Requirements Life Cycle Management

Chapter Study Group Learning Materials

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## Study Session Schedule

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AGENDA

• Review of Chapter 4 (15 minutes)
• Introduction of Chapter 5 (5 minutes)
• 5.1 Trace Requirements (20 minutes)
• 5.2 Maintain Requirements (20 minutes)
• Break (15 minutes)
• 5.3 Prioritize Requirements (20 minutes)
• 5.4 Assess Requirements Changes (20 minutes)
• 5.5 Approve Requirements (20 minutes)
• Group Practice (15 minutes)
REVIEW OF CHAPTER 4

• 4.1 Prepare for Elicitation
• 4.2 Conduct Elicitation
• 4.3 Confirm Elicitation Results
• 4.4 Communicate Business Analysis Information
• 4.5 Manage Stakeholder Collaboration
• Homework
INTRODUCTION

• Chapter 5 of BABOK v3

• Consists of tasks performed to:
  • Maintain relationships between requirements, designs, solution components and other work products
  • Ensure accuracy and relevance of requirements and designs
  • Facilitate reuse of requirements and designs where appropriate
  • Understand the value, urgency and risks associated with requirements and designs
  • Evaluate new and changing stakeholder needs
  • Help stakeholders reach agreement on requirements and designs
INTRODUCTION
INTRODUCTION

• The **Requirements Life Cycle Management** knowledge area describes the tasks that business analysts perform in order to manage and maintain requirements and design information from inception to retirement.

• **Primary Tasks:**
  • Establishing meaningful relationships between related requirements and designs
  • Assessing changes to requirements and designs when changes are proposed
  • Analyzing and gaining consensus on changes
INTRODUCTION

• The purpose of requirements life cycle management is to ensure that business, stakeholder, and solution requirements and designs are aligned to one another and that the solution implements them.

• Supporting Tasks:
  • Monitoring requirements and designs
  • Directing how requirements will be implemented in the actual solution
  • Ensuring that business analysis information is available for future use
INTRODUCTION

• The requirements life cycle:
  • Begins with the representation of a business need as a requirement
  • Continues through the development of a solution
  • Ends when a solution and the requirements that represent it are retired
INTRODUCTION

Requirements Life Cycle Management
## INTRODUCTION: APPLYING THE BUSINESS ANALYSIS CORE CONCEPT MODEL

<table>
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<tr>
<td>Change</td>
<td>Manage how proposed changes to requirements and designs are evaluated during an initiative</td>
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<td>Need</td>
<td>Trace, prioritize and maintain requirements to ensure that the need is met</td>
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<td>Trace requirements and designs to solution components to ensure the solution satisfies the need</td>
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5.1 Trace Requirements
5.1 TRACE REQUIREMENTS

- **Purpose**
  - Ensure that requirements and design at different levels are aligned to one another.
  - Manage the effects of change to one level on related requirements.

- **Description**
  - Identify and document the lineage of each requirement, including its backward traceability, its forward traceability, and its relationship to other requirements.
  - While traceability is valuable, the business analyst balances the number of relationship types with the benefit gained by representing them.
5.1 TRACE REQUIREMENTS

• Requirements Traceability is used:
  • To help ensure that the solution conforms to the requirements
  • To assist in scope, change, risk, time, cost and communication management
  • To detect missing functionality or to identify if there is implemented functionality that is not supported by any requirement

• Requirements Traceability enables:
  • Faster and simpler impact analysis
  • More reliable discovery of inconsistencies and gaps in requirements
  • Deeper insights into the scope and complexity of a change
  • Reliable assessment of which requirements have been addressed and which have not
5.1 TRACE REQUIREMENTS

- Traceability also supports both requirements allocation and release planning by providing a direct line of sight from requirement to expressed need.
- See 7.4 Define Requirements Architecture
5.1 TRACE REQUIREMENTS

Input

- Requirements
- Designs

Guidelines and Tools
- Domain Knowledge
- Information Management Approach
- Legal/Regulatory Information
- Requirements Management Tools/Repository

Trace Requirements

Output

- 5.1 Requirements (traced)
- 5.1 Designs (traced)

Tasks Using This Output

- 7.5 Define Design Options
5.1 TRACE REQUIREMENTS

• Requirements
  • May be traced to other requirements (including goals, objectives, business requirements, stakeholder requirements, solution requirements and transition requirements).
  • May be traced to solution components, visuals, business rules, and other work products.

