



# Requirements-Led Project Management

## Discovering David's Slingshot

*One of the factors that has been present in every successful project, and absent in every unsuccessful project, is sufficient attention being paid to the requirements. Moreover, the requirements themselves are the best source of project management information.*

**Suzanne Robertson**  
**James Robertson**

Foreword by Barry Boehm

# Requirements Led Project Management Discovering Davids Slingshot

**Tom Hill**



## **Requirements Led Project Management Discovering Davids Slingshot:**

**Requirements-led Project Management** Suzanne Robertson, James Robertson, 2005 Requirements are a crucial ingredient of any successful project This is true for any product software hardware consumer appliance or large scale construction You have to understand its requirements what is needed and desired if you are to build the right product Most developers recognize the truth in this statement even if they don't always live up to it Far less obvious however is the contribution that the requirements activity makes to project management Requirements along with other outputs from the requirements activity are potent project management tools In Requirements Led Project Management Suzanne and James Robertson show how to use requirements to manage the development lifecycle They show program managers product and project managers team leaders and business analysts specifically how to Use requirements as input to project planning and decision making Determine whether to invest in a project Deliver more appropriate products with a quick cycle time Measure and estimate the requirements effort Define the most effective requirements process for a project Manage stakeholder involvement and expectations Set requirements priorities Manage requirements across multiple domains and technologies Use requirements to communicate across business and technological boundaries In their previous book Mastering the Requirements Process the Robertsons defined Volere their groundbreaking and now widely adopted requirements process In this second book they look at the outputs from the requirements process and demonstrate how you can take advantage of the all important links between requirements and project success

### **Effective Project Management** Robert K.

Wysocki, 2010-09-29 Unlock your potential and achieve breakthrough performance in project management If you're looking for a more robust approach to project management one that recognizes the project environment and adapts accordingly then this is the perfect resource It not only guides you through the traditional methods but also covers the adaptive and extreme approaches as well You'll gain an in depth understanding of each one and know exactly when and how to use them You'll also be introduced to the Adaptive Project Framework which arms you with a new project management methodology And with the help of two new case studies you'll be able to put these ideas into practice and experience some of the contemporary nuances of projects This definitive guide to project management shows you how to Take advantage of new variations on traditional project management methods including risk assessment and control Decide the best method for managing specific types of projects by analyzing all of the pros and cons Apply the Adaptive Project Framework to the world of fast paced high change and complex projects Create a war room to successfully manage multiple team projects Determine how project portfolio management approaches can help companies achieve a greater return on investment Utilize all nine Project Management Body of Knowledge PMBOK standards advocated by the Project Management Institute PMI PMBOK and PMI are registered marks of the Project Management Institute Inc

### **Discovering Requirements** Ian F. Alexander, Ljerka

Beus-Dukic, 2009-02-11 This book is not only of practical value It's also a lot of fun to read Michael Jackson The Open

University Do you need to know how to create good requirements Discovering Requirements offers a set of simple robust and effective cognitive tools for building requirements Using worked examples throughout the text it shows you how to develop an understanding of any problem leading to questions such as What are you trying to achieve Who is involved and how What do those people want Do they agree How do you envisage this working What could go wrong Why are you making these decisions What are you assuming The established author team of Ian Alexander and Ljerka Beus Dukic answer these and related questions using a set of complementary techniques including stakeholder analysis goal modelling context modelling storytelling and scenario modelling identifying risks and threats describing rationales defining terms in a project dictionary and prioritizing This easy to read guide is full of carefully checked tips and tricks Illustrated with worked examples checklists summaries keywords and exercises this book will encourage you to move closer to the real problems you re trying to solve Guest boxes from other experts give you additional hints for your projects Invaluable for anyone specifying requirements including IT practitioners engineers developers business analysts test engineers configuration managers quality engineers and project managers A practical sourcebook for lecturers as well as students studying software engineering who want to learn about requirements work in industry Once you ve read this book you will be ready to create good requirements

**Requirements Management** Project Management Institute,2016-01-01 Organizations continue to experience project issues associated with poor performance on requirements related activities This guide will give you the tools you need to excel in requirements development and management components of the larger field of business analysis and a critical competence for project program and portfolio management Requirements Management A Practice Guide is a bridge between A Guide to the Project Management Body of Knowledge PMBOK Guide which speaks to requirements development and management from a high level perspective and Business Analysis for Practitioners A Practice Guide which describes requirements development and management at a detailed and practical level This practice guide is the middle ground offering project managers program managers teams members and stakeholders the opportunity to learn more about the requirements process

