



Figure 3-20: Components of the Requirements Management Plan

### ***The PMI Guide to Business Analysis References***

Highlights of the process(es) from the *Guide to Business Analysis* related to the *ECO* task **Plan Requirements Management** are described below, along with notes as to how the process may be uniquely applied in adaptive and predictive project environments.

#### **Section 5.2 – Conduct Stakeholder Analysis**

- A benefit of this process is that it helps guide decisions around which stakeholders to involve and when to involve them.
- Stakeholder analysis guides choices regarding techniques to use that will best communicate with and engage stakeholders to benefit the business analysis work on projects.
- Stakeholder analysis is necessarily iterative as stakeholders come and go on projects as they evolve or scope changes.
- To make stakeholder analysis easier, stakeholders may be grouped based on whatever characteristics the product team determines is most important.

##### **On Adaptive Projects**

- Analyze stakeholders in terms of interest in solution value.
- Do initially in early iterations and at the beginning of later iterations as needed.
- Do some models, maps, or personas.

##### **On Predictive Projects**

- Do as part of formal planning.
- Update as product scope changes, stakeholder characteristics evolve, or new stakeholders are identified.
- Create stakeholder register with details.

#### **Section 5.3 – Determine Stakeholder Engagement and Communication Approach**

- This process defines the means of communicating with stakeholders to effectively engage them throughout the life cycle of the product.

- This process is both about meeting the business need and meeting stakeholder expectations.
- This approach lays the foundation for much of the business analysis work on projects, such as identifying:
  - How involved stakeholders need to be
  - How decisions will be made
  - How approvals will be handled
  - How project and product information will be made available
  - How stakeholders will stay informed about project and product progress
- BA-related communication needs to be scaled appropriately.
- The BA should collaborate with the PM to make sure stakeholders are not getting redundant or overlapping communications.
- Even if informal, proactive considerations for this process mitigate risks of not having the right stakeholders involved at the right time which will impact solution and project decisions and outcomes.

#### **On Adaptive Projects**

- Product owner and team agree on what product-related communication needs to happen.
- Take advantage of the approach which is inherently collaborative and fosters communication and engagement.

#### **On Predictive Projects**

- Do formal communications planning as part of the BA Plan.
- Plan before elicitation.
- Consider grouping stakeholders as a result of analyzing them and tailor the product information and level of detail they get according to the groups' needs.

### **Section 5.4 – Conduct Business Analysis Planning**

- This process is all about getting agreement as to what business analysis activities will be done, by whom, and what skills will be needed to do them.
- The BA Plan may be formal or informal.
- Importantly, engaging the team in this process helps ensure shared expectations around the BA work.
- If using a more formal plan, it is a good idea to include the rationale behind the planning decisions.
- This process is also related to the following tasks in this domain:
  - Task 4 – Plan Requirements Change Control
  - Task 5 – Plan Document Control

#### **On Adaptive Projects**

- Define BA tasks but don't expect to separate them out as separate line items for estimating and planning.
- Plan to use prioritization as a key planning consideration.
- Do estimating just-in-time in each iteration.
- Get agreement on the approach to refining the backlog.

#### **On Predictive Projects**

- Estimate individual tasks and then put work plans together to include all tasks.
- Do prior to elicitation.
- Estimate the level of effort required for all BA work, including analysis, traceability, evaluation, etc.
- Expect to develop a formal BA plan with work breakdown structure (WBS).