BA - BOOTCAMP

LIVE
WEBINAR

THE BABOK® UNTANGLED SERIES

EPISODE 7

REQUIREMENTS LIFE CYCLE MANAGEMENT (Chapter 5)

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THE BABOK® UNTANGLED SERIES

EPISODE 01	Introduction to BABOK® and the Key Concepts
EPISODE 02	Business Analysis Perspectives
EPISODE 03	Strategy Analysis (incl Techniques)
EPISODE 04	Business Analysis Planning and Monitoring (incl Techniques)
EPISODE 05	Elicitation & Collaboration (incl Techniques)
EPISODE 06	Requirements Analysis & Design Definition (incl Techniques)
EPISODE 07	Requirements Life Cycle Management (incl Techniques)
EPISODE 08	Solution Evaluation (incl Techniques)
EPISODE 09	Business Analysis Competencies

CONTEXT OF TODAY

BABOK®

Key Concepts

Foundation of BABOK and the conceptual framework for business analysis BACCM.

Knowledge Areas

Knowledge areas represent areas of specific business analysis expertise that encompass several tasks.

Underlying Competencies

Knowledge, skills, behaviours, characteristics, and personal qualities that help perform the role of the business analyst.

Techniques

Techniques provide additional information on ways that a task may be performed.

Perspectives

Perspectives provide focus to tasks and techniques specific to the context of the initiative

1. Business Analysis Planning & Monitoring
2. Elicitation & Collaboration
3. Requirements Life Cycle Management
4. Strategy Analysis
5. Requirements Analysis & Design Definition
6. Solution Evaluation

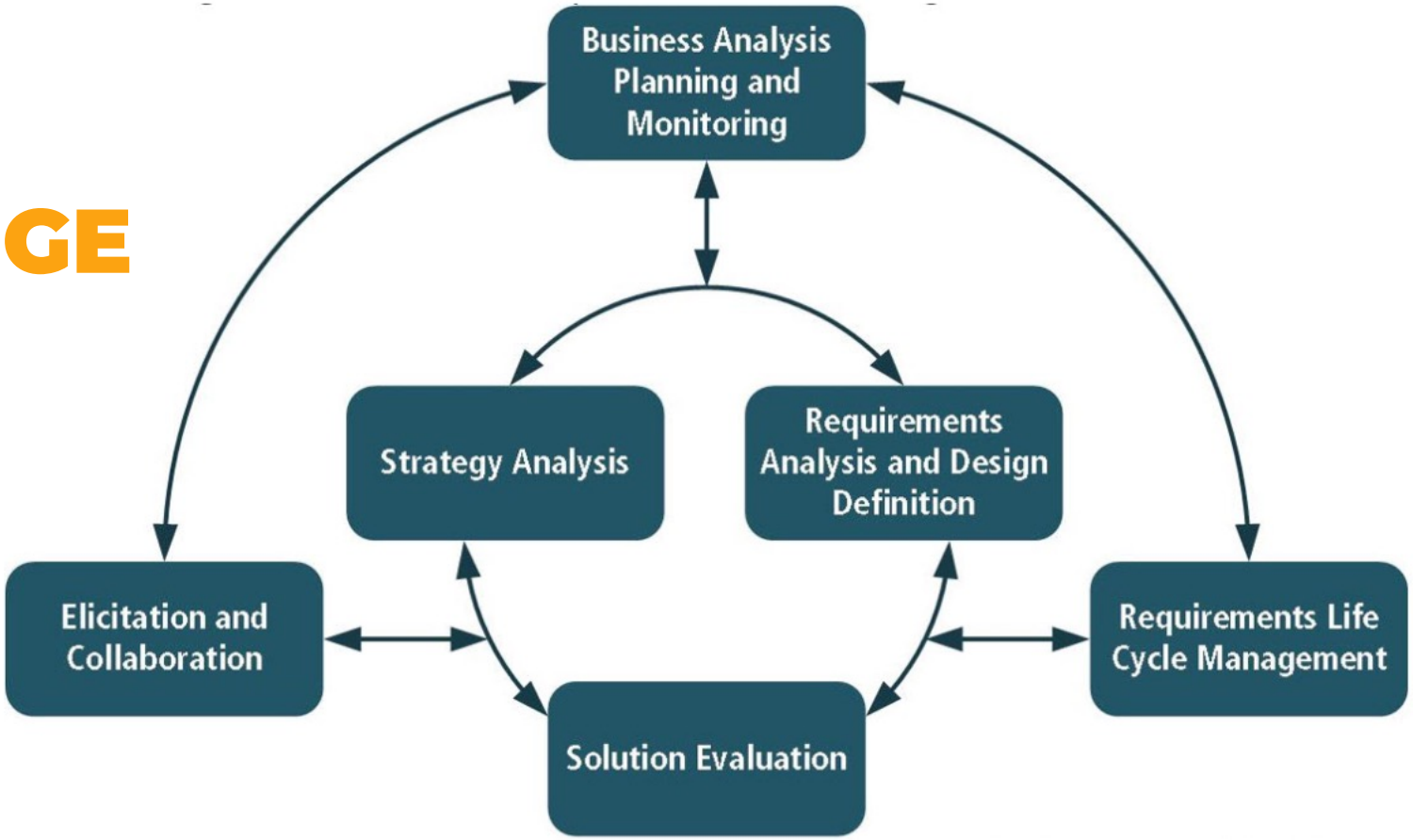
Task...

Task...

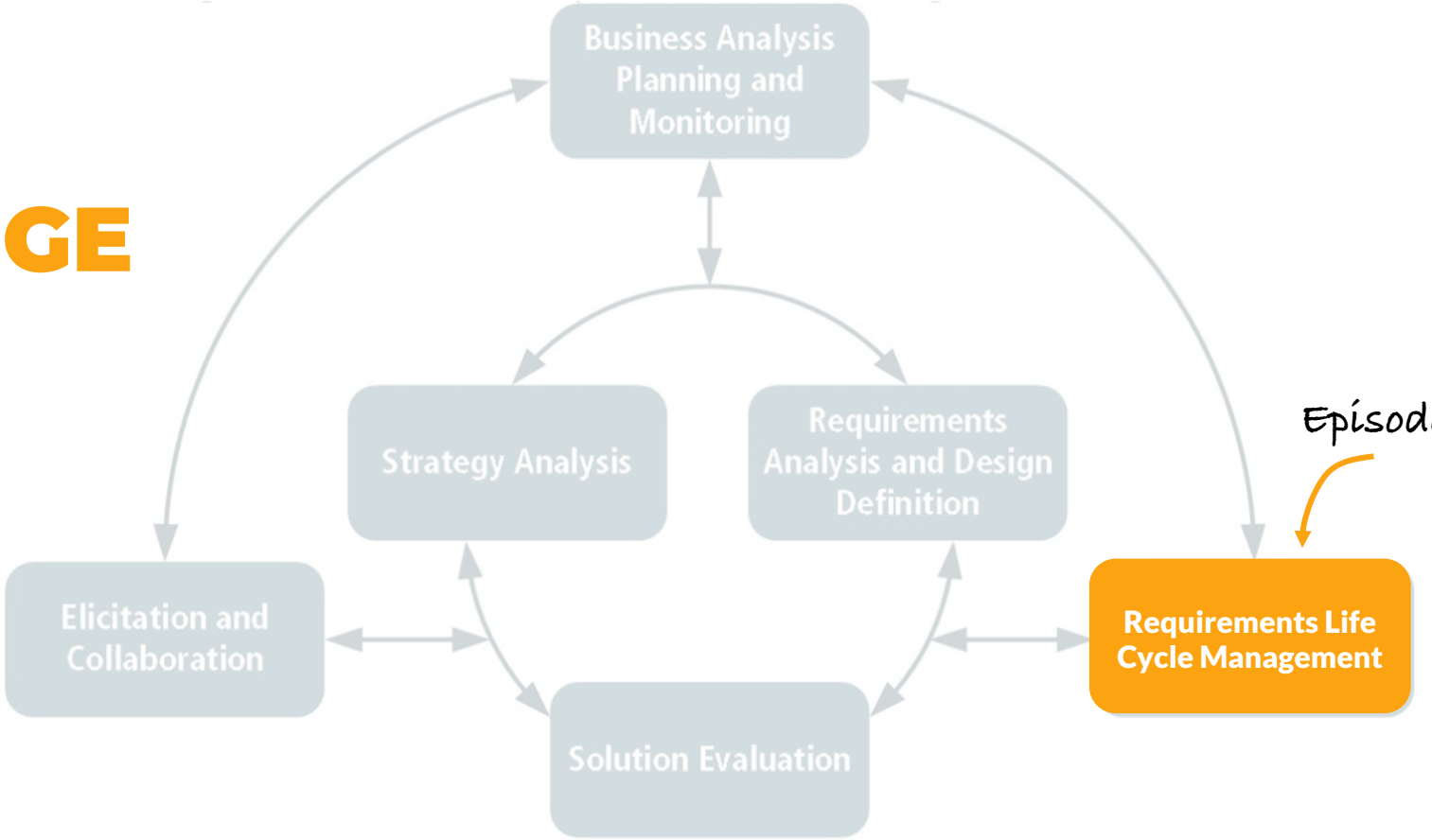
A task is a discrete piece of work that may be performed as part of business analysis.