**Reconstructing Project Management** Peter W. G. Morris,2013-05-28 This hugely informative and wide ranging analysis on the management of projects past present and future is written both for practitioners and scholars Beginning with a history of the discipline s development Reconstructing Project Management provides an extensive commentary on its practices and theoretical underpinnings and concludes with proposals to improve its relevancy and value Written not without a hint of attitude this is by no means simply another project management textbook The thesis of the book is that it all depends on how you define the subject that much of our present thinking about project management as traditionally defined is sometimes boring conceptually weak and of limited application whereas in reality it can be exciting challenging and enormously important The book draws on leading scholarship and case studies to explore this thesis The book is divided into three major parts Following an Introduction setting the scene Part 1 covers the origins of modern project

management how the discipline has come to be what it is typically said to be how it has been constructed and the limitations of this traditional model Part 2 presents an enlarged view of the discipline and then deconstructs this into its principal elements Part 3 then reconstructs these elements to address the challenges facing society and the implications for the discipline in the years ahead A final section reprises the sweep of the discipline's development and summarises the principal insights from the book This thoughtful commentary on project and program and portfolio management as it has developed and has been practiced over the last 60 plus years and as it may be over the next 20 to 40 draws on examples from many industry sectors around the world It is a seminal work required reading for everyone interested in projects and their management

*Gower Handbook of Project Management* Rodney Turner, 2016-04-22 This Handbook was the first APM Body of Knowledge Approved title for the Association for Project Management Over the course of five editions Gower Handbook of Project Management has become the definitive desk reference for project management practitioners The Handbook gives an introduction to and overview of the essential knowledge required for managing projects The team of expert contributors selected to introduce the reader to the knowledge and skills required to manage projects includes many of the most experienced and highly regarded international writers and practitioners The Fifth Edition has been substantially restructured All but two of the authors are new reflecting the fast changing and emerging perspectives on projects and their management The four sections in the book describe Projects their context value and how they are connected to organizational strategy Performance describing how to manage the delivery of the project covering scope quality cost time resources risk and sustainability Process from start up to close down Portfolio the project and its relationship to the organization The discrete nature of each chapter makes this Handbook a wonderful source of advice and background theory that is easy to consult Gower Handbook of Project Management is an encyclopaedia for the discipline and profession of project management a bible for project clients contractors and students

Mastering the Requirements Process Suzanne Robertson, James C. Robertson, 2006-03-17 If the purpose is to create one of the best books on requirements yet written the authors have succeeded Capers Jones It is widely recognized that incorrect requirements account for up to 60 percent of errors in software products and yet the majority of software development organizations do not have a formal requirements process Many organizations appear willing to spend huge amounts on fixing and altering poorly specified software but seem unwilling to invest a much smaller amount to get the requirements right in the first place Mastering the Requirements Process Second Edition sets out an industry proven process for gathering and verifying requirements with an eye toward today's agile development environments In this total update of the bestselling guide the authors show how to discover precisely what the customer wants and needs while doing the minimum requirements work according to the project's level of agility Features include The Volere requirements process completely specified and revised for compatibility with agile environments A specification template that can be used as the basis for your own requirements specifications New agility

ratings that help you funnel your efforts into only the requirements work needed for your particular development environment and project How to make requirements testable using fit criteria Iterative requirements gathering leading to faster delivery to the client Checklists to help identify stakeholders users nonfunctional requirements and more Details on gathering and implementing requirements for iterative releases An expanded project sociology section for help with identifying and communicating with stakeholders Strategies for exploiting use cases to determine the best product to build Methods for reusing requirements and requirements patterns Examples showing how the techniques and templates are applied in real world situations      *Managing Projects in a World of People, Strategy and Change* Darren Dalcher, 2018-09-03 Project management is at a crossroads There is a pressing need to rethink the approaches used in initiating managing and governing projects programmes and change initiatives The aim of this book is to progress the dialogue around project practice by shifting the focus from instrumental methods and prescriptive techniques towards a context sensitive consideration of people strategy and change Projects are initiated to deliver agreed outputs that can be translated into meaningful outcomes capable of satisfying the wishes and expectations for improvement and development Yet people strategy and change which are largely ignored by the conventional bodies of knowledge are clearly central to the sustainable and enduring success of projects efforts and initiatives The volume brings together some of the best writing by leading authorities on key topics including trust ethics people psychology requirements project performance audits uncertainty anti fragility strategic initiatives governance change management and commercial management The collection offers an invaluable new resource for informed managers looking to engage with the latest thinking and research      *Project Success and Quality* Andrew Wright, Therese Lawlor-Wright, 2018-09-03 Projects are inherently risky since they involve some level of uncertainty doing something new in the target environment but the percentage of projects seen as a success is still disappointingly low especially for IT projects The Iron Triangle of time cost quality suggests that all three aspects are equal but with quantitative methods for monitoring project performance the focus is primarily on managing cost and time This book seeks to redress the balance explaining the rationale and benefits of focusing more on quality fitness for purpose and conformance to requirements before detailing a range of tools and techniques to support rebalancing the management of projects programmes and portfolios It shows how managing project quality actively can reduce costs through minimising wastage and reduce delays through avoiding rework leading to improved project success rates and customer satisfaction