• Designs
  • May be traced to other requirements, solution components, and other work products.
5.1 TRACE REQUIREMENTS

- **Level of Formality**
  - The effort to trace requirements grows significantly when the number of requirements or level of formality increases.

- **Relationships**
  - To link the requirements on different levels of abstraction or detected dependency.
  - **Types of relationships** considered when defining the traceability approach: Derive, Depends (Necessity or Effort), Satisfy, and Validate.
5.1 TRACE REQUIREMENTS

- **Traceability Repository**
  - Requirements traceability is documented and maintained in accordance with the methods identified by the business analysis approach.
  - **Requirements management tools** can provide significant benefits when there is a need to trace a large number of requirements that may be deemed unmanageable with manual approaches.
5.1 TRACE REQUIREMENTS

- **Domain Knowledge**
  - Knowledge of and expertise in the business domain need to support traceability.

- **Information Management Approach**
  - Decisions made from planning activities that may influence the traceability approach.

- **Legal/Regulatory Information**
  - Legislative rules or regulations that must be followed and taken into consideration when defining traceability rules.
5.1 Trace Requirements

- Requirements Management Tools/Repository
  - Storage and management of business analysis information.
  - May be as simple as a text document or as complex as a dedicated requirements management tool.
5.1 TRACE REQUIREMENTS

- **Business Rules Analysis**
  - Used to trace business rules to requirements that they support, or rules that support requirements.

- **Functional Decomposition**
  - Used to break down solution scope into smaller components for allocation.
  - Also used to trace high-level concepts to low-level concepts.

- **Process Modelling**
  - Used to visually show the future state process.
  - Also used to trace requirements to future state process.
5.1 TRACE REQUIREMENTS

• **Scope Modelling**
  - Used to visually depict scope.
  - Also used to trace requirements to the area of scope the requirement supports.
5.1 TRACE REQUIREMENTS

• **Key Stakeholders**
  - **Customers** are affected by how and when requirements are implemented, and may have to be consulted.
  - **Domain Subject Matter Expert** may have recommendations.
  - **End User** may require specific dependency relationships to be implemented.
  - **Implementation Subject Matter Expert** ensures that the solution being developed meets the business needs.
  - **Operational Support** have reference source (traceability documentation) for help desk support.
5.1 TRACE REQUIREMENTS

- **Key Stakeholders**
  - **Project Manager** can leverage traceability for project change and scope management.
  - **Sponsor** is required to approve the various relationships.
  - **Suppliers** are affected by how and when requirements are implemented.
  - **Tester** needs to understand how and where requirements are implemented, and may trace test cases to requirements.
5.1 TRACE REQUIREMENTS

- **Requirements (traced)**
  - Have clearly defined relationships to other requirements and solution components.
  - Also have clearly defined relationships to releases, phases or iterations within a solution scope.

- **Designs (traced)**
  - Have clearly defined relationships to other requirements and solution components.
  - Also have clearly defined relationships to releases, phases or iterations within a solution scope.

6. Outputs

Requirements Life Cycle Management
5.2 Maintain Requirements
5.2 MAINTAIN REQUIREMENTS

• Purpose
  • Retain requirement accuracy and consistency throughout and beyond the change during the entire requirements life cycle.
  • Support reuse of requirements in other solutions.

• Description
  • A requirement that represents an ongoing need must be maintained to ensure that it remains valid over time.
  • A requirement must be: consistently represented, reviewed and approved for maintenance, and easily accessible and understandable.
5.2 MAINTAIN REQUIREMENTS

Input
- Requirements
- Designs

Guidelines and Tools
- Information Management Approach

5.2 Maintain Requirements

Output
- 5.2 Requirements (maintained)
- 5.2 Designs (maintained)
5.2 MAINTAIN REQUIREMENTS

- **Requirements**
  - Includes goals, objectives, business requirements, stakeholder requirements, solution requirements and solution requirements.