Purpose	.. Why to perform
Description	.. What to perform
Inputs	.. Prerequisites
Elements	.. How to perform
Guidelines / Tools	.. Undertake action
Techniques	.. Using to perform
Stakeholders	.. People involved
Outputs	.. The result

BABOK KNOWLEDGE AREAS



BABOK KNOWLEDGE AREAS



Episode 7

REQUIREMENTS LIFE CYCLE MANAGEMENT

5.1 Trace requirements

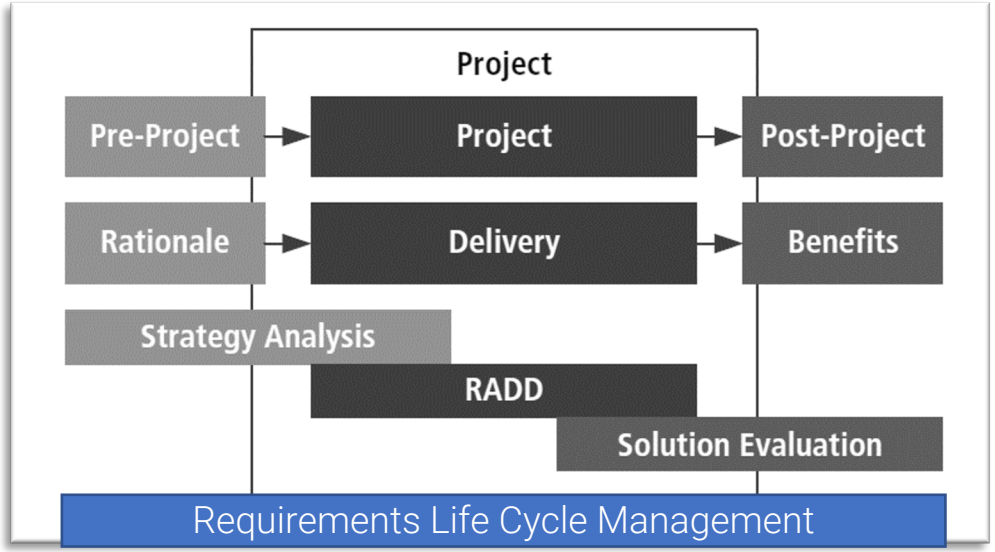
5.2 Maintain requirements

5.3 Prioritize requirements

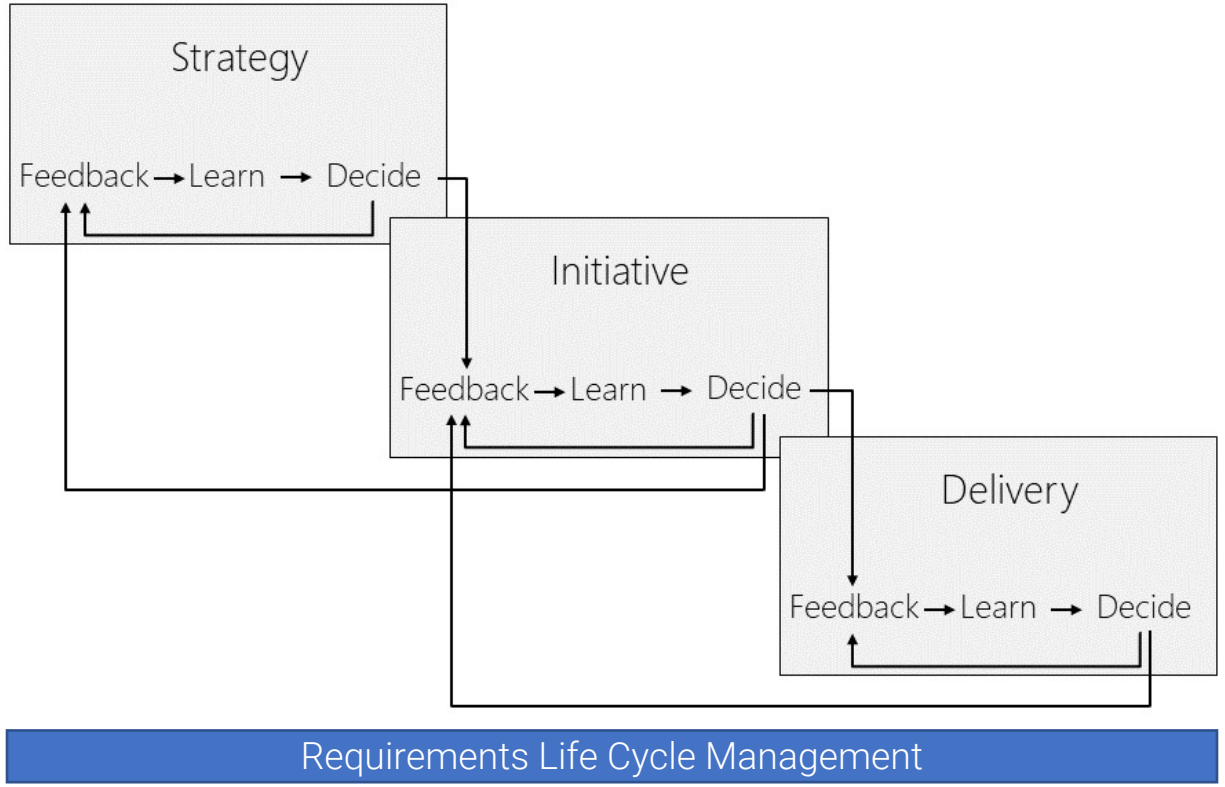
5.4 Assess Requirements Changes

5.5 Approve Requirements

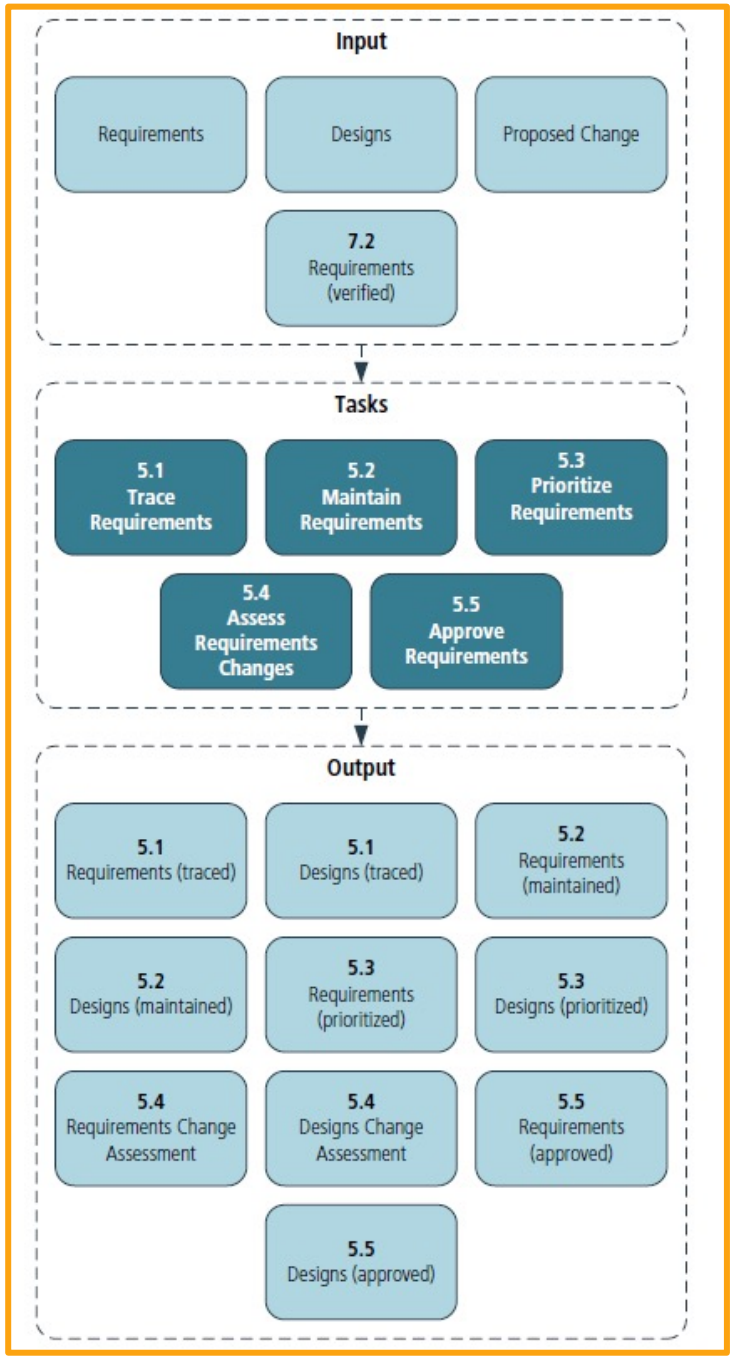
RLCM in Traditional projects



RLCM in Agile



There's no fixed order to RLCM!