*Real-Time Systems Design and Analysis* Phillip A. Laplante, Seppo J. Ovaska, 2011-11-22 The leading text in the field explains step by step how to write software that responds in real time From power plants to medicine to avionics the world increasingly depends on computer systems that can compute and respond to various excitations in real time The Fourth Edition of Real Time Systems Design and Analysis gives software designers the knowledge and the tools needed to create real time software using a holistic systems based approach The text covers computer architecture and organization operating

systems software engineering programming languages and compiler theory all from the perspective of real time systems design The Fourth Edition of this renowned text brings it thoroughly up to date with the latest technological advances and applications This fully updated edition includes coverage of the following concepts Multidisciplinary design challenges Time triggered architectures Architectural advancements Automatic code generation Peripheral interfacing Life cycle processes The final chapter of the text offers an expert perspective on the future of real time systems and their applications The text is self contained enabling instructors and readers to focus on the material that is most important to their needs and interests Suggestions for additional readings guide readers to more in depth discussions on each individual topic In addition each chapter features exercises ranging from simple to challenging to help readers progressively build and fine tune their ability to design their own real time software programs Now fully up to date with the latest technological advances and applications in the field Real Time Systems Design and Analysis remains the top choice for students and software engineers who want to design better and faster real time systems at minimum cost

**Business Analysis and Leadership** Penny Pullan,James Archer,2013-09-03 21st century organizations across all sectors and of all types have to cope with an international marketplace where change is frequent and customer expectations continue to rise The work of business analysis professionals is crucial if organizations are to succeed and grow If change programmes are to be successful stakeholder engagement and situation analysis are vital and to achieve this senior business people need to display competence in a range of areas not least of which include the ability to challenge lead and influence Business Analysis and Leadership is for anyone involved in business analysis working in any organization worldwide from financial services to charities government to manufacturing It takes the reader beyond standard textbooks full of techniques and tools advising on how to lead and gain credibility throughout the organization It will help you with the tricky role of working with people from the shop floor to board directors and give readers the confidence to challenge the easy way forward and point out what will really work in practice This inspirational book consists of contributions from leading thinkers and practitioners in business analysis from around the world Their case studies practical advice and downloadable appendices will help the reader to develop leadership skills and become an outstanding catalyst for change

**The PSI Handbook of Virtual Environments for Training and Education** Joseph V. Cohn,Dylan Schmorrow,Denise Nicholson,2008-11-30 The increasingly complex environment of the 21st century demands unprecedented knowledge skills and abilities for people from all walks of life One powerful solution that blends the science of learning with the technological advances of computing is Virtual Environments In the United States alone the Department of Defense has invested billions of dollars over the past decade to make this field and its developments as effective as possible This 3 volume work provides for the first time comprehensive coverage of the many different domains that must be integrated for Virtual Environments to fully provide effective training and education The first volume is dedicated to a thorough understanding of learning theory requirements definition and performance measurement

providing insight into the human centric specifications the VE must satisfy to succeed Volume II provides the latest information on VE component technologies and Volume III offers discussion of an extensive collection of integrated systems presented as VE use cases and results of effectiveness evaluation studies The text includes emerging directions of this evolving technology from cognitive rehabilitation to the next generation of museum exhibitions Finally the handbook offers a glimpse into the future with this fascinating technology This groundbreaking set will interest students scholars and researchers in the fields of military science technology computer science business law enforcement cognitive psychology education and health Topics addressed include guidance and interventions using VE as a teaching tool what to look for in terms of human centered systems and components and current training uses in the Navy Army Air Force and Marines Game based and long distance training are explained as are particular challenges such as the emergence of VE sickness Chapters also highlight the combination of VE and cybernetics robotics and artificial intelligence

