Purpose:** To explain how the future state should be after the project is completed and to describe measurable objectives for undertaking the project.
- **Task:** 2.5 Define Project Objectives
- **Target Audience:** All project participants including project sponsors, business stakeholders, development and quality assurance resources.
- **Content:**
  - *Summary Vision Statement*—Provide a brief statement or paragraph that describes the why, what, and who of the desired software product from a business point of view. While the statement does not give direction on exactly how to implement the solution, it does provide direction to business analysis planning. The size of the vision statement will vary according to the size of the project.
  - *Business Objectives*—Define these high level requirements to provide a clear understanding of the goals that the organization seeks to achieve. Examine the goals set out in the vision statement and create statements that include more detail. Business objectives are the basis for determining measurements of success. The amount of business objectives within a project will vary according to the size of it.
  - *Balanced Scorecard*—The enterprise balanced scorecard is a performance measurement tool that aligns business activities to the vision and strategy of the organization. The balanced scorecard essentially links the project to corporate strategy.
BUSINESS ANALYSIS DELIVERABLES CONT’D

CAPABILITY GAP ANALYSIS (CGA)

- **Purpose:** Gap analysis is a tool frequently used by management to improve performance. Also called “need-gap analysis,” this type of analysis looks at the difference between a company’s actual performance and its target performance. The “gap” between is evaluated qualitatively and quantitatively. Using “backward chaining,” the analyst looks at how the gap can be mitigated, or closed. This type of reasoning produces solutions that are easy to be implemented and tracked.

- **Task:** 2.4 Determine Capability Gaps

- **Target Audience:** Project sponsors and project management

- **Content:**
  - **Project Name and Description**—Provide a project identifier and briefly remind the audience of the goals of the project.
  - **Current Situation**
  - **Vision**
  - **Capabilities Needed to Achieve Vision**—set of skills, system, process changes

SOLUTION SCOPE DOCUMENT (SSD)

- **Purpose:** To describe the solution scope in terms of what specific features will be developed.

- **Target Audience:** All project participants including project sponsors, business stakeholders, development and quality assurance resources

- **Task:** 3.5 Define Solution Features

- **Content:**
  - **Project Name**
  - **Description**
  - **Problem Statement**—Remind readers of the problem being addressed.
  - **Vision Statement**—Remind readers of the project vision that will be achieved by the solution.
  - **Business Objectives**—The business objectives provide direction for developing solution features.
  - **Features**—Altogether, the list of features makes up the solution scope.
    - **Feature Name**
    - **Description**
    - **Business Value**—Describe the business value that will be delivered along with the delivery of each individual feature.
    - **Implementation Complexity**—Describe the difficulty of implementing each individual feature.
BUSINESS ANALYSIS DELIVERABLES CONT’D

STAKEHOLDER IMPACT REPORT (SIR)

- **Purpose:** To describe which stakeholders will be impacted and what the impacts will be.
- **Task:** 3.1 Conduct Stakeholder Analysis
- **Content:**
  - *Project Name and Description*—Provide a project identifier and briefly remind the audience of the goals of the project.
  - *Stakeholder Profile Definition*—Describe each stakeholder persona affected by solution implementation.
  - *Impacts*—Provide the following information about the impact on each stakeholder persona.
    - Changes in roles and responsibilities
    - New skills
    - Productivity improvements
  - *Feature by Stakeholder Profile Matrix*—Create a matrix that provides information about which features are requested by which stakeholders.

BUSINESS ANALYSIS PLAN (BAP)

