

Session Topic: **Conflict Management**

Theme: **C. Dialogue between Customer and Supplier**
Group 2



Reading 1: Handshaking with Implementation Proposals

How does it relate to the session Theme?

- Requirements engineering has yet to find working solutions for effective requirements communication. Inadequate communication and tacit assent to a demanding customer's request make it hard to fully understand project requirements.
- **Handshaking with Implementation proposals** supports the communication between a company's product management and its development organization, leading to better understanding of requirements

Conflicts:

- Product managers often unable to convey the desired meaning of their requirements.
- Architects confronted with requirements that are too fragmentary for sound solution design.
- Developments teams dissatisfied by micromanagement and loss of autonomy.

Proposed Solution:

Handshaking with Implementation Proposals – a negotiation process to communicate requirements effectively even in situations where almost no written requirements exist and where distance separates the customer from developers.

- Product manager takes the customer role and uses requirements to control the development results.
- Development team takes the support role
- Handshaking leads the customer & supplier through requirements in three phases: taking a position, negotiating, and confirming agreement.
- Implementation proposal for documenting the supplier's design proposals.

What is an Implementation Proposal?

Implementation Proposal (IP)

- Documents requirements understanding by providing traceability between customers, requirements and supplier design decisions.
- Support Communication by providing a form for recording architecture decisions and design rationales.
- A basic implementation proposal contains three attributes: basic attributes, negotiation attributes and planning attributes.

Case study

- Aim: To study the relative effect of requirements hand-off, analysis, and negotiation
- Participants: A product manager(PM) and a solution architect
- Phases:
 - PO1: PM prepares requirements
 - HO: PM hands requirements off to architect
 - PO2: Architect analyzes requirements and system
 - NE: Both negotiate requirements and design
 - CO: Both document negotiation results
- Measurement: R-Cov(Coverage of requirements by design)
- R-Cov measured based on the agreed implementation proposals

Result

- Before negotiation: R-Cov is 31%
- After negotiation: R-Cov is 76%

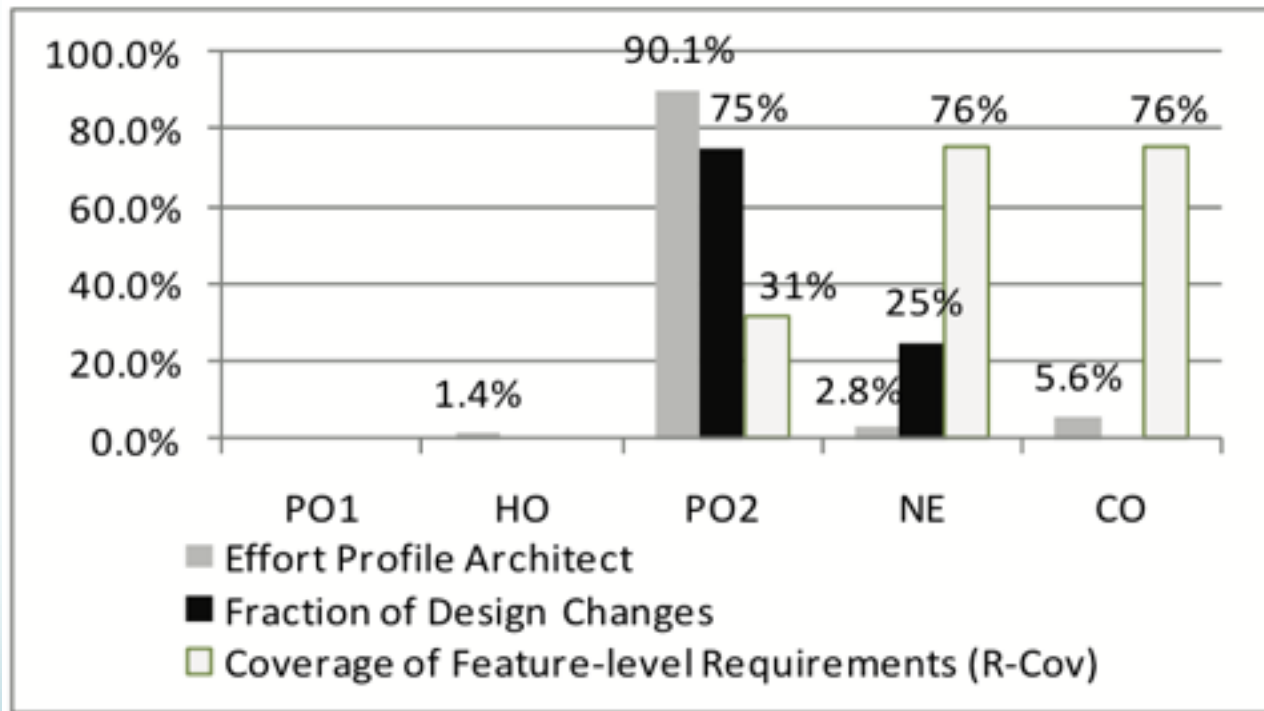


Figure 8. Effect of treatments on architect's concerns.

Benefits of Implementation Proposal

1. Surfacing tacit knowledge
Helped product manager to understand design
2. Helped the architect to become a useful discussion partner in NE
3. Low effort to use
4. Lead to mutual understanding
5. Improved requirements and decreased defect related costs by about 40%

Critical examination of implementation proposals helped **enhance the realized software's value** and **increase the stakeholders' satisfaction**

Relating to case study in RE1

Possible Conflicts:

- Food stall owners having a problem with rating system or the number of available food stalls
- Exhibitors dissatisfied about location or stand selection system
- Visitors dissatisfied with available food stalls or exhibits

*The technique of Implementation Proposals is not useful in this case because it is meant to improve communication between company's product manager and development team.

*One possible conflict that could be resolved by Implementation Proposals could be related to time constraints. The system must be finished one month before the exhibit. Developers may have trouble implementing all of the requirements in that time frame. Handshaking with Implementation Proposals could help to reach a compromise with the product manager.