**Um guia para o Corpo de Conhecimento de Análise de Negócios(TM) (Guia BABOK®)** Iiba,2011-03 Analise de Negocios e o conjunto de tarefas e tecnicas utilizadas para servir como ligacao entre as partes interessadas no intuito de compreender a estrutura politicas e operacoes de uma organizacao e para recomendar solucoes que permitam que a organizacao alcance suas metas Analise de Negocios envolve compreender como as organizacoes funcionam e alcançam seus propositos e defini r as capacidades que uma organizacao deve possuir para prover produtos e servicos para as partes interessadas externas Isso inclui a defini cao de metas organizacionais como essas metas se conectam a objetivos especificos a identificacao das acoes que uma organizacao deve executar para alcançar essas metas e objetivos e a defini cao de como interagem as diversas unidades organizacionais e as partes interessadas dentro e fora daquela organizacao O Guia para o Corpo de Conhecimento de Analise de Negocios Guia BABOK r contem a descricao de praticas geralmente aceitas no campo da analise de negocios O conteudo incluido nesta versao foi verificado atraves de revisoes feitas por praticantes pesquisas entre a comunidade de analise de negocios e consultas junto a renomados especialistas neste campo A versao em portugues foi revisada por especialistas em analise de negocios para garantir a melhor forma de expressar os conceitos com a utilizacao dos termos mais comuns ao mercado brasileiro mas sem perder o sentido original da versao em ingles Em menos de cinco anos o Guia BABOK r ja e reconhecido mundialmente como a principal ferramenta para a pratica de analise de negocios e se tornou um padrao amplamente aceito para a profissao com mais de 200 000 copias baixadas do website do IIBA r A versao 2 0 representa um enorme avancos nesse padrao e se tornara uma referencia essencial para os profissionais de analise de negocios

The IT Measurement Compendium Manfred Bundschuh,Carol Dekkers,2008-08-15 As projects get more complicated managers stop learning from their perience It is important to understand how that happens and how to change it Fallible estimates In software development initial estimates for a project shape the trajectory of decisions that a manager makes over its life For ex ple estimates of the productivity of the team members influence decisions about the size of the team which in turn affect the



team's actual output. The trouble is that initial estimates usually turn out to be wrong. Sengupta 2008. This book aims directly to increase the awareness among managers and practitioners that estimation is as important as the work to be done in software and systems development. You can manage what you can measure. Readers will find in this book a collection of lessons learned from the worldwide metrics community which we have documented and enhanced with our own experiences in the field of software measurement and estimating. Our goal is to support our readers to harvest the benefits of estimating and prove their software development processes. We present the 5 ISO 1 acknowledged Functional Sizing Methods with variants, experiences, counting rules, and case studies, and most importantly illustrate through practical examples how to use functional size measurement to produce realistic estimates. The book is written in a practical manner especially for the busy practitioner community. It is aimed to be used as a manual and an assistant for everyday work.

**Business Analysis Agility** James Robertson, Suzanne Robertson, 2018-10-05. Understand and Solve Your Customers' Real Problems with Agile Business Analysis. To deliver real value, you must understand what your customers truly value and solve the problems they really need solved. Business analysis can help you do this, and it's as crucial in agile environments now as it always has been. In *Business Analysis Agility*, leading experts James Robertson and Suzanne Robertson show how to perform business analysis in an agile way, trying new things, adapting to changes and discoveries, staying flexible, and being quick. Drawing on their unsurpassed experience of hundreds of projects and organizations, the Robertsons help you prioritize, relentlessly focus investments on delivering value, and learn in ways that improve your results. Uncover the real customer problems hidden behind assumptions and conventional solutions. Hypothesize potential solutions and quickly test them with safe-to-fail probes. Understand how people, hardware, software, organizations, and other components come together in an optimal customer experience. Write stories that help you find solutions that deliver more value to customers and the business. Think about problems and projects in more agile, nimble, and open-minded ways. The Robertsons' approach to analytical thinking will be valuable to anyone who wants to build better software in agile environments: analysts, developers, team leads, project managers, software architects, and other team members and stakeholders at all levels of experience.

*Computerworld*, 2005-01-31. For more than 40 years, *Computerworld* has been the leading source of technology news and information for IT influencers worldwide. *Computerworld*'s award-winning Web site, *Computerworld.com*, twice monthly publication, focused conference series, and custom research form the hub of the world's largest global IT media network.

*American Book Publishing Record*, 2003. **Books In Print 2004-2005** Ed Bowker, Staff, Ed, 2004.

