

# Part 2 : The Domains

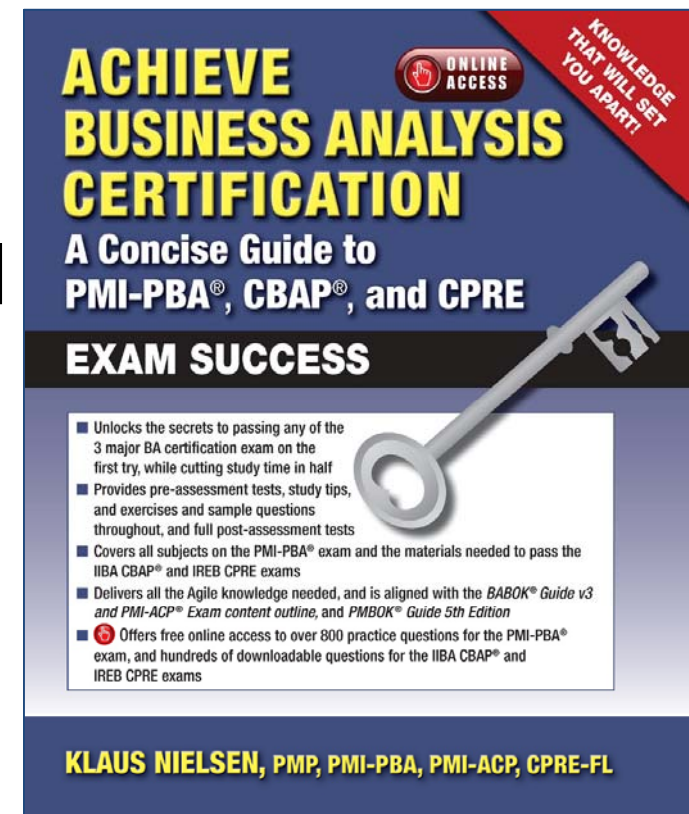
## Chapter 8: Traceability and Monitoring

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# ACHIEVE BUSINESS ANALYSIS CERTIFICATION

## A Concise Guide to PMI-PBA<sup>®</sup>, CBAP<sup>®</sup>, and CPRE

By Klaus Nielsen



# Terms to Know

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- Forward traceability
- Backward traceability
- Requirements traceability matrix
- Requirements status
- Traceability artifacts



- Requirements management life cycle
- Project life cycle
- Requirements eleven
- Interactive, push and pull communication
- Impact analysis

# Traceability and Monitoring

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Traceability is defined as *the ability to interrelate any uniquely identifiable software engineering artifact to any other, maintain required links over time, and use the resulting network to answer questions of both the software product and its development process.*

# Traceability and Monitoring

*Business Analysis for Practitioners (2015)* illustrates traceability and monitoring as the following steps:

- Relationship and dependencies
- Approving requirements
- Baselining approved requirements
- Monitoring requirements using a traceability matrix
- The requirements life cycle
- Managing changes to requirements

# Goals of Traceability

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**Table 8.1** Goals of traceability

ID	Goal	Description
1	Purposed	Traceability is fit-for-purpose and supports stakeholder needs (i.e., traceability is requirements-driven)
2	Cost effective	The return on investment (ROI) from using traceability is adequate in relation to the outlay of establishing it
3	Configurable	Traceability is established as specified moment-to-moment, and it accommodates changing stakeholder needs
4	Trusted	All stakeholders have full confidence in the traceability as it is created and maintained in the face of inconsistency, omissions, and change; all stakeholders can (and do) depend upon the traceability provided
5	Scalable	Varying types of artifacts can be traced at variable levels of granularity and in quantity—as the traceability extends through life and across organizational and business boundaries
6	Portable	Traceability is exchanged, merged, and reused across projects, organizations, domains, product lines, and supporting tools
7	Valued	Traceability is a strategic priority valued by all; every stakeholder has a role to play and actively discharges his or her responsibilities
8	Ubiquitous	Traceability is always there, without ever having to think about getting it there—as it is built into the engineering process; traceability has effectively disappeared without a trace.