- **Purpose:** To document the roles, responsibilities, strategy, and deliverables for business analysis on the project.
- **Task:** 1.8 Plan and Manage BA Activities
- **Content:**
  - *Project Overview*—Provide an overview of the problem and project vision as they currently exist.
  - *Project Participants*—Provide a list of all project contributors and relevant stakeholders that will be taking part in project activities and events.
  - *BA Roles and Responsibilities*—Describe the roles and responsibilities of the business analyst as they have been determined by the project sponsor, project manager, BA, or any other relevant individual. Business analysis is much more than requirements; it is important that the project team agrees on the roles of the BA to ensure a good relationship among project contributors throughout the project lifecycle.
  - *Conceptualization Approach*—Describe the agreed-upon approach for defining the solution scope. We suggest defining features to represent the solution scope. Features are small easy-to-understand units that ensure the project team builds the solution one step at a time, rather than tackling the whole project in one go.
  - *Elicitation Approach*—Describe the agreed-upon approach for eliciting stakeholder needs. Developing a complete set of requirements requires multiple viewpoints. The BA must ensure that each viewpoint is represented in the requirements process. He/she can do this by ensuring the appropriate stakeholders are involved in determining stakeholder needs.
**Business Analysis Deliverables Cont’d**

- **Requirements Visualization Approach**—Describe the agreed-upon approach for visualizing solution requirements. Good requirements often require more than just text. However, different types of visualizations are necessary based on the type of project and the requirement layer.

- **Requirements Bundling Approach**—Describe the agreed-upon approach for developing requirement bundles. The appropriate approach will vary according to the type of project and organization. It is best practice to create a separate bundle for each development iteration; however, we suggest determining the best way to bundle your requirements according to your style of development and organizational architecture.

- **Requirements Management Approach**—Describe the agreed-upon approach for managing requirements once they have been bundled. Requirements management activities that need to be planned ahead of time include tracing requirements, managing the changes that occur to them, and maintaining them for reuse in the future.

- **Stakeholder Socialization Approach**—Describe the agreed-upon approach for engaging and collaborating with stakeholders that are relevant to the interests of the solution. A complete understanding of stakeholder roles, their processes, and activities is very important to developing a full understanding of the problem, and furthermore, an adequate solution to address it. The BA must constantly be tuned into the stakeholder experience, adjusting to their needs when necessary.

- **Solution Assessment and Validation Approach**—Describe the agreed-upon approach for testing and validating the solution. Determine the lifecycle events that will occur for each bundle; lifecycle events may consist of tests or verifications. Also, determine an approach for dealing with defects discovered in testing and verification.

**Business Case (BC)**

- **Purpose:** To provide justification for an investment in a project by comparing the cost of a project with the benefit that it provides.
- **Task:** 3.6 Define Business Case
- **Target Audience:** Project sponsors and project management
- **Content:**
  - **Problem Statement**—Provide the summary problem statement so that the reader can understand the problem being addressed.
  - **Vision Statement**—Provide the vision statement so that the reader can understand the project vision.
  - **Alternatives**—Briefly describe the alternative solutions.
  - **Recommended Strategy**—Describe the recommended solution.
  - **Benefits**—List the benefits associated with the recommended solution.
  - **Assumptions**—List factors that are known to be true that will have an effect on the project.
  - **Financial Analysis**—Compare benefits to costs to analyze the value of the project as an investment.
  - **Risks**—List the risks associated with implementing the proposed solution.
  - **Risk Mitigation Strategy**—Describe the agreed-upon strategy for dealing with possible risks.
Business Analysis Deliverables Cont’d

Business Requirements Document (BRD)

- **Purpose:** To provide a summary of the project’s high-level business requirements. Business requirements describe the reasons why a project has been initiated, the objectives that the project will achieve, and the metrics that will be used to measure its success.

- **Task:** 3.5 Define Solution Features

- **Target Audience:** All project participants including project sponsors, business stakeholders, development and quality assurance resources

- **Content:**
  - *Project Name and Description*
  - *Problem Statement*—Provide the summary problem statement, which states the business need, identifies key stakeholders, and briefly describes the positive impact that meeting the business need will have on those stakeholders.
  - *Vision*—Provide the project vision statement, which is a brief statement or paragraph that describes the why, what, and who of the desired software product from a business point of view.
  - *Balanced Scorecard*—Provide the project’s balanced scorecard, a performance measurement tool that aligns business activities to the vision and strategy of the organization. The balanced scorecard essentially links the project to corporate strategy.
  - *Business Objectives*—Provide the project’s business objectives, which are the high-level business requirements that provide a clear understanding of the goals that the organization seeks to achieve. Business objectives are more detailed than the vision statement, but less detailed than stakeholder needs or solution requirements.
  - *Constraints*—Provide the project’s constraints, which are restrictions or limitations on the solution. Document any constraints on solution design, construction, testing, validation, and/or deployment.
  - *Features*—Provide a list of the solution features, which together make up the solution scope.
BUSINESS ANALYSIS DELIVERABLES CONT’D