**Agile Project Management** Tom Hill, 2019-10-15. How You Can Maximize Project Management With the Same Methodology Used by Microsoft. Many companies try to save money and underestimate the importance of project management. You know better than anyone else that project management is more than just quickly briefing your team during work. Even startups with small budgets invest in a project manager (PM) because it's no longer a secret that a skilled project manager can save companies 28 times more money since their output is more

reliable No wonder that according to Wrike 80% of high performing projects are led by a certified project manager Yet not every project manager is equally good Elite companies such as Apple Uber and Facebook are willing to pay a sky high salary for experienced project managers because they know going first class is always cheaper No one trusts a low price offered by a project wannabe Successful project management goes far beyond choosing the right methodology to create a big bang when you launch your project You need to connect with your team and create a unique work environment where mindset and core values play an important role But in a fast paced world where most things are done electronically we often forget how professional and human interaction actually works There is a reason why Jeff Bezos and Mark Zuckerberg chose managers who own the key to methodology core values AND mindset And what if I told you that there is a project management tool out there that allows you to hold this key sooner than you think This is only a small fragment of what you ll discover in Agile Project Management Why Fortune 500 Companies such as Microsoft IBM and Cisco use an Agile approach to process improvement A framework for better teamwork that is so simple and yet so effective that even the American Rugby team stole it to improve their success A bulletproof blueprint to ensure you don t miss anything while setting up and running your project How to manipulate time with the latest management techniques to get the most out of every minute of your day The unbeatable set of meetings tools and roles that work in harmony to help teams structure and manage their work Why 70% of software developers use scrum to never get lost in the complexity of their work and how you can use this tool too How to instantly apply your agile knowledge even if you have never worked with project methodologies before How to make Agile suitable for any type of business size The latest trends of 2020 on Agile project management to update your existing methodology Why you are leaving money on the table if you are still following traditional project management And much more A lot of project managers are resistant to Agile project management because it doesn t offer the same structure that traditional project management does It took them years to get to the current level they re at and they feel too comfortable to change Yet choosing out of comfort is self sabotaging behavior After discovering the efficiency that Agile methodology will bring to your projects you ll agree that transition is inevitable There is no way you ll ever be able to react as quickly to change with a traditional approach as you can with Agile This will not only improve client satisfaction but it will also save you time and money

This Captivating World of E-book Books: A Detailed Guide Unveiling the Pros of Kindle Books: A Realm of Ease and Flexibility Kindle books, with their inherent portability and simplicity of access, have liberated readers from the constraints of hardcopy books. Gone are the days of lugging bulky novels or carefully searching for specific titles in shops. Kindle devices, stylish and lightweight, effortlessly store an extensive library of books, allowing readers to indulge in their preferred reads whenever, anywhere. Whether commuting on a bustling train, relaxing on a sunny beach, or just cozying up in bed, Kindle books provide an exceptional level of convenience. A Reading Universe Unfolded: Discovering the Wide Array of E-book Requirements Led Project Management Discovering Davids Slingshot Requirements Led Project Management Discovering Davids Slingshot The E-book Shop, a virtual treasure trove of bookish gems, boasts an extensive collection of books spanning diverse genres, catering to every readers preference and choice. From gripping fiction and thought-provoking non-fiction to classic classics and modern bestsellers, the Kindle Store offers an unparalleled variety of titles to discover. Whether seeking escape through immersive tales of imagination and exploration, delving into the depths of historical narratives, or expanding ones understanding with insightful works of scientific and philosophy, the Kindle Store provides a doorway to a bookish universe brimming with limitless possibilities. A Transformative Factor in the Literary Landscape: The Persistent Impact of E-book Books Requirements Led Project Management Discovering Davids Slingshot The advent of Kindle books has unquestionably reshaped the literary scene, introducing a model shift in the way books are published, distributed, and read. Traditional publishing houses have embraced the online revolution, adapting their strategies to accommodate the growing demand for e-books. This has led to a surge in the accessibility of Kindle titles, ensuring that readers have access to a vast array of bookish works at their fingertips. Moreover, E-book books have equalized entry to literature, breaking down geographical barriers and providing readers worldwide with similar opportunities to engage with the written word. Regardless of their location or socioeconomic background, individuals can now immerse themselves in the captivating world of literature, fostering a global community of readers. Conclusion: Embracing the Kindle Experience Requirements Led Project Management Discovering Davids Slingshot E-book books Requirements Led Project Management Discovering Davids Slingshot, with their inherent convenience, flexibility, and wide array of titles, have undoubtedly transformed the way we encounter literature. They offer readers the freedom to explore the boundless realm of written expression, whenever, anywhere. As we continue to navigate the ever-evolving digital scene, E-book books stand as testament to the persistent power of storytelling, ensuring that the joy of reading remains reachable to all.

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