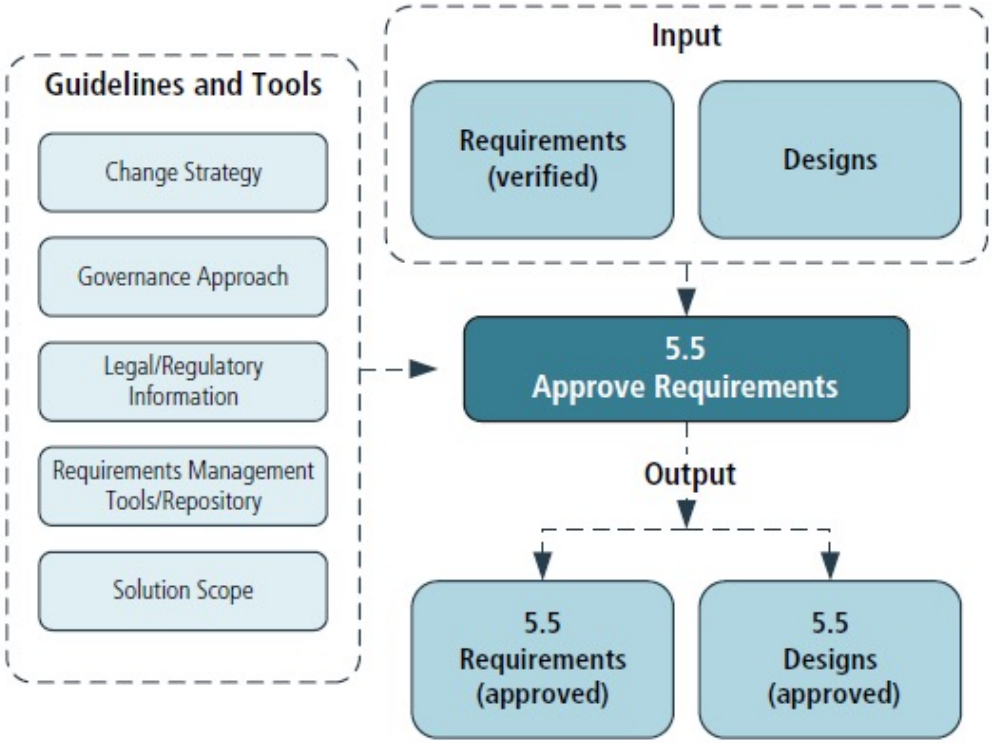


5.5 APPROVE REQUIREMENTS

To obtain agreement on and approval of requirements and designs for business analysis work to continue and/or solution construction to proceed.

Elements:

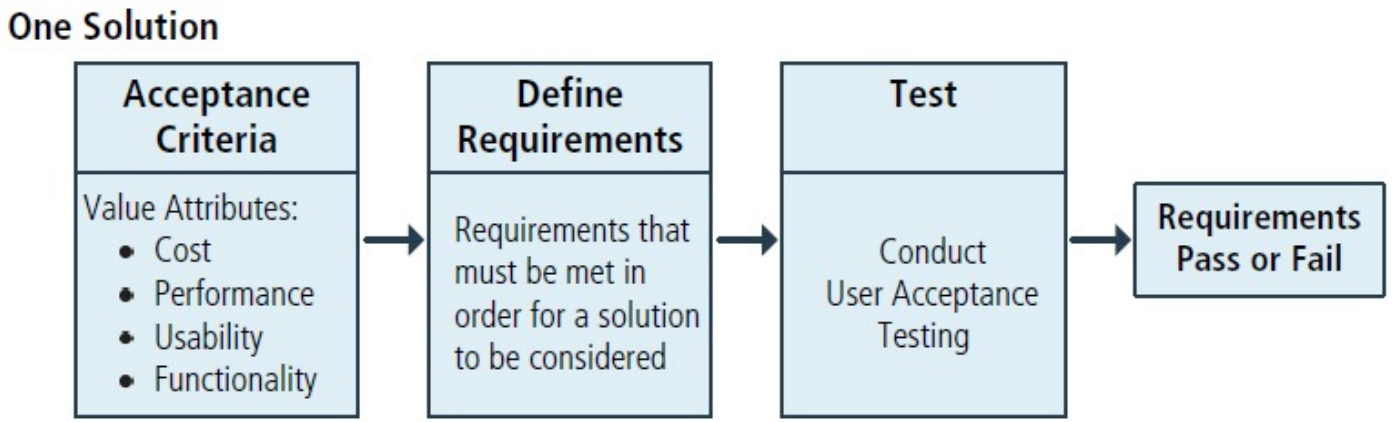
- Clarity with regard to stakeholder participation
- Reaching consensus
- Conflict and issue management
- Establishing and communicating approvals



THEORY SLIDE

TECHNIQUE

Acceptance Criteria



As a customer
I need to be able to supercharge my vehicle using a credit card
So that I can continue my journey

Acceptance criteria associated with this user story are:

- testing with a Visa card;
- testing with a MasterCard;
- testing with an expired Visa card.

TECHNIQUE

Consensus Workshop

Aligning all relevant stakeholders plus resolving requirements conflicts.

Techniques:

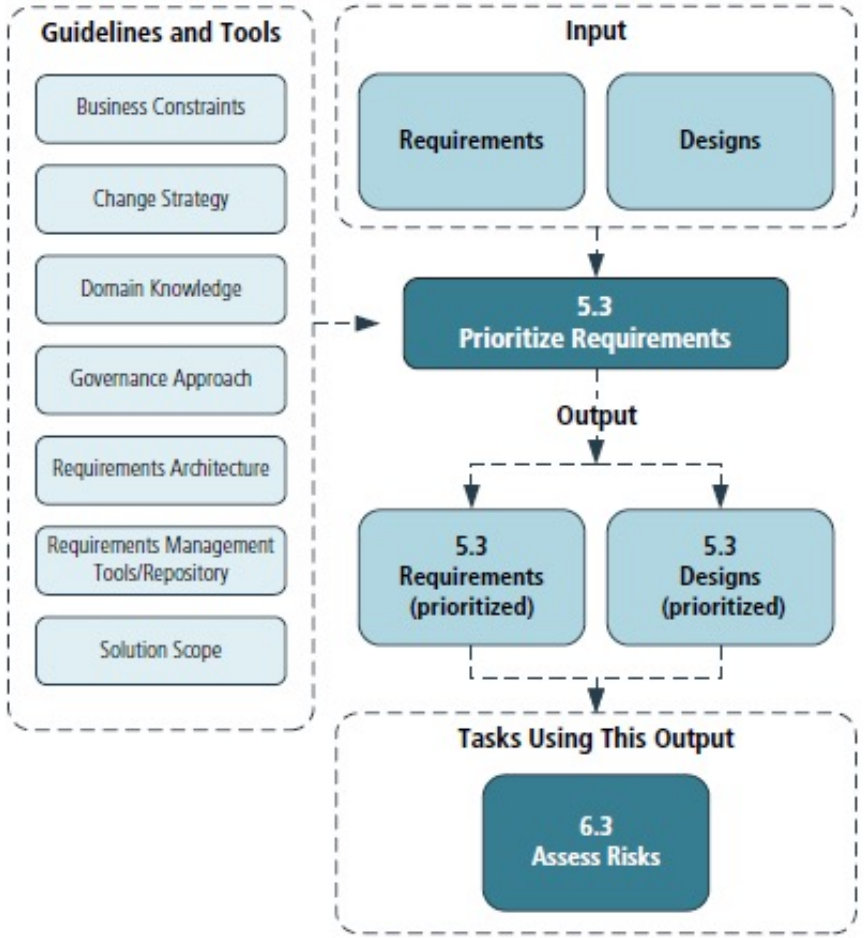
1. Reach agreement → all involved agree
2. Compromise → give and take
3. Voting → Most votes count
4. Defining variants → implementing both (conflicting) requirements. Check if both are feasible by means of parameterization
5. Overruling → boss decides (only do it if all others fail). In Scrum the Product Owner has final responsibility