- **Designs**
  - Can be maintained, as needed.
5.2 MAINTAIN REQUIREMENTS

• **Maintain Requirements**
  • Conduct maintenance of requirements after an approved change.
  • Maintain also the relationships among requirements or set of requirements.

• **Maintain Attributes**
  • Requirements attributes, such as source, priority and complexity, aid in managing each requirement.
  • An attribute may change even though the requirement does not change.
5.2 MAINTAIN REQUIREMENTS

• Reusing Requirements
  • Requirements intended for long-term use are identified, clearly named, defined and stored in a manner that makes them easily retrievable.
  • Requirements can be reused:
    • Within the current initiative
    • Within similar initiatives
    • Within similar departments
    • Throughout the entire organization

2. Elements
5.2 MAINTAIN REQUIREMENTS

3. Guidelines and Tools

- Information Management Approach
  - Indicates how requirements will be managed for reuse.
5.2 MAINTAIN REQUIREMENTS

4. Techniques

- **Business Rules Analysis**
  - Identify similar business rules across the enterprise.

- **Data Flow Diagrams**
  - Identify similar information flows across the enterprise.

- **Data Modeling**
  - Identify similar data structures across the enterprise.

- **Document Analysis**
  - Analyze existing documentation about an enterprise.
5.2 MAINTAIN REQUIREMENTS

- **Functional Decomposition**
  - Identify requirements associated with the components.

- **Process Modelling**
  - Identify requirements associated with the processes.

- **Use Cases and Scenarios**
  - Identify a solution component that may be reused by more than one solution.

- **User Stories**
  - Identify requirements associated with the story.
5.2 MAINTAIN REQUIREMENTS

- **Key Stakeholders**
  - **Domain Subject Matter Expert** references maintained requirements.
  - **Implementation Subject Matter Expert** utilizes maintained requirements.
  - **Operational Support** confirms the current state.
  - **Regulator** confirms compliance to standards.
  - **Tester** uses maintained requirements in test plan and test case creation.
5.2 MAINTAIN REQUIREMENTS

- **Requirements (maintained)**
  - Defined once and available for long-term usage.
  - A requirement that was not approved or implemented may still be maintained.

- **Designs (maintained)**
  - May be reusable once defined.
5.3 Prioritize Requirements
5.3 PRIORITIZE REQUIREMENTS

• **Purpose**
  • Rank requirements in the order of relative importance.

• **Description**
  • Prioritization is the act of ranking requirements to determine their relative importance to stakeholders.
  • Priority can refer to the relative value of a requirement or to the sequence in which a requirement will be implemented.
  • Prioritization is an ongoing process.
5.3 PRIORITIZE REQUIREMENTS

Guidelines and Tools
- Business Constraints
- Change Strategy
- Domain Knowledge
- Governance Approach
- Requirements Architecture
- Requirements Management Tools/Repository
- Solution Scope

Input
- Requirements
- Designs

5.3 Prioritize Requirements

Output
- 5.3 Requirements (prioritized)
- 5.3 Designs (prioritized)

Tasks Using This Output
- 6.3 Assess Risks
5.3 PRIORITIZE REQUIREMENTS

1. Inputs

- **Requirements**
  - Any requirements in the form of text, matrices or diagrams that are ready to prioritize.

- **Designs**
  - Any designs in the form of text, prototypes, or diagrams that are ready to prioritize.
5.3 PRIORITIZE REQUIREMENTS

• Basis for Prioritization
  • Typical factors that influence prioritization include:
    • Benefit
    • Penalty
    • Cost
    • Risk
    • Dependencies
    • Time Sensitivity
    • Stability
    • Regulatory or Policy Compliance
5.3 PRIORITIZE REQUIREMENTS

2. Elements

• **Challenges of Prioritization**
  • Each stakeholder may value something different resulting in possible conflict.
  • Stakeholders may also have difficulty characterizing any requirement as a lower priority.
  • Stakeholders may indicate priority to influence the result.