# Business Analyst Tasks

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Keep track of changes (evolving requirements)

Collect requirements traceability information

Track and report requirements status

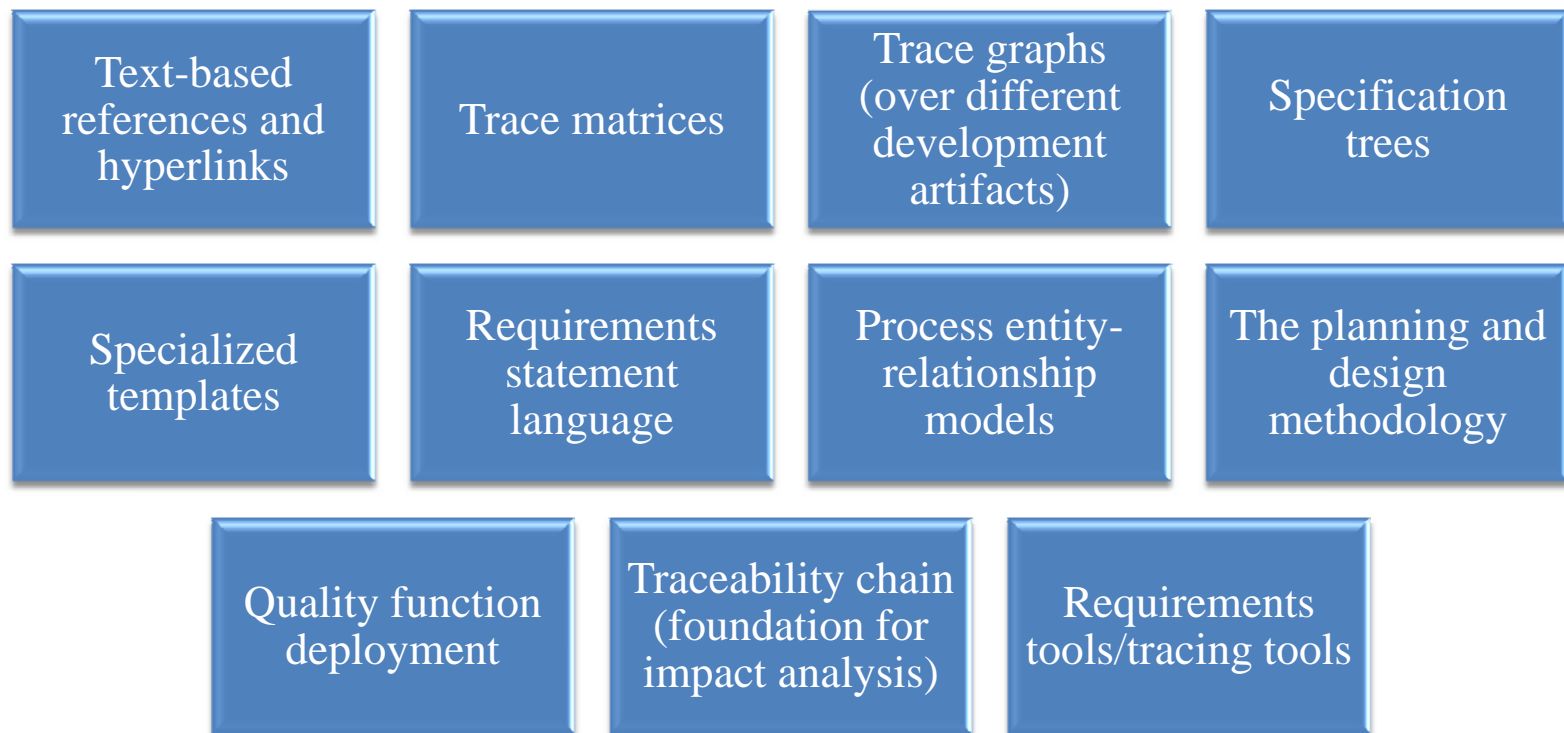
Update requirements documentation

Communicate requirements status and changes

Maintain and update the traceability matrix

# Traceability Tools

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# Monitor Requirements

**Table 8.11** Traceability activities (from Anne Hartly Consulting)

Domain	Headline	Traceability activities
Planning Traceability and Monitoring	Planning and monitoring	Stakeholder and business requirements, solution Scope, constraints, requirements plan, tracking
Analysis	Development	Elicitation Elaboration Analysis Design/Prototype
Analysis	Validation and verification	Proposed solution Design validation Prototype feedback Constructed Solution Testing Traceability oversight
Analysis Traceability and Monitoring	Change management	Agreed protocol Change control Approvals Signatures



