

Defining Customer And Business Requirements

This open access book summarizes research being pursued within the Manutelligence project, the goal of which is to help enterprises develop smart, social and flexible products with high value added services. Manutelligence has improved Product and Service Design by developing suitable models and methods, and connecting them through a modular, collaborative and secure ICT Platform. The use of real data collected in real time by Internet of Things (IoT) technologies underpins the design of product-service systems and makes it possible to monitor them throughout their life cycle. Available data allows costs and sustainability issues to be more accurately measured and simulated in the form of Life Cycle Cost (LCC) and Life Cycle Assessment (LCA). Analysing data from IoT systems and sharing LCC and LCA information via the ICT Platform can help to accelerate the design of product-service systems, reduce costs and better understand customer needs. Industrial partners involved in Manutelligence provide a clear overview of the project's outcomes, and demonstrate how its technological solutions can be used to improve the design of product-service systems and the management of product-service life cycles.

By Ronald J. Mastronardi.

A developer's knowledge of a computing system's requirements is necessarily imperfect because organizations change. Many requirements lie in the future and are unknowable at the time the system is designed and built. To avoid burdensome maintenance costs developers must therefore rely on a system's ability to change gracefully-its flexibility. Flex

WHAT IS THIS BOOK ABOUT? Effective Requirements Reduce Project Failures Writing requirements is one of the core competencies for anyone in an organization responsible for defining future Information Technology (IT) applications. However, nearly every independently executed root-cause analysis of IT project problems and failures in the past half-century have identified "misunderstood or incomplete requirements" as the primary cause. This has made writing requirements the bane of many projects. The real problem is the subtle differences between "understanding" someone else's requirement and "sharing a common understanding" with the author. "How to Write Effective Requirements for IT – Simply Put!" gives you a set of 4 simple rules that will make your requirement statements more easily understood by all target audiences. The focus is to increase the "common understanding" between the author of a requirement and the solution providers (e.g., in-house or outsourced IT designers, developers, analysts, and vendors). The rules we present in this book will reduce the failure rate of projects suffering from poor requirements. Regardless of your job title or role, if you are tasked with communicating your future needs to others, this book is for you. How to Get the Most out of this Book? To maximize the learning effect, you will have optional, online exercises to assess your understanding of each presented technique. Chapter titles prefaced with the phrase "Exercise" contain a link to a web-based exercise that we have prepared to give you an opportunity to try the presented technique yourself. These exercises are optional and they do not "test" your knowledge in the conventional sense. Their purpose is to demonstrate the use of the technique more real-life than our explanations can supply. You need Internet access to perform the exercises. We hope you enjoy them and that they make it easier for you to apply the techniques in real life. Specifically, this eWorkbook will give you techniques to: - Express business and stakeholder requirements in simple, complete sentences - Write requirements that focus on the business need - Test the relevance of each requirement to ensure that it is in scope for your project - Translate business needs and wants into requirements as the primary tool for defining a future solution and setting the stage for testing - Create and maintain a question file to reduce the impact of incorrect assumptions - Minimize the risk of scope creep caused by missed requirements - Ensure that your requirements can be easily understood by all target audiences - Confirm that each audience shares a mutual understanding of the requirements - Isolate and address ambiguous words and phrases in requirements. - Use our Peer Perception technique to find words and phrases that can lead to misunderstandings. - Reduce the ambiguity of a statement by adding context and using standard terms and phrases TOM AND ANGELA'S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team's (Tom)'s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

This revolutionary new guide delivers practical strategies for financing companies of all sizes in all stages of development. From primary financing through Initial Public Offering and beyond, Financing Start-Ups will tell you how to negotiate, steer clear of dangerous pitfalls, and position your company for successive financing stages. Order now and we'll send you a FREE CD-ROM containing all the checklists, agreements, and documents found in the book.

WHAT IS THIS BOOK ABOUT? Communicate Business Needs in an Agile (e.g. Scrum) or Lean (e.g. Kanban) Environment Problem solvers are in demand in every organization, large and small, from a Mom and Pop shop to the federal government. Increase your confidence and your value to organizations by improving your ability to analyze, extract, express, and discuss business needs in formats supported by Agile, Lean, and DevOps. The single largest challenge facing organizations around the world is how to leverage their Information Technology to gain competitive advantage. This is not about how to program the devices; it is figuring out what the devices should do. The skills needed to identify and define the best IT solutions are invaluable for every role in the organization. These skills can propel you from the mail room to the boardroom by making your organization more effective and more profitable. Whether you: - are tasked with defining business needs for a product or existing software, - need to prove that a digital solution works, - want to expand your User Story and requirements discovery toolkit, or - are interested in becoming a Business Analyst, this book presents invaluable ideas that you can steal. The future looks bright for those who embrace Lean concepts and are prepared to engage with the business community to ensure the success of Agile initiatives. WHAT YOU WILL LEARN Learn Step by Step When and How to Define Lean / Agile Requirements Agile, Lean, DevOps, and Continuous Delivery do not change the need for good business analysis. In this book, you will learn how the new software

