

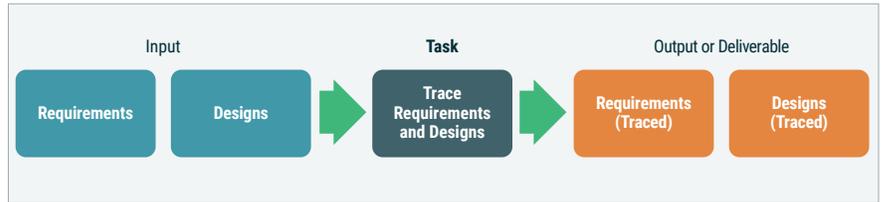
# Trace Requirements and Designs

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Domain knowledge
- Information management approach
- Legal/regulatory information
- Requirements management tools/repository

## Task Inputs and Outputs



## Purpose or Need

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



## Value

Traceability enables effective impact analysis, supports the discovery of inconsistencies and gaps in requirements and designs, and assists in scope, change, risk, time, cost, and communication management.



## Solution

Requirements and designs are traced and available for additional work.



## Techniques

Frequently used techniques:

- [Business rules analysis](#)
- [Functional decomposition](#)
- [Process modelling](#)
- [Scope modelling](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves sponsors, domain subject matter experts, project managers, and any additional stakeholders identified.



## Description of Change

This task includes analysis and maintenance of the relationships between requirements, designs, solution components, and other work products for impact analysis, coverage, and allocation.

## Consider...

Traceability identifies the lineage of requirements backwards and forwards. It is used to help ensure alignment and is important for all types of initiatives.

Example: Consider building a new product and establishing alignment across organizational strategy, from product vision to daily work plans.

See [Guide to Product Ownership Analysis – 5.1.1 Set Up the Organization for Success](#)

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# Maintain Requirements and Designs

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Information management approach

## Task Inputs and Outputs



## Purpose or Need

To maintain requirement and design accuracy and consistency throughout and beyond the change initiative during the entire requirements lifecycle and to support the reuse of requirements and designs in other solutions.



## Value

Maintaining up-to-date requirements and designs ensures they remain valid over time.



## Solution

Requirements and designs that are up to date.



## Techniques

Frequently used techniques:

- [Business rules analysis](#)
- [Data flow diagrams](#)
- [Data modelling](#)
- [Use cases and scenarios](#)
- [User stories](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.



## Description of Change

This task ensures that requirements and designs are accurate and current throughout the lifecycle and facilitates the reuse of requirements and designs where appropriate.

## Consider...

Maintaining information can save costs, time, and effort for a wide variety of initiatives.

Example: Consider regulatory changes that require an update to financial systems. Having accurate existing information speeds up impact analysis and allows for quick identification of required system changes.

See [BABOK Guide – 11.3 The Information Technology Perspective](#)

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# Prioritize Requirements and Designs

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Business constraints
- Change strategy
- Domain knowledge
- Governance approach
- Requirements architecture
- Requirements management tools/repository
- Solution scope

## Task Inputs and Outputs



### Purpose or Need

To rank requirements and designs in order of relative importance.



### Value

Prioritization seeks to achieve maximum value.



### Solution

High-valued requirements and designs are maintained and available for use.



### Techniques

Frequently used techniques:

- [Backlog management](#)
- [Decision analysis](#)
- [Estimation](#)
- [Prioritization](#)
- [Risk analysis and management](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



### Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.



### Description of Change

This task assesses the value, urgency, dependencies, and risks associated with requirements and designs to prioritize analysis and delivery work on the most important ones at any given time. Prioritization is an ongoing process, with priorities changing as the context changes.

### Consider...

Prioritization is an important task for every type of initiative.

Example: It becomes critical to prioritize product value for customers when building and evolving a product as a series of smaller product increments.