STAKEHOLDER NEEDS ASSESSMENT (SNA)

- **Purpose:** To analyze the stakeholder needs, related documents, and business rules necessary for developing requirements.
- **Task:** 5.1 Analyze Stakeholder Needs
- **Target Audience:** Business analysts developing requirements
- **Content:**
  - **Organize Needs by Stakeholder Profile**
  - **Stakeholder Profile**—Provide the following information for each stakeholder profile.
    - Name
    - Description
    - Profile (Characteristics)
    - Responsibilities
    - Population
    - Location
  - **Stakeholder Impact**—For each stakeholder profile, describe the impact effected by the solution. Include the following information:
    - Expected Benefits
    - Expectations
    - Constraints
    - Concerns
    - Key Changes
    - Impacted Population
    - Skills Evaluation
    - Planned Leadership Involvement
  - **Stakeholder Needs**—For each stakeholder profile, list the needs provided for requirements development consideration, and provide their descriptions and reference numbers.
    - Sort According to Feature
BUSINESS ANALYSIS DELIVERABLES CONT’D

SOFTWARE REQUIREMENTS SPECIFICATION (SRS)

- **Purpose:** To document the functional and non-functional solution requirements.
- **Task:** 5.3 Document Functional Requirements & 5.4 Document Non-functional Requirements
- **Target Audience:** Developers building the solution and QA testers
- **Content:**
  - *Requirements*—Provide a list of all solution requirements. Organize according to feature or create individual reports for each feature. Provide the following details for each requirement.
    - Feature Name
    - Feature Description
    - Business Value (Value and Narrative)
    - Implementation Complexity (Value and Narrative)
  - *Functional Requirements*—Describe all functional requirements. Within each feature, separate functional requirements from non-functional requirements.
    - List each requirement with related details
  - *Non-functional Requirements*—Describe all non-functional requirements.
    - List each requirement with related details

REQUIREMENTS BUNDLE DOCUMENT (BRD)

- **Purpose:** To document the list of requirements for a single requirement bundle.
- **Task:** 6.4 Transition to Design
- **Target Audience:** Development and Quality Assurance
- **Content:**
  - *Requirements*—Provide a list of all requirements within the bundle. Organize the requirements according to feature and requirement type.
    - Feature Name
    - Feature Description
    - Business Value (Value and Narrative)
    - Implementation Complexity (Value and Narrative)
    - Functional Requirements
    - Non Functional Requirements
  - *Lifecycle Events*—Provide a list of the planned lifecycle events for the requirement bundle. Lifecycle events will vary according to bundle.
Business Analysis Deliverables Cont’d

Requirements Implementation Plan (RIP)

- **Purpose:** To document each requirement and to describe how it will be implemented.
- **Task:** 6.1 Create Requirement Bundles
- **Target Audience:** Business analysts managing requirements
- **Content:**
  - **Requirements**—Provide the following information for each requirement. Organize requirements according to requirement bundle.
    - Bundle Date
    - Bundle Status
    - Bundle Description
  - **Functional Requirements**—Provide a list of all functional solution requirements, including the information listed above. Separate the functional requirements from non-functional requirements.
  - **Non-functional Requirements**—Provide a list of all non-functional solution requirements, including the information listed above.