development philosophies influence the discovery, expression, and analysis of business needs. We will cover User Stories, Features, and Quality Requirements (a.k.a. Non-functional Requirements – NFR). User Story Splitting and Feature Drill-down transform business needs into technology solutions. Acceptance Tests (Scenarios, Scenario Outlines, and Examples) have become a critical part of many Lean development approaches. To support this new testing paradigm, you will also learn how to identify and optimize Scenarios, Scenario Outlines, and Examples in GIVEN-WHEN-THEN format (Gherkin) that are the bases for Acceptance Test Driven Development (ATDD) and Behavior Driven Development (BDD). This book presents concrete approaches that take you from day one of a change initiative to the ongoing acceptance testing in a continuous delivery environment. The authors introduce novel and innovative ideas that augment tried-and-true techniques for: - discovering and capturing what your stakeholders need, - writing and refining the needs as the work progresses, and - developing scenarios to verify that the software does what it should. Approaches that proved their value in conventional settings have been redefined to ferret out and eliminate waste (a pillar of the Lean philosophy). Those approaches are fine-tuned and perfected to support the Lean and Agile movement that defines current software development. In addition, the book is chock-full of examples and exercises that allow you to confirm your understanding of the presented ideas. WHO WILL BENEFIT FROM READING THIS BOOK? How organizations develop and deliver working software has changed significantly in recent years. Because the change was greatest in the developer community, many books and courses justifiably target that group. There is, however, an overlooked group of people essential to the development of software-as-an-asset that have been neglected. Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND “anyone wearing the business analysis hat”, meaning anyone responsible for defining a future IT solution TOM AND ANGELA’S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team’s (Tom)’s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the IT solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

Six Sigma is a set of tools and strategies for process improvement. The reasons for implementing may vary within each organization – from cost savings to creating a disciplined approach for process improvement and problem solving. Despite its astounding effectiveness, few really understand Six Sigma is all about. This book explores the reasons why experts claim an organization can benefit. We’ll cover: • Six Sigma and Lean Six Sigma concepts • Available tools including practical examples and how to use them • Mentorship and coaching best practices • An implementation checklist and formula for Six Sigma integration • The impact on an SAP implementation • Sustainability and continued Six Sigma growth Get a head start on Six Sigma! This book provides you with the tools you need to get started with a successful implementation.

Good requirements do not come from a tool, or from a customer interview. They come from a repeatable set of processes that take a project from the early idea stage through to the creation of an agreed-upon project and product scope between the customer and the developer. From enterprise analysis and planning requirements gathering to documentation, The concept of customer relationship management (CRM) has grown from the loosely defined methodology of using customer transactions for developing profiles on customers to the well-defined business process of using sophisticated tools and analytical processes for managing each customer on an individual basis. CRM integrates e-mail and the PDA with Proven methodologies to enhance business value by exploiting the latest global technology trends and best business and IT practices There is no doubt that a tidal wave of change is hitting the area of business technology; new business models are forming around the cloud, new insights on how an enterprise runs is being aided by mining massive transactional and operational data sets. Decision-making is becoming almost prescient through new classes of data visualization, data analytics, and dashboards. Despite the promise of technologies to make a difference, or perhaps because of it, IT organizations face continued challenges in realizing partnerships and trust with their business partners. While many books take on elements of these emerging developments or address the stubborn barriers to “real” partnership, none make the practices involved fit together in a highly effective fashion - until now. Strategic IT Management in Turbulent Times reveals how this framework ensures that organizations make the right strategic decisions to succeed in times of turbulence and change. Draws together authors with global experience including the Americas, Europe, Pacific Rim, and Africa Offers a comprehensive framework for IT and business managers to maximize the value IT brings to business Addresses the effects of turbulence on business and IT Focuses on developing partnerships and trust with business With practical examples and implementation guidance based on proven techniques developed by the authors over the past twenty years, Strategic IT Management in Turbulent Times considers the challenges facing today's enterprise, IT's critical role in value creation, and the practical road map for achieving strategic IT management competencies.

This book gives managers an integrative approach to project, program, and change management. It describes the differences between change in projects versus programs with case studies in both areas and the different life cycles. While the project and change comprise much of the book, it is up to date with its emphasis on agile, scrum, and benefits. The book also describes methods to both initiate and manage a change and what must be done for success and business value.