# Update Requirement Status

**Table 8.14** Update a requirements status

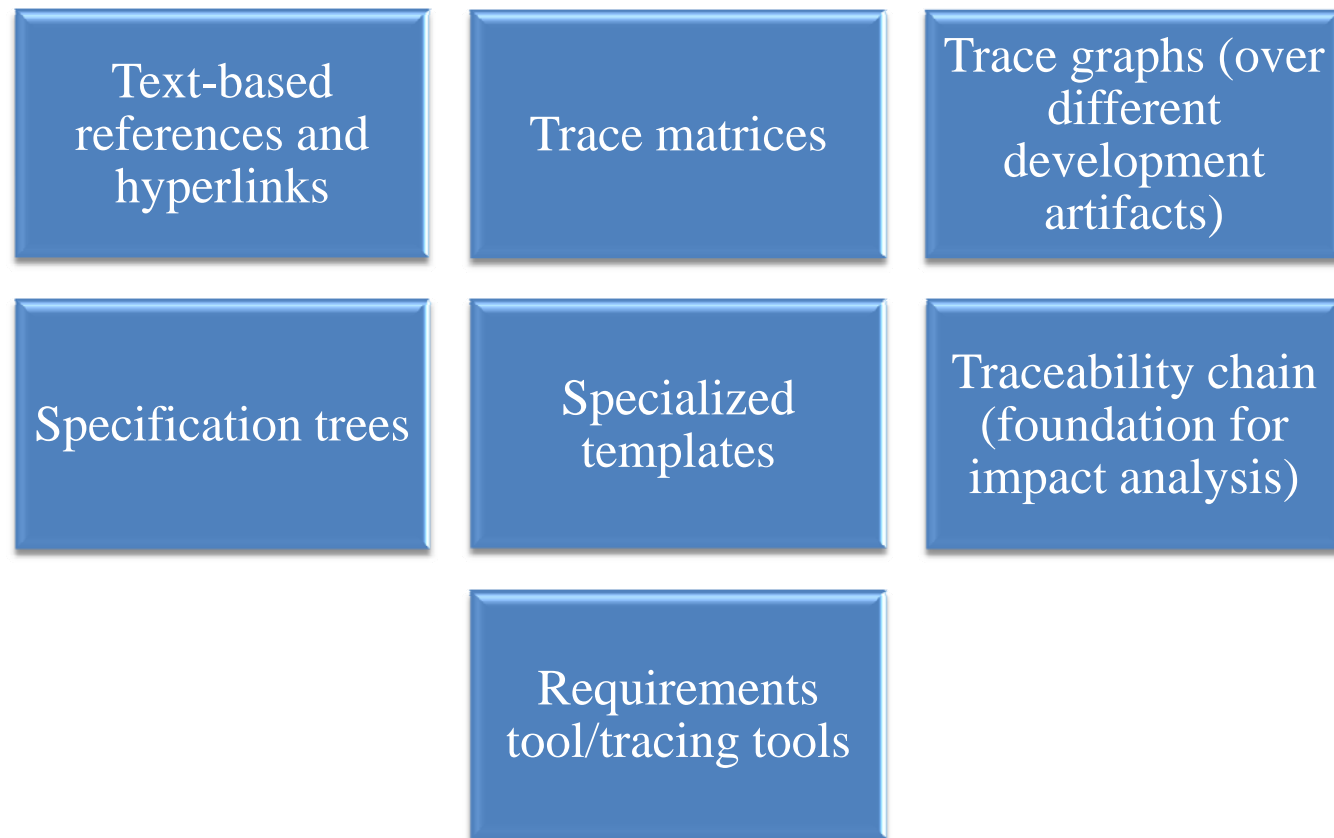
Status	ID	Risk	Source	Name	Description	Owner
Confirmed						
Validated						
Allocated						

**Table 8.15** Update the status of a requirement as it moves through its life cycle

Status	ID	Risk	Source	Name	Description	Owner	Life cycle
Approved							Analysis

# Traceability Artifacts and Tools

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# Communication Requirement Status

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The business analyst needs to communicate a requirement's status to the project manager and stakeholders using communication methods in order to keep them informed of requirements issues, conflicts, changes, risks, and overall status.

# Manages Changes to Requirements

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To maintain the integrity of the requirements and associated artifacts, the business analyst needs to manage changes to requirements by assessing impacts, dependencies, and risks, in accordance with the change control plan, and compare them to the requirements baseline.

# Knowledge and Skills

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- Backlog management
- Change control tools and techniques
- Communication skills tools and techniques
- Conflict management and resolution tools
- Organization assessment
- Reporting tools and techniques
- Requirement traceability tools and techniques

# Exercises

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Complete and discuss the posttest at the end of Chapter 8

Complete Exercise 8.5—matching keywords and definitions

# Questions?

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# Thank You

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