Transition Requirements Document (TRD)

- **Purpose:** To document the requirements for transitioning to the new environment.
- **Task:** 8.6 Define Transition Requirements
- **Target Audience:** The organizational change team and business analysts responsible for transitioning the organization to the new system, as well as the subject matter experts and operations specialists involved with the changes.
- **Content:**
  - **Project Overview**—Provide an overview of the problem and project vision as they currently exist.
  - **Data Conversion Requirements**—Provide a list of the data conversion requirements, which may include data conversions or temporary interfaces.
  - **Production Cutover Requirements**—Provide a list of the production cutover requirements, which may include user support, help desk, operations, or application support requirements.
  - **User Support Requirements**—Provide a list of the user support requirements, which may include skill enhancements, training delivery, one-on-one support, or super user programs.
  - **Organizational Change Requirements**—Provide a list of the organizational change requirements, which may include temporary staffing for backfill, new hires, transfers, or outplacements.
  - **General Transition Requirements**—Provide a list of the general transition requirements that do not fall in any other category of transition requirement, such as roles, responsibilities, security, etc.
BUSINESS ANALYSIS DELIVERABLES CONT’D

SERVICE LEVEL REQUIREMENTS (SLR)

- **Purpose:** To formally define the level of service between parties where one is providing the service and the other is receiving the service.
- **Task:** 8.6 Define Transition Requirements
- **Target Audience:** Project sponsors
- **Content:**
  - **Hours of Operation**—Specify the required times when the system will be available to users.
  - **Batch Reporting Window**—Specify the times when reports need to be generated.
  - **Maintenance Window**—Specify the times when system maintenance can occur.
  - **Response Time**—Specify the acceptable system response time.
  - **Number of Users/Licenses**—Specify the required number of licenses.
  - **Key Business Drivers**—Describe the system’s business drivers, which are the forces and pressures that have significant influence on how the business performs and operates.
  - **Report Delivery Dates**—Specify when reports are required to be delivered.
  - **Interface Cutoffs**—Specify the cutoff time for submitting information to be available the next day.
  - **Support Level**—Specify the required level of support. Level of support will vary according to user experience and comprehension.
  - **Online Data Availability**—Describe the type and amount of data that will be available online.
  - **Data Archival and Purge**—Specify the process for archiving and purging data.
  - **Problem Resolution**—Specify the process for resolving unexpected problems that arise.
Business Analysis Deliverables Cont’d

Benefits Realization Plan (BRP)

- **Purpose:** To document the expected benefits of a given project and detail how they will be measured, including who is accountable for measuring them and when.
- **Task:** 10.6 Manage Benefits Realization
- **Target Audience:** Project sponsors
- **Content:**
  - *Executive Summary*: Provide a brief overview of the system, key benefits, and how they will be tracked.
  - *Benefits Management Summary*: Describe how the system links to the standard phases of benefits management.
  - *Business Case Benefits Realization*: Ensure the business case benefits reconcile with those in the benefits realization plan.
  - *Benefits Ownership*: Describe the benefits owners, including roles and benefit accountabilities.
  - *Baseline Measures*: Describe how measures will be collected, the effort and time frames for collecting them, and any tools that are to be used. Also, determine the sign-off process for measures.
  - *Benefits and Organizational Change*: Describe the process changes and initiatives required to produce each benefit.
  - *Benefits Tracking and Reporting*: Describe the post-implementation data collection and reporting process, including information about who should receive the information.
  - *Benefit Profiles*: Each benefit should contain all elements necessary for a benefits register.

Solution Assessment and Validation Report (SAV)

- **Purpose:** To document results from testing and verification activities.
- **Task:** 8.1 Create Lifecycle Events
- **Target Audience:** Project management and subject matter experts.
- **Content:**
  - Document and Organize according to Requirement Bundle or Feature
  - *Project Overview*: Provide an overview of the problem and project vision as they currently exist.
  - Requirement Bundle
    - Lifecycle Events (Tasks, Defects, Results)
APPENDIX E: PROJECT CONSTRAINTS