THEORY SLIDE

5.3

PRIORITIZE REQUIREMENTS

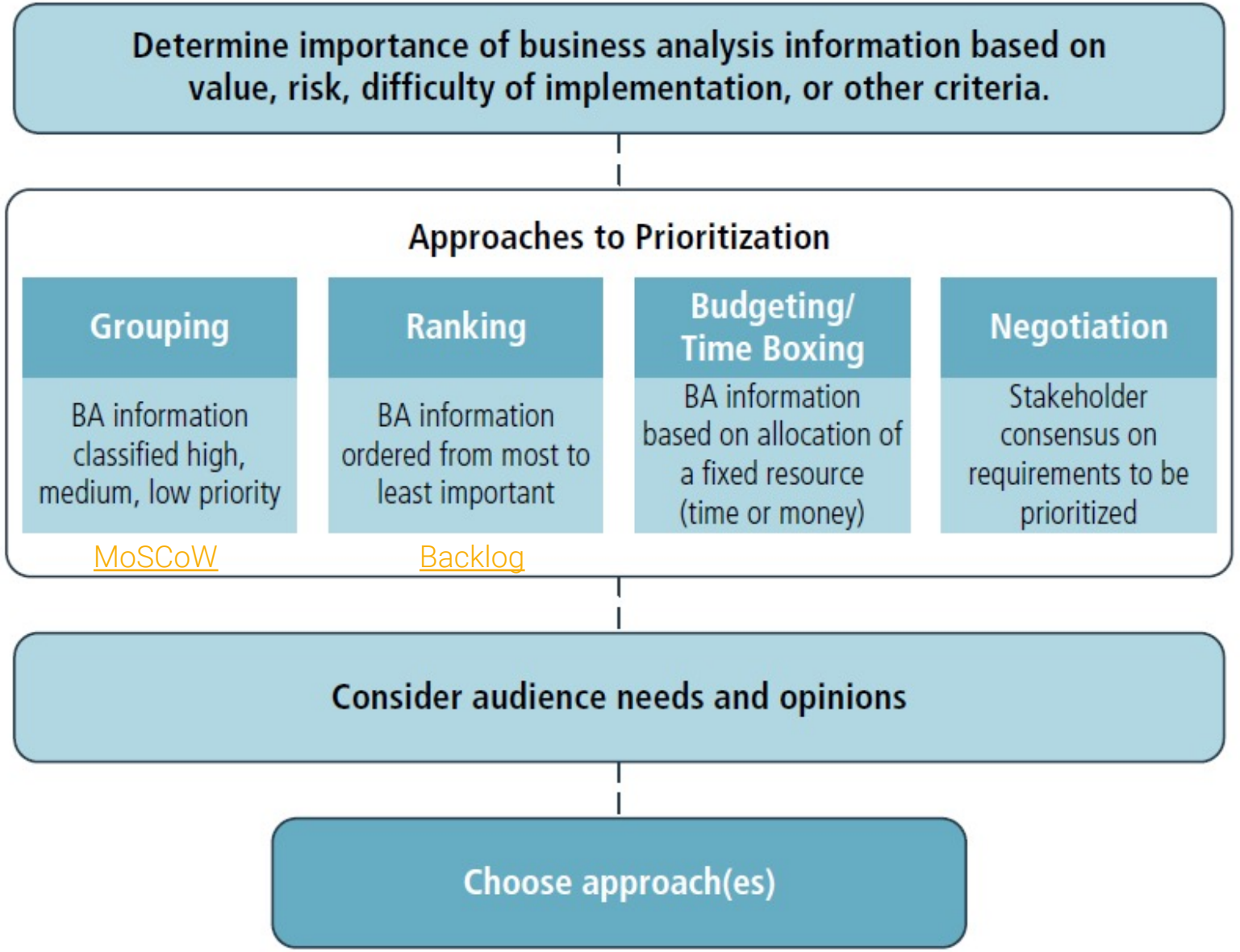
To rank requirements in the order of relative importance.



THEORY SLIDE

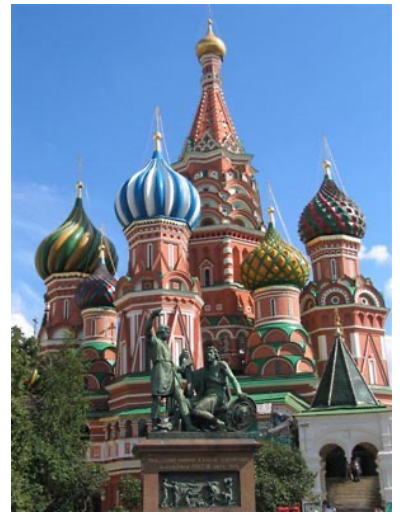
TECHNIQUE

Prioritization



TECHNIQUE

MoSCoW (Grouping)

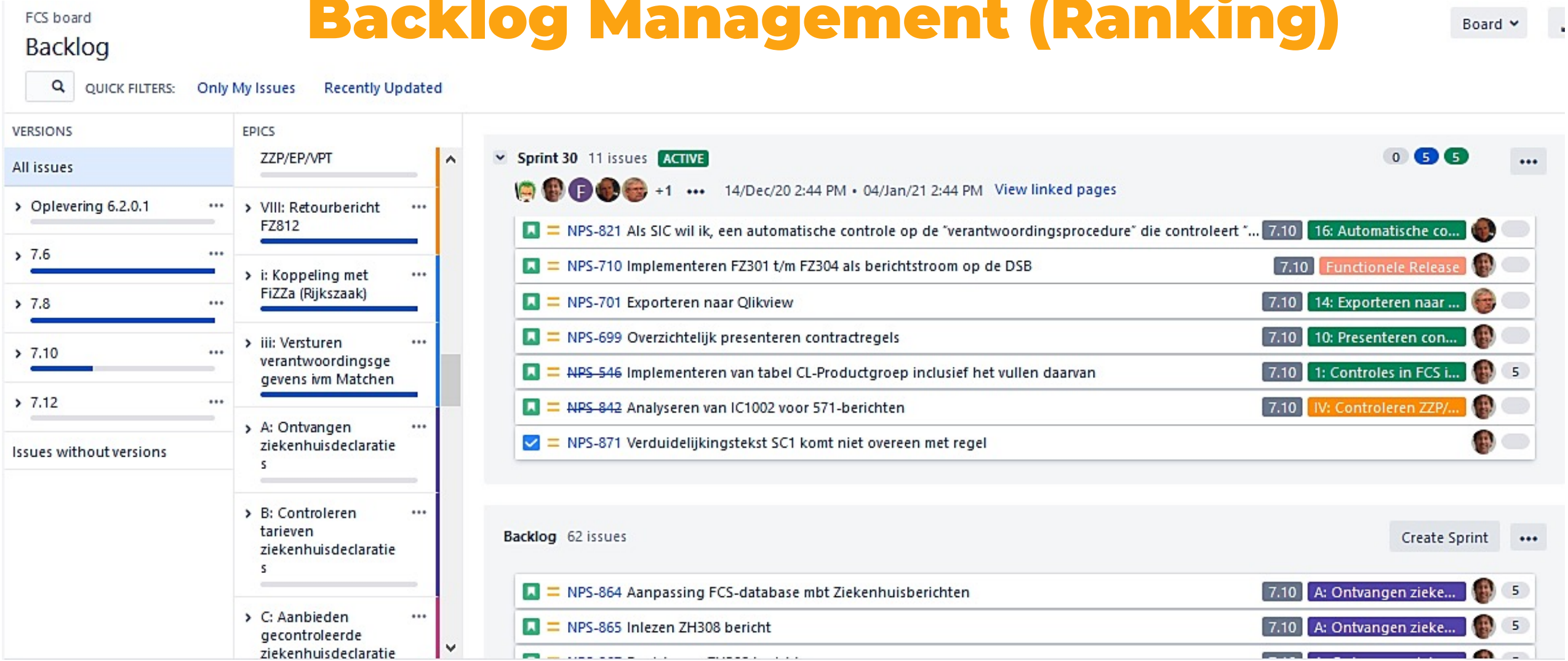


- Must-have: Highest priority. If the product doesn't have this requirement, the initiative will fail.
- Should-have: High priority. This is an important requirement for the product.
- Could-have: Middle priority. Nice to have.
- Won't-have: Low priority. Will not be implemented (this time).

THEORY SLIDE

TECHNIQUE

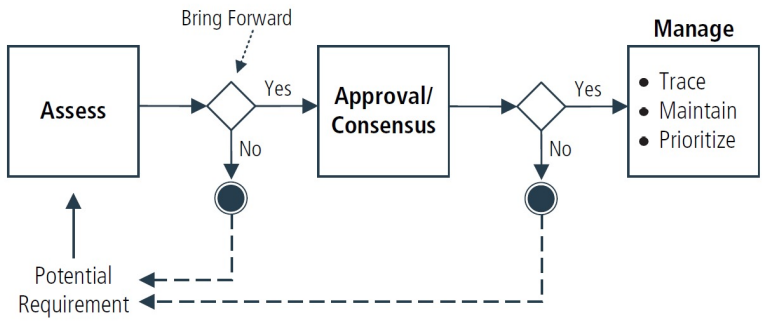
Backlog Management (Ranking)

