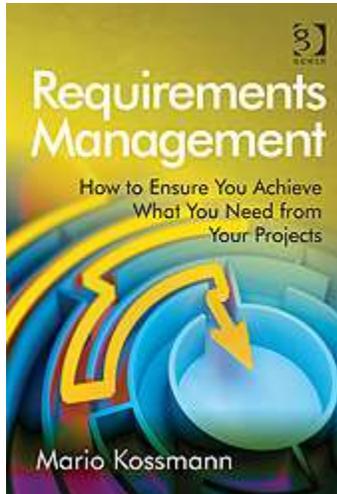


## PM WORLD BOOK REVIEW



Book Title: ***Requirements Management: How to Ensure You Achieve What You Need from Your Project***

Author: **Mario Kossmann**

Publisher: Gower

Format: Hard cover; 183 pages

Publication Date: 2013 List Price: £60.00

ISBN: 978-1-4094-5137-2

Reviewer: ***Nazanin Mehrooz, PMP***

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### Introduction to the Book

This book covers how requirements management can be utilized to achieve what you need from your projects. Projects come in various sizes, complexity and formality. Each of these aspects can impact your approach to requirements management. The focus of this book is to help manage these aspects effectively by utilizing requirements management and requirements change management principles, tools and analysis to drive stakeholder's needs into the products or services which are usable and satisfy intended outcomes.

### Overview of Book's Structure

The book is divided into two parts. Part I provides an introduction to requirements management and introduces terminology and definitions to provide the basis for building knowledge blocks. Part II covers how to put requirements management into practice. There are 8 chapters:

1. Introduction
2. RM from a Systems Engineering Perspective
3. RM from a Project and Program Management Perspective
4. Human Factors – The Key to Success
5. The RM Process
6. Techniques and Tolls Supporting the RM Process
7. The Use of RM at Three Levels of System Complexity

## 8. Conclusion

Appendix A: Human Aspects – Dos and Don'ts

Appendix B: Process Checklist – Requirements Development (RD)

Appendix C: Process Checklist – Requirements Change Management (RCM)

Appendix D: Tools Supporting Requirements Management (RD + RCM)

Appendix E: Requirements Quality Checklist (Individual Requirements)

Appendix F: Requirements document quality checklist (Set of Requirements)

Appendix G: Mapping of RM Workflows to Supporting Techniques and Tools

### **Highlights: What's New in this Book**

The book focuses on Systems Engineers and Project Manager's needs.

It highlights ways the reader can get maximum RM insights given the amount of time available (detailed, limited time or no time but urgently needs RM benefits).

The checklists are a nice consolidation of reference materials to keep handy for each project

### **Highlights: What I liked!**

The Author has industry experience and provides good reference material to simplify requirement management challenges. There were many diagrams, charts and examples to help the reader clearly understand the topics covered.

I very much liked the focus on the human aspects. Systems Engineers and Project Managers know the keys to successful projects are satisfied stakeholders and happy teams. Developing skills to effectively influence, negotiation and manage requirements is essential.

The other aspect I liked about the book is how you can detect symptoms of poor requirements management and how to start reducing undesirable symptoms with better requirement management tools. The pros and cons listed can help save time and apply the right tool for the right circumstance.

### **Shortfalls: What was Missing!**

The book is a great introduction to requirements management. It reiterates basic building blocks. While there are a few examples to show application of these principles at a high level view, it would have been useful to take a specific example and show step-by-step implementation, to address more complex challenges which come about with progressive elaboration. Some experienced systems engineers and project managers may consider alternatives sources for finding these details.

## Who might benefit from the Book

Systems Engineers, Project Managers and some Program Managers would benefit from reading this book. Those who work in distributive environments can also benefit from the communication tips.

## Conclusion

The book covers important aspects of requirements management focused on systems engineers, project and program managers. While Part I discusses basic building blocks of requirements and change management, Part II dealt with how to put this knowledge into practice with a closer look at the processes, techniques and tools. The high level approach on how to address RM for simple versus complex systems was a good introduction to how to address specific project needs, but didn't include the depth that SE and P&PM would look for as guidance to break down complex challenges. The checklists found in the appendixes contain useful reference material.

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## About the Reviewer



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Nazanin Mehrooz studied software engineering and have worked in many industries (including defense, telecom). Most recently, her focus area has been on IT operations, project and program management. She is an active volunteer for the Dallas and Ft Worth, Texas PMI chapters in the USA.