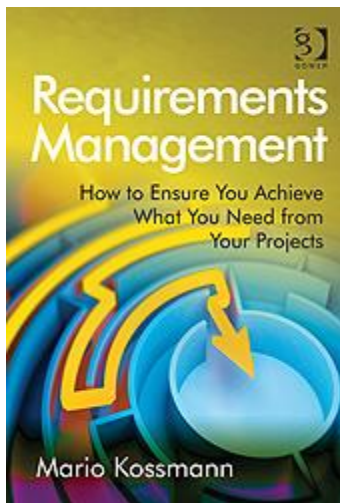


## PM WORLD BOOK REVIEW



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

Author: **Mario Kossman**

Publisher: **Gower Publishing Limited**

List Price: \$124.95

Format: Hard Cover; 155 Pages

Publication Date: May 2013

ISBN: 9780814408759

Reviewer: **Douglas Dodd, Jr, MBA, PMP**

Review Date: November 2014

### Introduction to the Book

This publication attempts to address the issue of the Requirements Management module of project management. In approaching the topic from a Systems Engineering perspective, it leaves plenty of room to review the broad spectrum of RM issues and potential solutions, while applying the material to hypothetical “Simple”, “Complex” and “Highly Complex” example projects (types 1, 2 and 3, respectively).

### Overview of Book’s Structure

The book’s straight-forward structure helps with its readability and, just as important, “usability” for later reference when working with RM in the real world. The book starts out with a very nice glossary which serves two purposes: First, it gets you up to speed on many of the terms associated with RM while also prepping you for the upcoming analysis and discussion of the topic. The book has two parts:

Part 1:

1. Introduction
2. RM from a Systems Engineering Perspective
3. RM from a Project and Program Management Perspective

This first section does a good job of introducing the subject and answering the question of “Why You Should Read This Book”. After a brief review of the negative aspects from the lack of proper RM, e.g. wasted time, cost overruns, unsatisfied customers and project failure, any professional even loosely associated with projects becomes interested in delving further into the material.

Hitting the issues from an SE (Systems Engineering) perspective lets a Business, Technical or Process Improvement professional see RM in its most detailed application, easing the transition to less complex (although no less import!) projects.

Part Two covers the following:

4. Human Factors – The Key to Success
5. The RM process
6. Techniques and Tools Supporting the RM Process
7. The Use of RM at 3 Levels of System Complexity
8. Conclusion

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

Without a thick volume (less than 200 pages), the book manages to teach and reinforce important PM concepts while maintaining a fairly nice collection of tables and diagrams that are easy to follow and use in the field. The author states that his intention was not for a large “Academic read”, but for practical use in the field. This is refreshing in today’s literary professional training market where books easily cross the 600+ page threshold.

Another interesting approach was to actually apply the RM process specified in the book to the different examples, ranging from Simple to Highly Complex. This approach allows for easier application by the professional interesting in applying the techniques fairly quickly to their unique project.

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

Perhaps my favorite item in the book is the Glossary which is at the *beginning* of the book – a great concept and quick attention-getter. This allowed me to actually get a feel for what I was about to read as well as review some of the terms that may not be used frequently in every type of business department (For instance, Information Technology doesn’t throw around the phrase “KPI” (Key Performance Indicators) as much as Finance would and “COTS” (Commercial Off-The-Shelf) is probably not an everyday word used by HR professionals.

Reviewing the terms prior to reading the material was a great way to ease the reader into the subject of RM without intimidation. Also, the discussion and associated figures showing the RM process applied to Systems Engineering data management, its maintenance and reuse at three domain levels (product inception, production and delivery and on-going maintenance) shows how crucial RM is to the “big picture” of the product life cycle as well as the intricacies that the typical RM manager is familiar with.

### **Who might benefit from the Book**

The book is beneficial to anyone who is practicing any aspect of project management. Whether a Program or Project Manager, Project team member or

stake-holder. Having more people with a good understanding of RM will increase any project's potential for success.

## Conclusion

This book will stay on my *work* bookshelf as long as I am a practicing professional. As a visual learner, its diagrams and figures help to grasp some of the more abstract concepts while providing a quick way to refer to or refresh one's knowledge in an area of need while in the field. Dr. Kossmann has done an excellent job of creating a book on a topic that is both useful to the prospective and practicing professional who has (or will have) RM as part of their responsibility.

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For more about this book, go to <http://www.gowerpublishing.com/isbn/9781409451372>

*Editor's note: This book review was the result of cooperation between the publisher, PM World and the Dallas Chapter of the Project Management Institute (PMI Dallas Chapter – [www.pmidallas.org](http://www.pmidallas.org)). Publishers provide the books to PM World; books are delivered to the PMI Dallas Chapter, where they are offered free to PMI members to review; book reviews are published in the PM World Journal and PM World Library. Reviewers can keep the books and claim PDUs for PMP recertification. PMI Dallas Chapter members are generally mid-career professionals, the audience for most project management books.*

*If you are an author or publisher of a project management-related book, and would like the book reviewed through this program, please contact [editor@pmworldjournal.net](mailto:editor@pmworldjournal.net).*

## About the Reviewer



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**Douglas Dodd, Jr**, MBA, PMP, OCA, Oracle 11g DBA, Network+, Sercurity+, is a member of the PMI Dallas Chapter and has been involved in project management at multiple levels over the last decade, as a stakeholder, team-member or project manager. He has 20+ years of experience as a Business Analyst, Finance Manager, Financial Information Systems Manager and Business Software Solutions Analyst and currently works in Higher Education at Collin College in McKinney, TX. He is also on the Adjunct staff of Dallas Baptist University in Dallas TX. He currently resides in Wylie, TX with his wife Ava and son Brandon. Douglas can be contacted at [ddoddj@gmail.com](mailto:ddoddj@gmail.com)