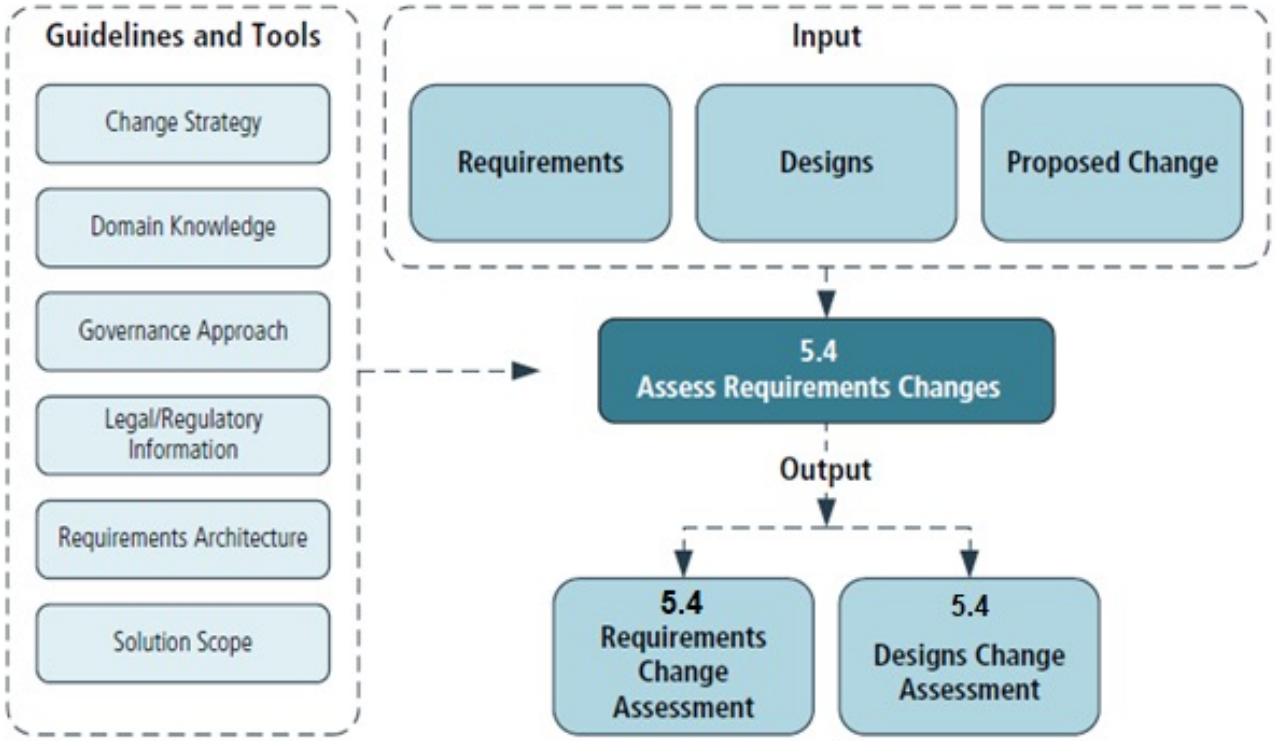


THEORY SLIDE

5.4 ASSESS REQUIREMENTS CHANGES

To evaluate the implications of proposed changes to requirements and designs.



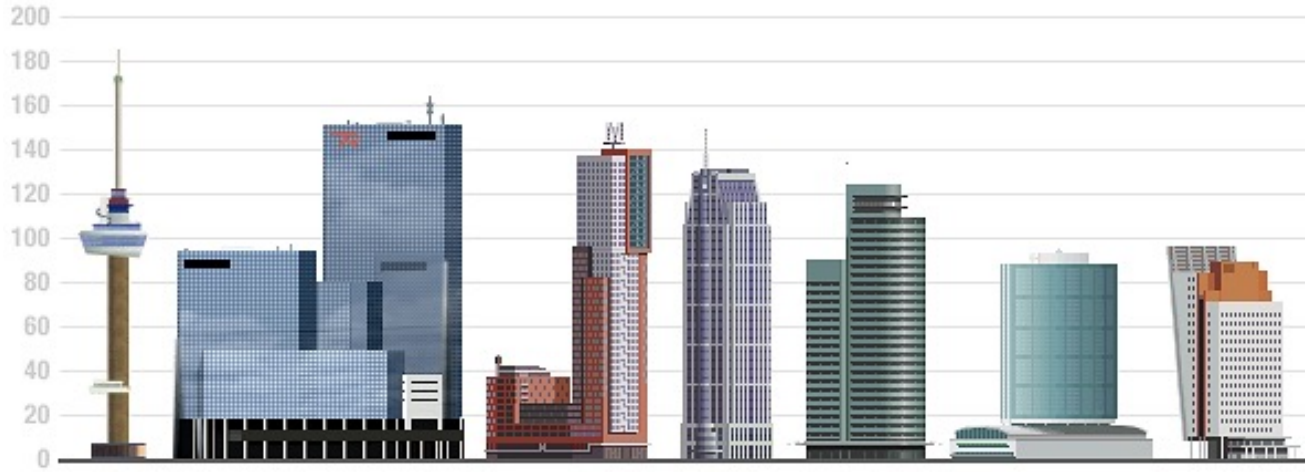


THEORY SLIDE

TECHNIQUE

Relative Estimation

- Relative Estimation



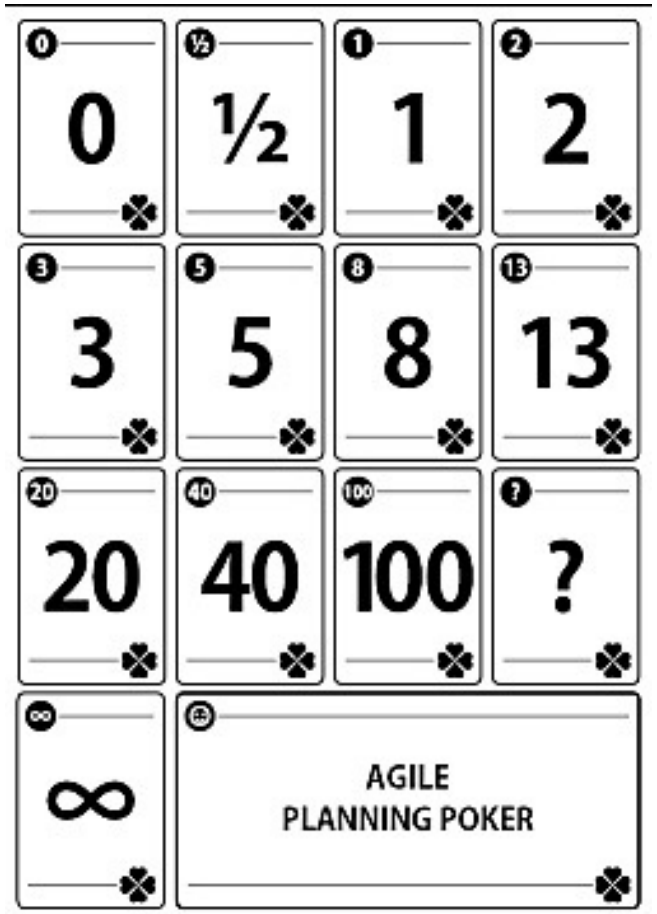
- If we have 2 user stories (A and B), I can determine that A is smaller than B. Therefore, A will have a lower score than B.
- Techniques:
  - T-shirts (S-M-L-XL)
  - Planning Poker (Story Points)
  - WSJF

THEORY SLIDE

TECHNIQUE

Planning Poker

- Planning Poker based on row of Fibonacci.
- Several rounds
- In case of large differences:
  - Explanation lowest estimate
  - Explanation highest estimate
- Use reference user story
- Advantages:
  - Simpler than absolute
  - Team building
  - Discussion backlog items



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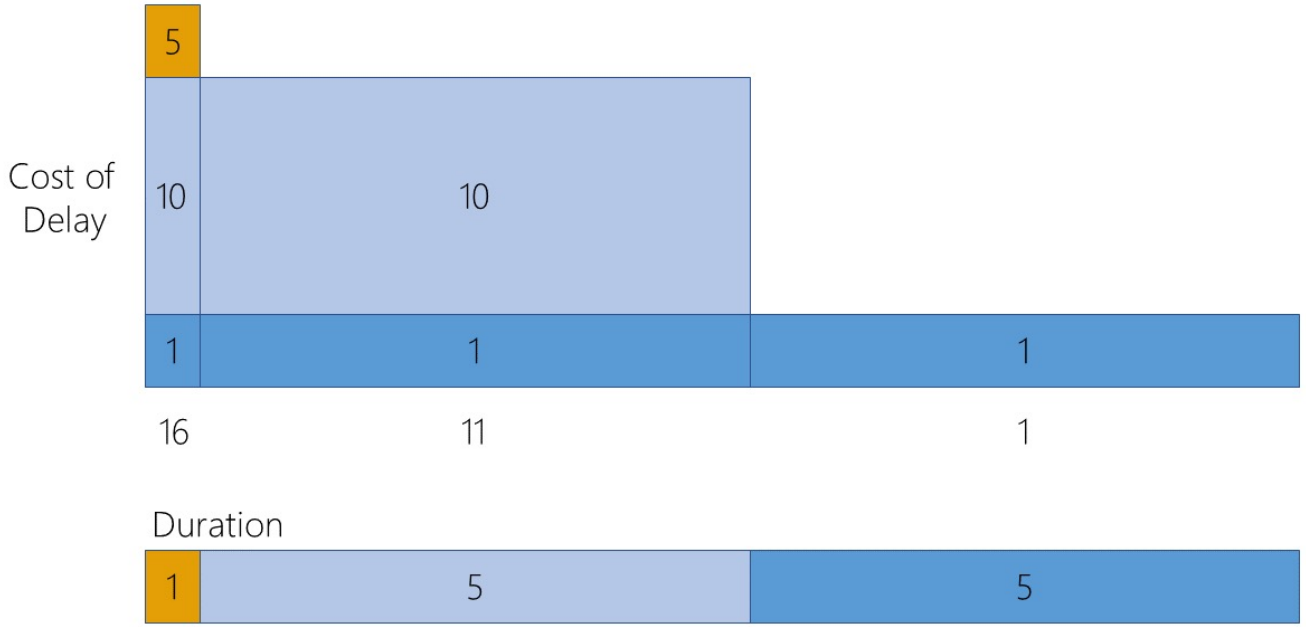
TECHNIQUE