Below is a list of possible considerations when determining project constraints. In RequirementPro™, constraints are categorized as budget, technical, or scheduling.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>CONSIDERATIONS</th>
</tr>
</thead>
</table>
| Finance     | • What financial or budgetary constraints apply?  
             | • Are there costs of goods sold or any product pricing considerations?  
             | • Are there any licensing issues? |
| Standards   | • Are there policies and procedures that must be adhered to?  
             | • Are there any standards and guidelines that must be followed?  
             | • Are there any purchasing limitations? |
| Technology  | • Are we restricted in our choice of technologies?  
             | • Are we constrained to work within existing platforms or technologies?  
             | • Are we prohibited from using any new technologies?  
             | • Are we expected to use any purchased software packages? |
| Systems     | • Is the solution to be built on our existing systems?  
             | • Must we maintain compatibility with existing solutions?  
             | • What operating systems and environments must be supported? |
| Environment | • Are there environmental or regulatory constraints?  
             | • Are there legal constraints?  
             | • What are the security requirements? |
Appendix F: Enterprise Project Model

The goal of Task 3.3 Assess IT Service Impact can be achieved via one of three methods: using the ITIL Service Catalog, creating your own service definitions and portfolio, or using our Enterprise Project Model, which is a generic model developed by Enfocus Solutions Inc. for the purpose of defining IT enterprise projects. The model focuses on people, processes, and technology and helps prevent overlooking key project components. The Enterprise Project Model has a hierarchy similar to the one found in the ITIL Service Catalog. Our comprehensive model is divided into five services, and each service is further divided into components. Refer to the model below to become acquainted with our Enterprise Project Model.
**APPENDIX G: BUSINESS RULES**

Business rules describe policies for making decisions, formulas for calculations, definitions used in the business, and key facts and assumptions of how the business operates. Business rules exist whether or not you have an automated system. Business rules are owned by the business and not IT, and not every business rule is implemented in software. These rules can include corporate policies, government regulations, and industry standards. The list below describes the five main types of business rules.

<table>
<thead>
<tr>
<th>TYPE</th>
<th>PURPOSE</th>
<th>EXAMPLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terms</td>
<td><em>Terms</em> are definitions documented in a glossary and used as the building block to define other business rules.</td>
<td>“A job is a set of services provided to a Customer at a specific location on a given day.”</td>
</tr>
<tr>
<td>Facts</td>
<td><em>Facts</em> are simply statements that are true about the business. Often facts describe associations or relationships between important business terms.</td>
<td>“Each estimate must include an amount.”</td>
</tr>
<tr>
<td>Constraints</td>
<td><em>Constraints</em> place restrictions on the actions the system or its users may perform.</td>
<td>“Each Job must be scheduled within 7 calendar days from when the Request is received.”</td>
</tr>
<tr>
<td>Action Enablers</td>
<td><em>Action Enablers</em> are rules that trigger some activity under a set of specific conditions.</td>
<td>“If Job Completion Date is &gt; 7 calendar days after the Job Request Date, apply 5% discount to the total.”</td>
</tr>
<tr>
<td>Calculations</td>
<td><em>Calculations</em> define the computational formulas or algorithms that generate new information. Many computations are performed according to rules external to the enterprise, such as Federal income tax withholding tables.</td>
<td>“Job Discount = Job Total x Customer Discount.”</td>
</tr>
</tbody>
</table>
## Appendix H: Types of Stakeholders

It is also helpful to classify stakeholders as suppliers, receivers, and supporters. Suppliers are stakeholders that supply requirements. Receivers are the ones that build the solution; they must understand the requirements. Supporters are the ones that specify business objectives and need the requirements to achieve the business objectives. The table below shows typical stakeholders by these categories.