• **Continual Prioritization**
  • Priorities may shift as the context evolves and as more information becomes available.
  • The basis for prioritization may be different at various stages of the change.
5.3 PRIORITIZE REQUIREMENTS

3. Guidelines and Tools

- **Business Constraints**
  - Regulatory statutes, contractual obligations and business policies.

- **Change Strategy**
  - Provides information on costs, timelines and value realization.

- **Domain Knowledge**
  - Knowledge and expertise of the business domain.

- **Governance Approach**
  - Outlines the approach for prioritizing requirements.
5.3 PRIORITIZE REQUIREMENTS

• **Requirements Architecture**
  - Utilized to understand the relationship with other requirements and work products.

• **Requirements Management Tools/Repository**
  - Priority can help to sort and access requirements.

• **Solution Scope**
  - Considered in prioritization to ensure scope is managed.
5.3 PRIORITIZE REQUIREMENTS

4. Techniques

- **Backlog Management**
  - Backlog is used to compare requirements.
  - Backlog is a location where requirements can be maintained.

- **Business Cases**
  - Used to assess requirements against identified business goals and objectives.

- **Decision Analysis**
  - Used to identify high-value requirements.

- **Estimation**
  - Estimates can be the basis for prioritization.
5.3 PRIORITIZE REQUIREMENTS

- **Financial Analysis**
  - Used to assess financial value of a set of requirements and how the timing of delivery will affect that value.

- **Interviews**
  - Used to gain an understanding.

- **Item Tracking**
  - Used to track issues.

- **Prioritization**
  - Used to facilitate the process of prioritization.
5.3 PRIORITIZE REQUIREMENTS

4. Techniques

- **Risk Analysis and Management**
  - Used to understand the risks.

- **Workshops**
  - Used to gain an understanding of stakeholders’ basis of prioritization or priorities in a facilitated group setting.
5.3 PRIORITIZE REQUIREMENTS

• **Key Stakeholders**
  - **Customer** verifies delivered value of prioritized requirements from a customer perspective and can negotiate to change the priority.
  - **End User** verifies delivered value of prioritized requirements from an end-user perspective.
  - **Implementation Subject Matter Expert** provides inputs relating to technical dependencies.
  - **Project Manager** uses prioritization as inputs into the project plan and allocation of requirements to releases.
  - **Regulator** verifies that the prioritization is consistent with legal and regulatory constraints.
  - **Sponsor** verifies delivered value of prioritized requirements from an organizational perspective.
5.3 PRIORITIZE REQUIREMENTS

- **Requirements (prioritized)**
  - Available for additional work.
  - Ensures that the highest valued requirements are addressed first.

- **Designs (prioritized)**
  - Available for additional work.
  - Ensures that the highest valued designs are addressed first.
5.4 Assess Requirements Changes
5.4 ASSESS REQUIREMENTS CHANGES

• Purpose
  • Evaluate the implications of proposed changes to requirements and designs.

• Description
  • Assessment is performed as new needs or possible solutions are identified.
  • Business analysts assess the potential effect of the change to solution value and whether the change introduces conflicts or increase the level of risk.
5.4 ASSESS REQUIREMENTS CHANGES

- Considerations when assessing changes
  - Aligns with the overall strategy.
  - Affects value delivered to the business or stakeholder groups.
  - Impacts the time or resources required to deliver.
  - Alters any risks, opportunities or constraints.
5.4 ASSESS REQUIREMENTS CHANGES

Guidelines and Tools
- Change Strategy
- Domain Knowledge
- Governance Approach
- Legal/Regulatory Information
- Requirements Architecture
- Solution Scope

Input
- Requirements
- Designs
- Proposed Change

Output
- 5.1 Requirements Change Assessment
- 5.1 Designs Change Assessment
5.4 ASSESS REQUIREMENTS CHANGES

1. Inputs

- **Proposed Change**
  - Can be identified any time and impact any aspect of completed business analysis work or deliverables.
  - Can be triggered by changes to: business strategy, stakeholders, legal requirements or regulation.