Weighted Shortest Job First (WSJF)

$$WSJF = \frac{\text{Cost of Delay}}{\text{Job Duration (Job Size)}}$$

Job	CoD	Duration	WSJF=CoD/Duration
A	10	5	2
B	5	1	5
C	1	5	0.2



Total Cost of Delay: 1*16 + 5*11 + 5*1 = 76

THEORY SLIDE

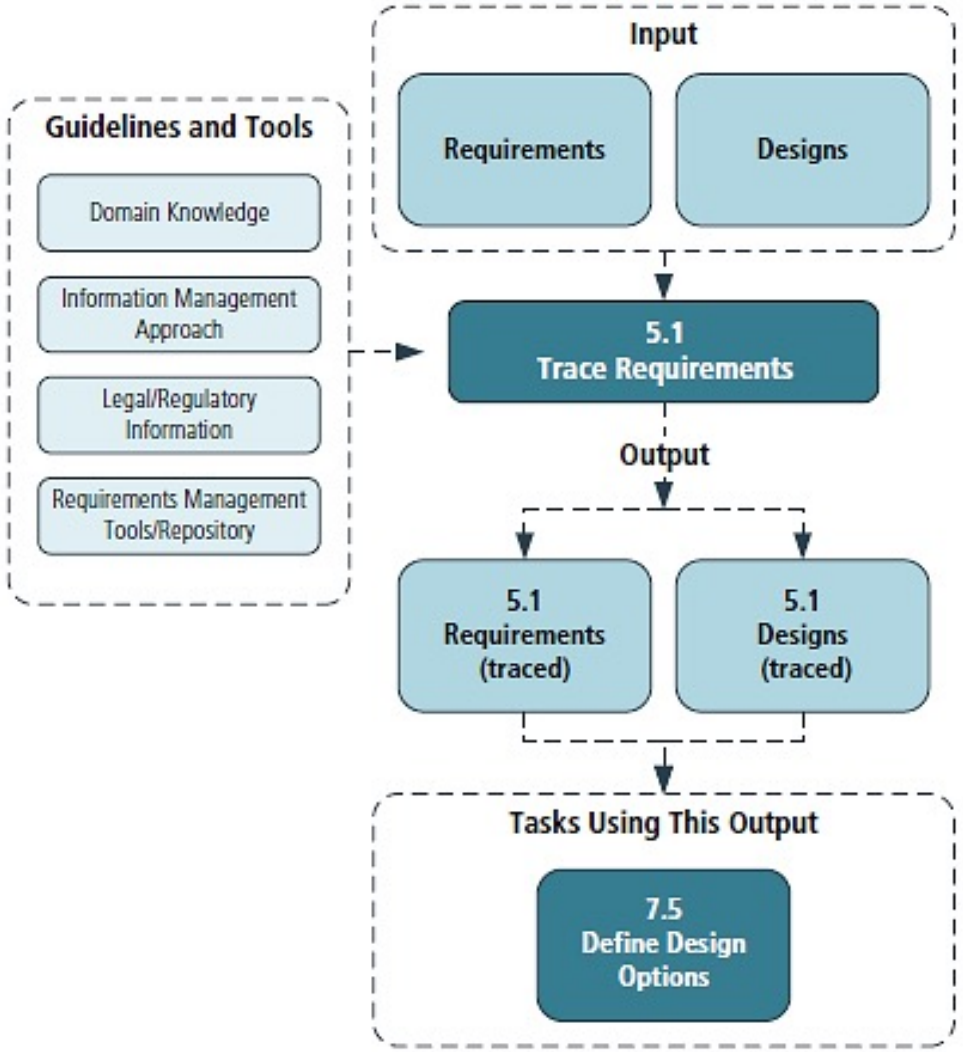
5.1

TRACE REQUIREMENTS

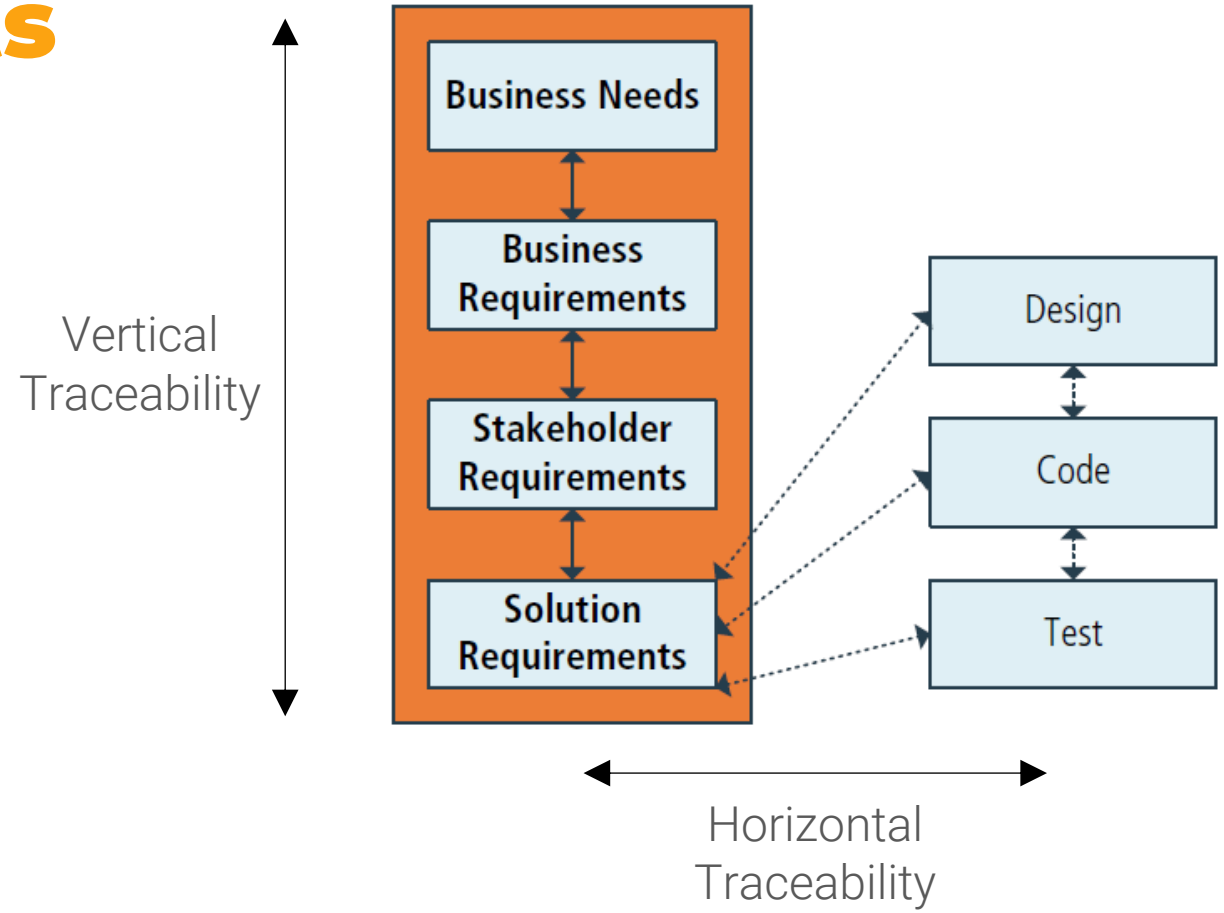
To ensure that requirements and designs at different levels are aligned to one another, and to manage the effects of change to one level on related requirements.

Elements:

- Level of Formality
- Relationships
- Traceability Repository



Software Requirements Traceability



THEORY SLIDE

TECHNIQUE

Scope Modelling (Traceability Matrix)

Purpose: Used to define the nature of one or more limits or boundaries and place elements inside or outside those boundaries.