<table>
<thead>
<tr>
<th>SUPPLIERS</th>
<th>RECEIVERS</th>
<th>SUPPORTERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholders</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Project Sponsor</td>
<td>• Development Team Members</td>
<td>• Project Sponsor</td>
</tr>
<tr>
<td>• Customers</td>
<td>• Designers</td>
<td>• Business Process Owner</td>
</tr>
<tr>
<td>• Users</td>
<td>• System Architect</td>
<td>• CEO</td>
</tr>
<tr>
<td>• Business SMEs</td>
<td>• QA and Testing</td>
<td>• CFO</td>
</tr>
<tr>
<td>• Business Process Experts</td>
<td>• Network Engineer</td>
<td>• CIO</td>
</tr>
<tr>
<td>• Business Rules Experts</td>
<td>• DBA</td>
<td>• Project Investors</td>
</tr>
<tr>
<td>• Technical SMEs</td>
<td>• Data Warehouse</td>
<td></td>
</tr>
<tr>
<td>• Internal Auditors</td>
<td>• Workflow Rules manager</td>
<td></td>
</tr>
<tr>
<td>• Compliance Officers</td>
<td>• Business Continuity</td>
<td></td>
</tr>
<tr>
<td>• Market Analysts</td>
<td>• Security</td>
<td></td>
</tr>
<tr>
<td>• Legal</td>
<td>• Configuration Management</td>
<td></td>
</tr>
<tr>
<td>• Organizational Change</td>
<td>• End User Training</td>
<td></td>
</tr>
<tr>
<td>• Help Desk</td>
<td>• Business Rulebook Owners</td>
<td></td>
</tr>
<tr>
<td><strong>Documents</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Business Process Models</td>
<td>• Maintenance and Support Staff</td>
<td></td>
</tr>
<tr>
<td>• Product plans and roadmaps</td>
<td>• Help Desk</td>
<td></td>
</tr>
<tr>
<td>• Regulations</td>
<td>• Technical Writers</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX I: NON-FUNCTIONAL REQUIREMENTS

One of the fundamental objectives of any project is to collect both the functional and non-functional requirements. A functional requirement specifies something that a user needs to perform their work; for example, a system may be required to enter and print cost estimates. Non-functional requirements, determined in task 5.4 Document Non-functional Requirements, specify all the remaining requirements not covered by the functional requirements. A non-functional requirement is a statement of how a system must behave. It is a constraint upon the system's behavior. Non-functional requirements are often called qualities of a system. Other terms for non-functional requirements are “constraints,” “quality attributes,” “quality goals,” “quality of service requirements,” and “non-behavioral requirements.”

It is important to note that the plan for implementing functional requirements is detailed in the system design, whereas the plan for implementing non-functional requirements is detailed in the system architecture. The list below shows common types of non-functional requirements. This type of requirement is the easiest to miss, so refer to the list below to ensure you have addressed every necessary requirement.

- Accessibility
- Accuracy
- Audit, control, and reporting
- Availability
- Backup and Restore
- Capacity, current and forecast
- Certification
- Compliance
- Compatibility (Platform, Database, etc.)
- Concurrency
- Configuration management
- Dependency on other parties
- Deployment
- Documentation
- Disaster recovery
- Efficiency (resource consumption for given load)
- Effectiveness (resulting performance in relation to effort)
- Emotional factors (like fun or absorbing)
- Environmental protection
- Error Handling
- Escrow
- Exploitability
Non-functional Requirements cont.

- Extensibility (adding features, and carry-forward of customizations at next major version upgrade)
- Failure management
- Interoperability
- Legal and regulatory
- Licensing
- Localizability
- Maintainability
- Modifiability
- Network topology
- Open source
- Operability
- Performance/response time
- Price
- Privacy
- Portability
- Quality
- Recovery/recoverability
- Redundancy
- Reliability (e.g., mean time between failures - MTBF)
- Reporting
- Resilience
- Resource constraints (processor speed, memory, disk space, network bandwidth, etc.)
- Response time
- Robustness
- Scalability (horizontal, vertical)
- Security
- Software, tools, standards etc. Compatibility
- Stability
- Safety
- Supportability
- Testability
- Throughput
- Usability
Appendix J: Industry Standards

Requirements Excellence Framework™ is designed to support and be compatible with the concepts and principles of industry standards. To keep project teams and their stakeholders up-to-date on the latest industry trends, Enfocus Solutions Inc. monitors all of the current standards. For more information, please visit their respective organizations’ websites. To become acquainted with these standards, refer to the following list.