- **Requirements**
  - Assess impact of proposed modification to existing requirements.

- **Designs**
  - Assess impact of proposed modification to existing designs.
5.4 ASSESS REQUIREMENTS CHANGES

2. Elements

• Assessment Formality
  • Determine the formality based on the information available, apparent importance of the change and the governance process.
  • A predictive approach may indicate a more formal assessment process.
  • An adaptive approach may require less formality

• Impact Analysis
  • Performed to assess or evaluate the effect of a change.
  • Traceability is a useful tool.
  • Considerations include: Benefit, Cost, Impact, Schedule and Urgency.
5.4 ASSESS REQUIREMENTS CHANGES

• Impact Resolution
  • All impacts and resolutions are to be documented and communicated to all stakeholders.
  • How decisions and changes will be made and communicated is determined by the task 3.3 Plan Business Analysis Governance.
5.4 ASSESS REQUIREMENTS CHANGES

3. Guidelines and Tools

- **Change Strategy**
  - Sets the purpose and direction for changes.
  - Establishes context.
  - Identifies critical components.

- **Domain Knowledge**
  - Knowledge of and expertise in the business domain is needed to perform assessment.

- **Governance Approach**
  - Provides guidance on change control, decision-making processes as well as stakeholder roles within the process.
5.4 ASSESS REQUIREMENTS CHANGES

3. Guidelines and Tools

- **Legal/Regulatory Information**
  - Describes legislative rules or regulations that must be followed.

- **Requirements Architecture**
  - Business analyst examines and analyzes the requirements relationships to determine which requirements will be impacted.

- **Solution Scope**
  - Must be considered to fully understand the impact of a proposed change.
5.4 ASSESS REQUIREMENTS CHANGES

4. Techniques

- **Business Case**
  - Used to justify a proposed change.

- **Business Rules Analysis**
  - Assess changes to business policies and business rules and develop revised guidance.

- **Decision Analysis**
  - Used to facilitate change assessment process.

- **Document Analysis**
  - Used to analyze any existing documents that facilitate an understanding of the change’s impact.
5.4 ASSESS REQUIREMENTS CHANGES

4. Techniques

• **Estimation**
  • Used to determine the size of the change.

• **Financial Analysis**
  • Used to estimate financial consequences.

• **Interface Analysis**
  • Used to identify interfaces that can be affected by the change.

• **Interviews**
  • Used to gain an understanding of the impact from a single or small group of stakeholders.
5.4 ASSESS REQUIREMENTS CHANGES

4. Techniques

• **Item Tracking**
  • Used to track any issues or conflicts discovered during impact analysis.

• **Risk Analysis and Management**
  • Used to determine the level of risk associated with the change.

• **Workshops**
  • Used to gain understanding of the impact or to resolve changes in a group setting.
5.4 ASSESS REQUIREMENTS CHANGES

Key Stakeholders

- **Customers** provide feedback concerning the impact the change will have on value.
- **Domain Subject Matter Expert** can provide insight on how the change will impact the organization and value.
- **End User** can offer information about the impact on their activities.
- **Operational Support** provides information on both their ability to support and their need to understand the nature of the change to be able to support it.
- **Project Manager** reviews assessment results to determine if additional project work is required.
5.4 ASSESS REQUIREMENTS CHANGES

- **Key Stakeholders**
  - **Regulator** is referenced by auditors to confirm compliance to standards.
  - **Sponsor** is accountable for the solution scope and can provide insight to be utilized when assessing change.
  - **Tester** is consulted for establishing impact of the proposed changes.
5.4 ASSESS REQUIREMENTS CHANGES

- **Requirements Change Assessment**
  - Recommendation to approve, modify or deny a proposed requirement change.

- **Designs Change Assessment**
  - Recommendation to approve, modify or deny a proposed design change.

6. Outputs
5.5 Approve Requirements
5.5 APPROVE REQUIREMENTS

• **Purpose**
  • Obtain agreement on and approval of requirements and designs for business analysis work to continue and/or solution construction to proceed.