Target artifacts: requirement elaborations/documents

Initial artifacts: requirements

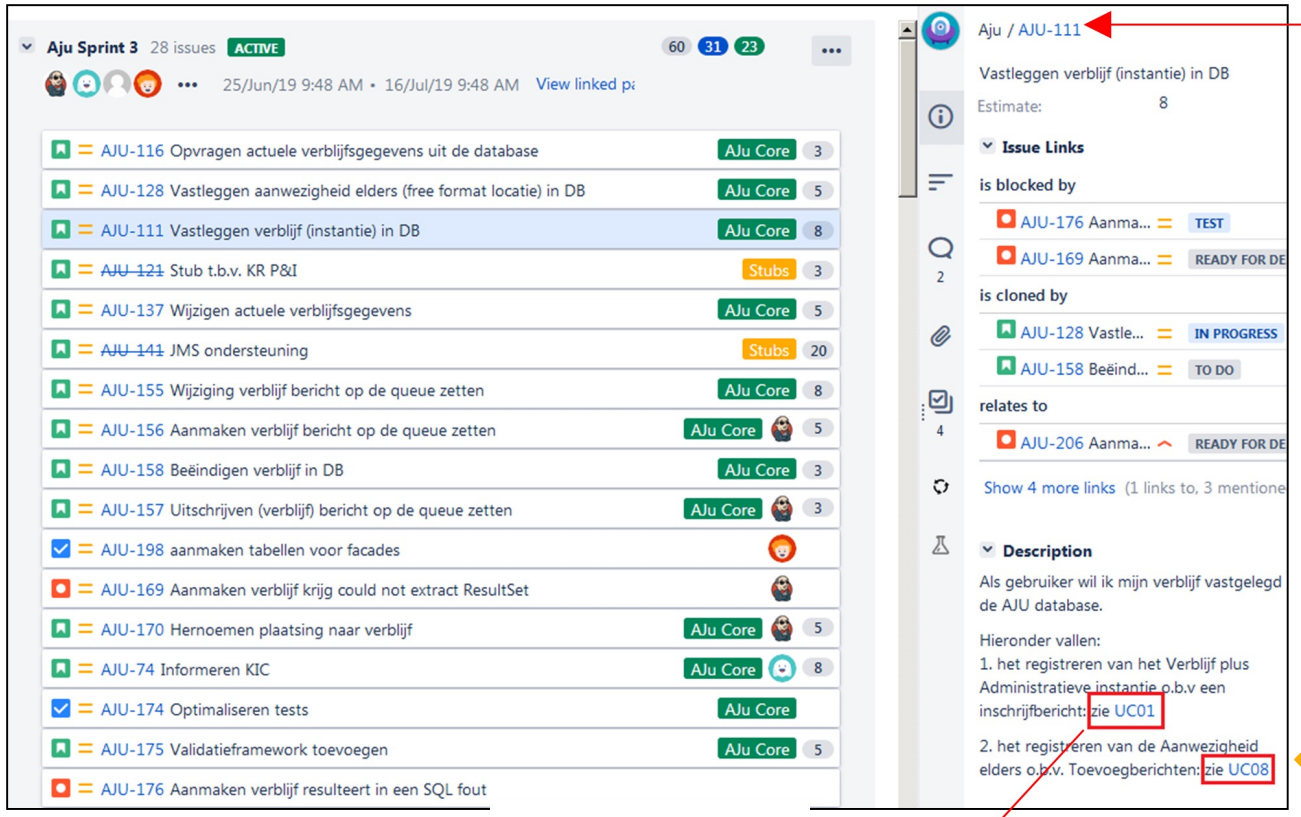
Use Cases / User Stories	UC01	UC02	UC03	UC04	UC05	UC06
US01	X					
US02	X					
US03	X					
US04		X				
US05			X			
US06					X	
US07				X		
US08						X

THEORY SLIDE

TECHNIQUE

Scope Modelling (Hyperlinks)

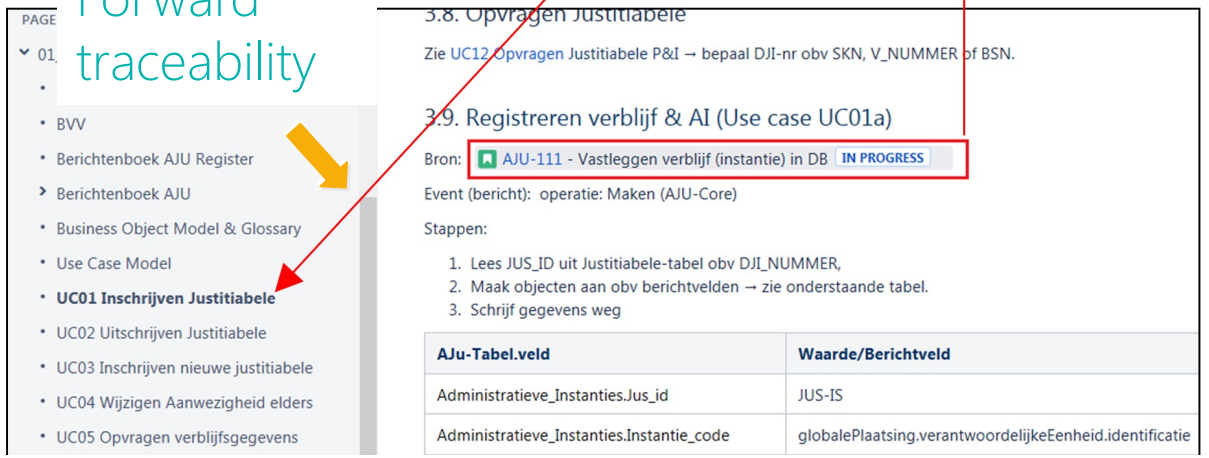
Jira



Backward traceability

Forward traceability

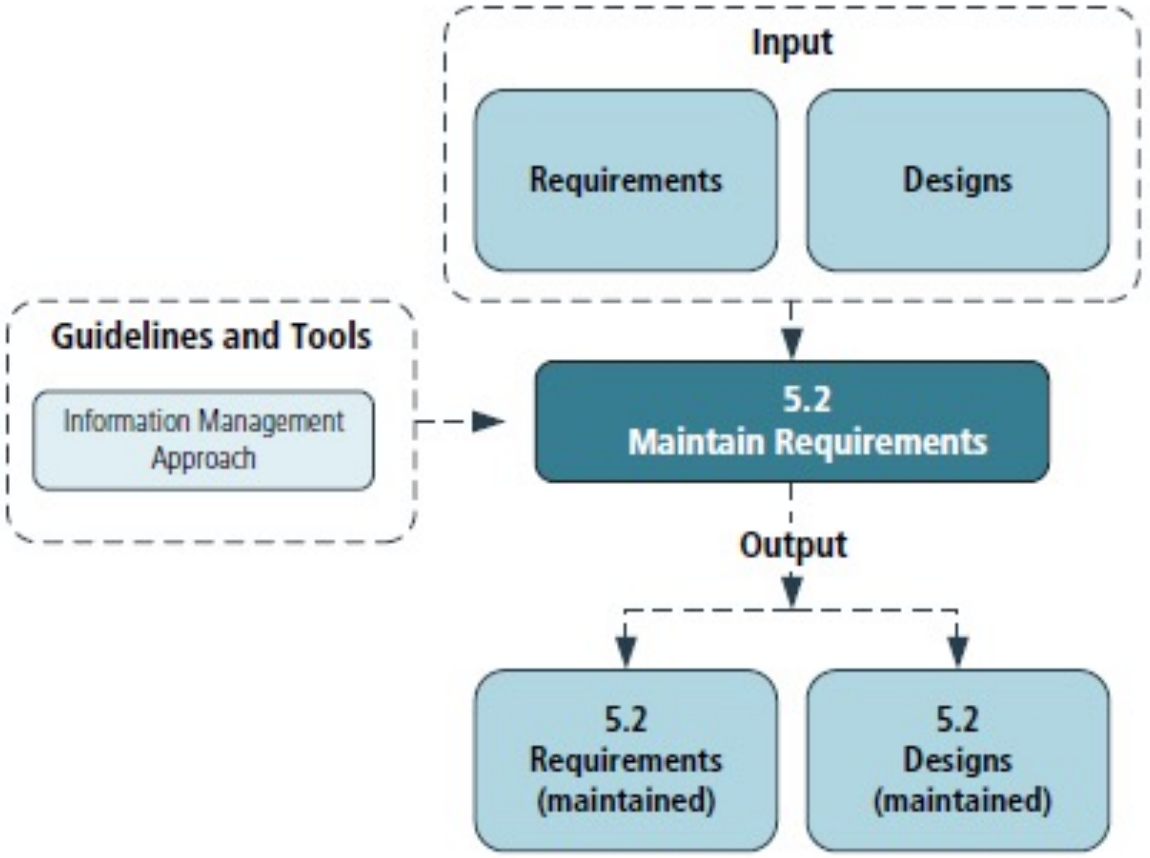
Confluence

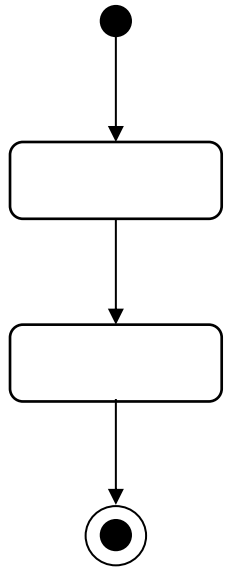


5.2

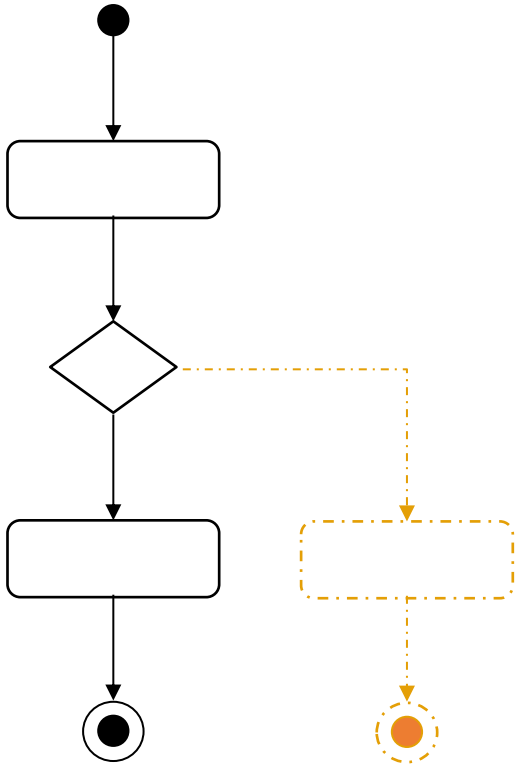
MAINTAIN REQUIREMENTS

To retain requirement accuracy and consistency throughout and beyond the change during the entire requirements life cycle, and to support reuse of requirements in other solutions.