<table>
<thead>
<tr>
<th>Industry Standards</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APQC Process Classification Framework</strong></td>
<td>The APQC Process Classification Framework, created by The American Productivity and Quality Center (APQC) is a taxonomy of standard business processes that can be customized for use in any business so that everyone in the organization has the same interpretation. (<a href="http://www.apqc.org">www.apqc.org</a>)</td>
</tr>
<tr>
<td><strong>BABOK</strong></td>
<td><em>A Guide to the Business Analysis Body of Knowledge</em> (BABOK) is the written guide to the collection of business analysis knowledge reflecting current best practice, providing a framework that describes the areas of knowledge. (<a href="http://www.iiba.org">www.iiba.org</a>)</td>
</tr>
<tr>
<td><strong>BPM CBOK</strong></td>
<td><em>The Guide to the Business Process Management Common Body of Knowledge</em> is the intellectual basis for the CBPP certification. The current version of the CBOK represents a medium level of knowledge development. (<a href="http://www.abpmp.org/">www.abpmp.org/</a>)</td>
</tr>
<tr>
<td><strong>Cobit 5</strong></td>
<td><em>COBIT 5</em> is the latest edition of ISACA’s globally accepted framework, providing an end-to-end business view of the governance of enterprise IT that reflects the central role of information and technology in creating value for enterprises. (<a href="http://www.isaca.org/">www.isaca.org/</a>)</td>
</tr>
<tr>
<td><strong>ITIL</strong></td>
<td>The Information Technology Infrastructure Library (ITIL) is a set of best practices for IT service management that focuses on aligning IT services with the needs of business. (<a href="http://www.itil-officialsite.com/">www.itil-officialsite.com/</a>)</td>
</tr>
<tr>
<td><strong>Lean Six Sigma</strong></td>
<td>Lean Six Sigma is a synergized managerial concept of Lean and Six Sigma that results in elimination of the seven kinds of waste (classified as Defects, Overproduction, Transportation, Waiting, Inventory, Motion, and Over-processing). (<a href="http://www.isssp.com/">www.isssp.com/</a>)</td>
</tr>
<tr>
<td><strong>PMBOK</strong></td>
<td><em>The Project Management Body of Knowledge</em> is a book that presents a set of standard terminology and guidelines for project management. It is process-based, meaning it describes work being accomplished by processes. (<a href="http://www.pmi.org/">www.pmi.org/</a>)</td>
</tr>
<tr>
<td><strong>TOGAF</strong></td>
<td>TOGAF, an Open Group Standard, is a proven enterprise architecture methodology and framework used by the world’s leading organizations to improve business efficiency. (<a href="http://www.opengroup.org/">www.opengroup.org/</a>)</td>
</tr>
</tbody>
</table>
APPENDIX K: GLOSSARY

**Action Item**
Project tasks assigned to project team members and other stakeholders through RequirementPro™.

**Baseline/Baselining**
The action of creating a reference point. A baselined bundle of requirements must adhere to a stringent change management process.

**Business Analysis Planning**
Alignment of a business analyst’s objectives with those of other project team members/relevant stakeholders.

**Business Case**
A document providing justification for a project and its funding. A business case must provide enough information to make the decision whether to invest.

**Business Objective**
A statement that an organization uses to define its goals and direction.

**Business Process**
A collection of related, structured tasks that produce a specific service or product for a particular group of customers.

**Business Process Analysis**
The activity of reviewing and altering existing business practices so they fit a new and improved process.

**Business Rule**
Descriptions of the regulations that apply to an organization or enterprise.

**Capability Gaps**
The difference between existing and desired operational abilities.

**Change Request**
A document containing a call for an adjustment of a system.

**Constraint**
Parameters based on the limitations of a project (e.g. deadlines, budget, etc.).

**Component**
An identifiable part of an IT service usually providing a particular function or group of functions. See Impacted IT Service/Component.

**Elicitation**
Various methods of collecting the requirements for a system from users, customers, and other stakeholders.

**Enterprise Master Data**
The single source of basic business data used across all systems, applications, and processes for the entire enterprise.

**Enterprise Portfolio Management**
Information, relevant to the enterprise, that is collected outside of a project for reusability and referencing.
**Glossary Cont’d**

**Feature**
A high-level description of a particular category of requirements. Solution: an improvement or process/service implementation that addresses a project’s problem statement.