• **Description**
  • Approval of requirements may be formal or informal.
  • Business analysts work with key stakeholders to gain consensus on new and changed requirements, communicate the outcome of discussions, and track and manage the approval.
5.5 APPROVE REQUIREMENTS

Guidelines and Tools
- Change Strategy
- Governance Approach
- Legal/Regulatory Information
- Requirements Management Tools/Repository
- Solution Scope

Input
- Requirements (verified)
- Designs

Output
- 5.5 Approve Requirements
- 5.5 Requirements (approved)
- 5.5 Designs (approved)
5.5 APPROVE REQUIREMENTS

1. Inputs

- **Requirements (verified)**
  - Verified set of requirements to be used as a reliable body of work for further specification and development.

- **Designs**
  - A set of designs determined ready to be used for further specification and development.
5.5 APPROVE REQUIREMENTS

2. Elements

• Understand Stakeholder Roles
  • The approval process is defined by the task 3.3 Plan Business Analysis Governance.
  • Business analysts are responsible for obtaining stakeholder approvals and are required to understand who has decision-making authority and who possesses authority for sign-off.

• Conflict and Issue Management
  • The approach for determining how to secure decisions and resolve conflicts is planned for in 3.3 Plan Business Analysis Governance.
  • Business analyst facilitates communication between stakeholders in areas of conflict so that each group has an improved appreciation for the needs of others.
5.5 APPROVE REQUIREMENTS

2. Elements

• **Gain Consensus**
  - Business analysts obtain approval by reviewing the requirements or changes to requirements with the accountable individuals or groups.
  - Business analysts present the requirements to stakeholders for approval using the methods and means established in the tasks 3.3 Plan Business Analysis Governance and 4.4 Communicate Business Analysis Information.

• **Track and Communicate Approval**
  - Business analysts record approval decisions, possibly in requirements maintenance and tracking tools.
5.5 APPROVE REQUIREMENTS

3. Guidelines and Tools

- **Change Strategy**
  - Provides information which assists in managing stakeholder consensus.

- **Governance Approach**
  - Identifies stakeholders who have the authority and responsibility to approve.
  - Explains when such approvals will take place and how they will align to organizational policies.

- **Legal/Regulatory Information**
  - Describes legislative rules or regulations that must be followed.
5.5 APPROVE REQUIREMENTS

• **Requirements Management Tools/Repository**
  • Tool to record requirements approvals.

• **Solution Scope**
  • Must be considered when approving requirements to accurately assess alignment and completeness.
5.5 APPROVE REQUIREMENTS

• **Acceptance and Evaluation Criteria**
  • Used to define approval criteria

• **Decision Analysis**
  • Used to resolve issues and gain agreement

• **Item Tracking**
  • Used to track identified issues

• **Reviews**
  • Used to evaluate requirements

• **Workshop**
  • Used to facilitate obtaining approval
5.5 APPROVE REQUIREMENTS

- Key Stakeholders
  - **Customers** may play an active role in reviews and approvals of requirements and designs.
  - **Domain Subject Matter Expert** may be involved in the reviews and approvals.
  - **End User** may be involved in the review, validation and prioritization of requirements and designs.
  - **Operational Support** is responsible for ensuring that requirements and designs are supportable.
  - **Project Manager** may manage the project plan activities pertaining to review and/or approval.
5.5 APPROVE REQUIREMENTS

• **Key Stakeholders**
  • **Regulator** is responsible for providing opinion on the relationship between stated requirements and specific regulations.
  • **Sponsor** is responsible to review and approve the business case, solution or product scope, and all requirements and designs.
  • **Tester** is responsible for ensuring quality assurance standards are feasible within the business analysis information.
5.5 APPROVE REQUIREMENTS

- **Requirements (approved)**
  - Requirements which are agreed to by stakeholders and are ready for use in subsequent business analysis efforts.

- **Designs (approved)**
  - Designs which are agreed to by stakeholders and ready for use in subsequent business analysis or solution development efforts.