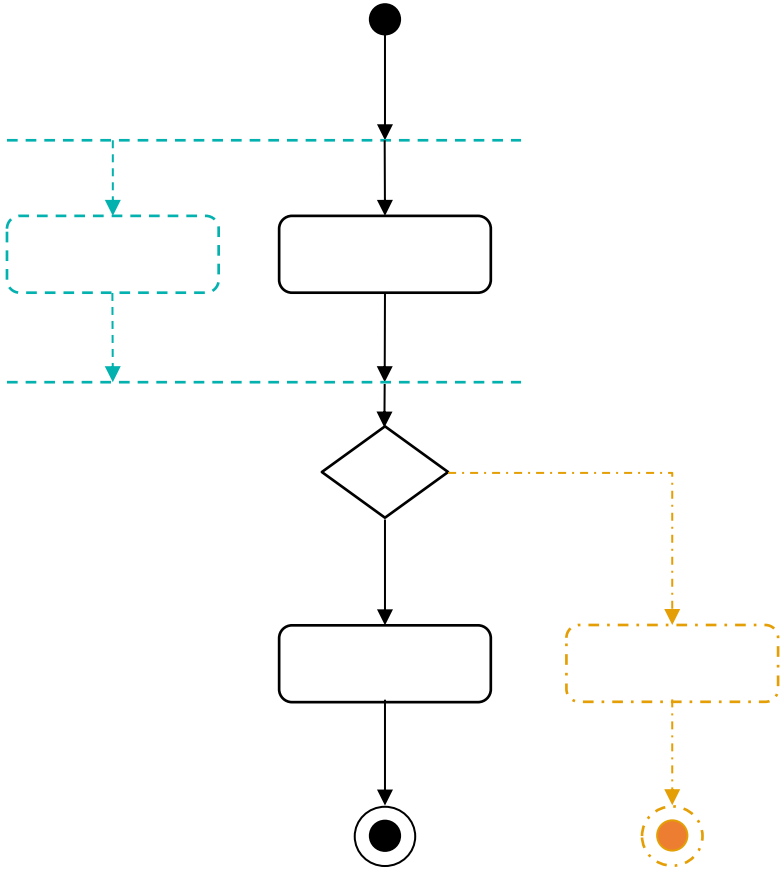




User story 1: Happy flow (Sprint 1)



User story 2: Alternative flow 1 (Sprint 2)



User story 3 New insight in Happy flow (Sprint 3)

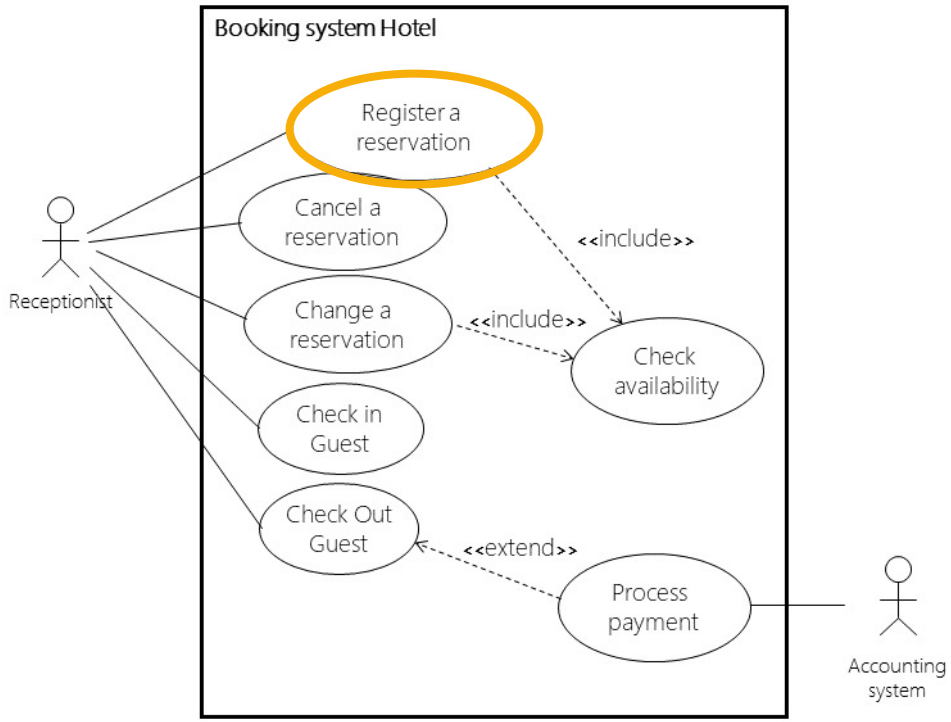
Requirements and Designs change with time

TECHNIQUE

Use Cases & Scenarios

Basic Flow:

1. Receptionist activates the menu 'Register reservation'
2. Booking system shows the guest screen
3. Receptionist enters guest name, address and birth date.
4. Booking system registers the entered data and shows the screen with reservations.
5. Receptionist enters room type, date, amount of persons, ...
6. Booking system checks the room availability on the selected date (included use case Check availability)
7. Booking system registers the reservation (there is a room available).



Alternatief scenario 1:

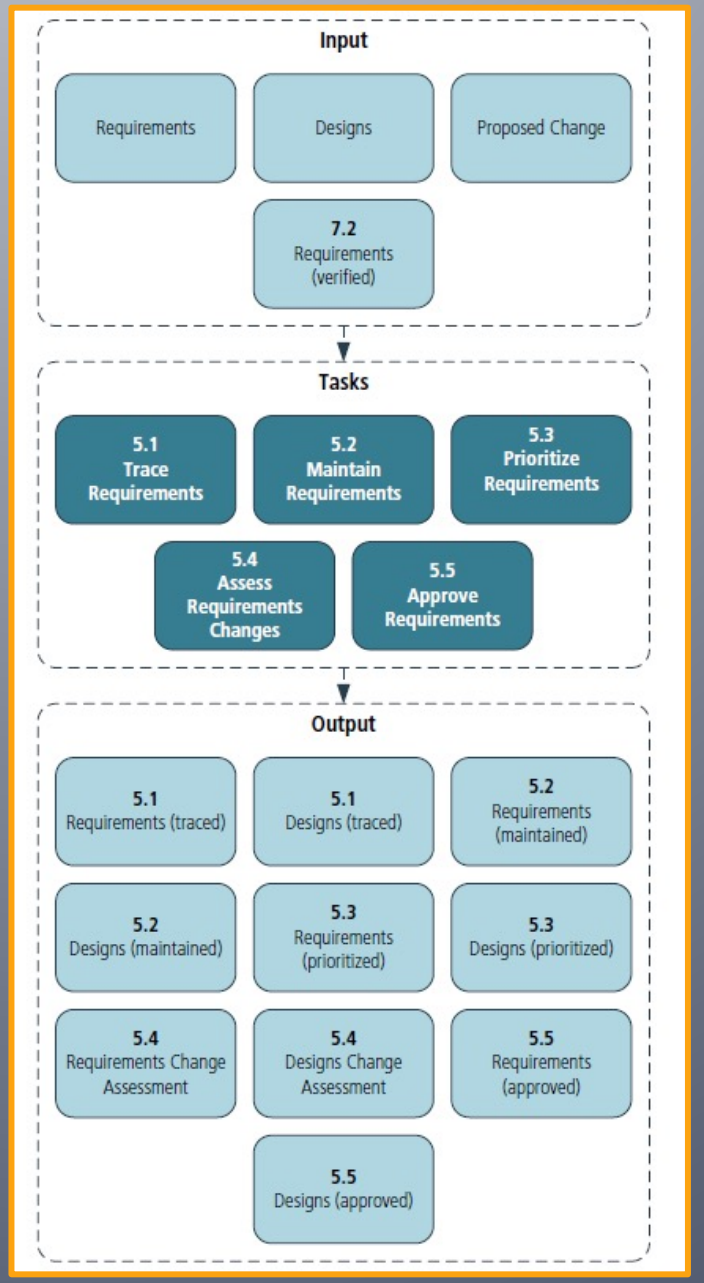
6a. There is no room available.

6a1. Booking system gives an error message ' No room available on date'

6a2. Booking system asks Receptionist for new date.

6a3. Continue with nr. 5.

SUMMARY SESSION 7



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