**Functional Requirement**
A requirement that describes a function of the system or a component of the system.

**Impacted IT Service/Component**
Components and related existing services that represent indirect technology needed or affected by the solution.

**Iterative Development**
A way of breaking down the events of software development into smaller parts. Design, development, and testing occur in repeated cycles.

**IT Infrastructure**
Consists of the equipment, systems, software, and services used commonly across an enterprise.

**IT Service**
A service provided to one or more customers, made up of a combination of people, processes, and technology. See Impacted IT Service/Component.

**Graphical User Interface (GUI)**
A human-computer interface in which the user visually interacts with a computer using items such as windows, icons, and menus.

**Lifecycle Event**
Defined project events that help plan correction activities while verifying that project deliverables match business objectives.

**Need**
A description of an activity that the users must be able to perform.

**Need Pattern**
A way to group and categorize needs for easier requirements definition.

**Needs Analysis**
The process of analyzing the data gathered during elicitation to establish initial priorities.

**Non-Functional Requirement**
A requirement that specifies criteria that can be used to judge the operation of a system, rather than specific behaviors.

**Organizational Change**
The process by which organizations reach their desired goals.

**Production Cutover**
The transfer of the enterprise solution from the project team to the business.
Glossary Cont’d

**RequirementCoach™**
A high-value component to Enfocus Requirements Suite™ that provides hands-on guidance and examples for project success.

**Requirements Excellence Framework™**
The Framework on which Enfocus Requirements Suite™ was built, containing critical documentation and guides.

**Requirement Pattern**
A method to specify and improve the quality of common types of requirements.

**RequirementPro™**
A cloud-based business analysis tool that promotes collaboration, industry standards, and best practices.

**Requirement Bundle**
A flexible way of organizing requirements based on iterations, features, or any other shared characteristic.

**Requirements Development**
Methods to deduce, capture, and agree upon a set of functional characteristics that will achieve the stated business objectives.

**Requirements Management**
Methods that support communication between the project team members and adjustment to changes throughout the course of the project.

**Resource Dependency**
A relationship between two resources in which one resource cannot be used without another specific resource.

**Retrospective**
A meeting held to examine and assess past events. In Agile development, retrospectives should be held at the end of every iteration.

**Solution Analysis**
Methods to define, determine, and identify areas of strengths and weaknesses within the project’s solution.

**Solution Assessment**
Methods to choose an existing solution that matches project objectives.

**Stakeholder**
Anyone who has an interest in the project; project stakeholders are individuals and organizations that are actively involved in the project.

**Stakeholder Analysis**
Methods to produce a shared understanding of project stakeholders between all project team members.

**StakeholderPortal™**
A component of Enfocus Requirement Suite™ designed to capture stakeholder needs through Web 2.0 collaboration technology.
Glossary Cont’d

**Tag Management**
A categorization feature in RequirementPro™ that allows users to organize requirements and bundles with unique characteristics.

**Test Case**
A specific set of conditions under which a tester may evaluate a test scenario. See Test Scenario.

**Test Scenario**
A set of test cases used to test the various possible outcomes of a specific hypothetical situation or scenario. Test scenarios are usually employed to test a lifecycle event. See Test Case, Lifecycle Event.

**Traceability**
The ability to trace the life of a requirement, in both a forward and backward direction. It is important to have the ability to trace a requirement back to its source.

**Transition Requirement**
A distinct class of requirements that exist within the project scope. Use Case: a list of steps, typically defining interactions between a role and a system, to achieve a goal.

**User Acceptance Testing**
Tests conducted to determine if the requirements of a specification or contract are met.

**User Experience**
The way in which a user perceives a product or service

**User Interface**
The means by which the user and a computer system interact

**Validation**
The process of confirming the completeness and correctness of requirements.

**Verification**
The process of confirming that the designed and built product fully addresses documented requirements.

**Waterfall Development**
A system of development which proceeds sequentially from the requirements stage to the implementation stage. Once the previous stage is complete, the next stage may begin. When one stage is completed, it cannot be easily reversed, much like falling water.