See [Guide to Product Ownership Analysis – 5.5 Deliver Often](#)

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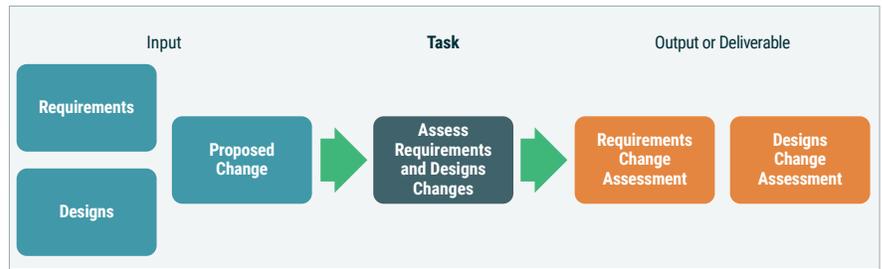
# Assess Requirement and Design Changes

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Change strategy
- Domain knowledge
- Governance approach
- Legal/regulatory information
- Requirements architecture
- Solution scope

## Task Inputs and Outputs



## Purpose or Need

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



## Value

Gaining clarity around proposed changes helps confirm that each proposed change aligns with the overall strategy.



## Solution

Requirements and designs change assessment with recommendation on how to act on proposed changes.



## Techniques

Frequently used techniques:

- [Business rules analysis](#)
- [Decision analysis](#)
- [Document analysis](#)
- [Interviews](#)
- [Risk analysis and management](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves subject matter experts, operational support, regulators, and any additional stakeholders identified.



## Description of Change

This task involves conducting an impact analysis to evaluate new and evolving requirements and designs. This process determines whether proposed changes will enhance the solution's value and if the changes should be acted upon within the scope of the project.

## Consider...

In a fast-changing environment, business analysis professionals must continually assess what needs to change within an initiative and adapt accordingly to deliver greater value.

Example: A widely acknowledged good practice for developing new products is to learn from customers and adapt to their evolving needs.

See [Guide to Product Ownership Analysis – 5.6 Learn Fast](#)

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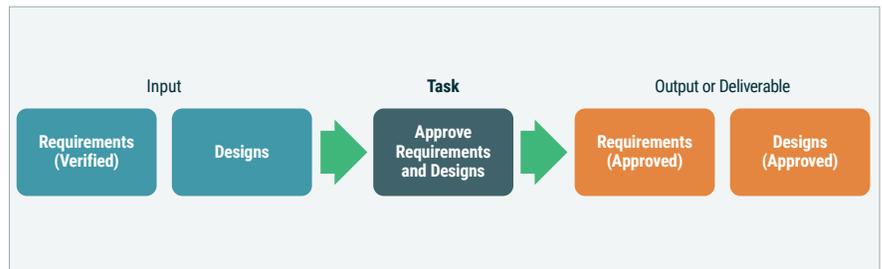
# Approve Requirements and Designs

## Reference (Guidelines and Tools)

The following resources, if they exist, can be used to transform inputs into outputs:

- Change strategy
- Governance approach
- Legal/regulatory information
- Requirements architecture
- Solution scope

## Task Inputs and Outputs



## Purpose or Need

To obtain approval of requirements and designs to continue with subsequent activities.



## Value

Approved requirements and designs allow the work to move forward.



## Solution

Requirements and designs agreed upon by stakeholders and ready for use in subsequent business analysis and solution development efforts.



## Techniques

Frequently used techniques:

- [Acceptance and evaluation criteria](#)
- [Decision analysis](#)
- [Item tracking](#)
- [Reviews](#)
- [Workshops](#)

Refer to the [BABOK Guide](#) for the complete list of techniques.



## Stakeholder

Typically involves an executive sponsor, management, subject matter experts, operational support, regulators, and any additional stakeholders identified.



## Description of Change

This task helps stakeholders involved in the governance process to reach approval and agreement on requirements and designs.

## Consider...

Approval is always necessary, whether it is a lightweight step for adaptive initiatives or a rigorous process for complex, predictive initiatives.

Example: Consider heavily regulated businesses where audit or compliance requirements must be met. For these types of initiatives, a rigorous process becomes mandatory.

See [BABOK Guide – 11.3 The Information Technology Perspective](#)

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