Learn proven, real-world techniques for specifying software requirements with this practical reference. It details 30 requirement “patterns” offering realistic examples for situation-specific guidance for building effective software requirements. Each pattern explains what a requirement needs to convey, offers potential questions to ask, points out potential pitfalls, suggests extra requirements, and other advice. This book also provides guidance on how to write other kinds of information that belong in a requirements specification, such as assumptions, a glossary, and document history and references, and how to structure a

requirements specification. A disturbing proportion of computer systems are judged to be inadequate; many are not even delivered; more are late or over budget. Studies consistently show one of the single biggest causes is poorly defined requirements: not properly defining what a system is for and what it's supposed to do. Even a modest contribution to improving requirements offers the prospect of saving businesses part of a large sum of wasted investment. This guide emphasizes this important requirement need—determining what a software system needs to do before spending time on development. Expertly written, this book details solutions that have worked in the past, with guidance for modifying patterns to fit individual needs—giving developers the valuable advice they need for building effective software requirements

"A comprehensive reference for senior management and their production and technical managers who need to understand the advanced manufacturing techniques that are contributing to the wealth of world class companies." "With a structure allowing easy use as a reference work, the book is practical, down-to-earth and comprehensive, highly illustrated with real-life examples from a range of industry sectors."--BOOK JACKET.Title Summary field provided by Blackwell North America, Inc. All Rights Reserved
Is team-based management best for your business? Will it help your organization meet the challenges of the twenty-first century to cut production costs, increase quality and service, and compete in the global economy? This practical, immensely informative book will help you make that decision. Teams tells you: When to use teams and when not to use them. What conditions must exist for teams to be successful. Which teams are appropriate for a particular situation. How to develop teams to meet the specific needs of your organization.

Effectively Define and Gather Your Business Requirements Today! Many programming systems today are designed and constructed before business requirements are completed and finalized. Without a proper foundation, these systems will eventually crumble. Streamlining Business Requirements: The XCellR8™ Approach provides project managers and business analysts with the foundation, principles, and steps needed to document business requirements in an accurate and efficient manner. Author Gerrie Caudle introduces the XCellR8™ approach, an analysis method used to gather business requirements in a structured, well-defined set of steps. This book offers comprehensive framework needed to:

- Effectively analyze business requirements
- Properly identify business events
- Prepare for a requirements session
- Better understand the “big picture”

Does Define Business Requirements and KPIs systematically track and analyze outcomes for accountability and quality improvement? Are improvement team members fully trained on Define Business Requirements and KPIs? What are the implications of the one critical Define Business Requirements and KPIs decision 10 minutes, 10 months, and 10 years from now? How do you maintain Define Business Requirements and KPIs's Integrity? Can you track that any Define Business Requirements and KPIs project is implemented as planned, and is it working? Defining, designing, creating, and implementing a process to solve a challenge or meet an objective is the most valuable role... In EVERY group, company, organization and department. Unless you are talking a one-time, single-use project, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions. Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?' This Self-Assessment empowers people to do just that - whether their title is entrepreneur, manager, consultant, (Vice-)President, CxO etc... - they are the people who rule the future. They are the person who asks the right questions to make Define Business Requirements and KPIs investments work better. This Define Business Requirements and KPIs All-Inclusive Self-Assessment enables You to be that person. All the tools you need to an in-depth Define Business Requirements and KPIs Self-Assessment. Featuring 668 new and updated case-based questions, organized into seven core areas of process design, this Self-Assessment will help you identify areas in which Define Business Requirements and KPIs improvements can be made. In using the questions you will be better able to:

- diagnose Define Business Requirements and KPIs projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices
- implement evidence-based best practice strategies aligned with overall goals
- integrate recent advances in Define Business Requirements and KPIs and process design strategies into practice according to best practice guidelines

Using a Self-Assessment tool known as the Define Business Requirements and KPIs Scorecard, you will develop a clear picture of which Define Business Requirements and KPIs areas need attention. Your purchase includes access details to the Define Business Requirements and KPIs self-assessment dashboard download which gives you your dynamically prioritized projects-ready tool and shows your organization exactly what to do next. You will receive the following contents with New and Updated specific criteria:

- The latest quick edition of the book in PDF
- The latest complete edition of the book in PDF, which criteria correspond to the criteria in...
- The Self-Assessment Excel Dashboard, and...
- Example pre-filled Self-Assessment Excel Dashboard to get familiar with results generation

...plus an extra, special, resource that helps you with project managing. INCLUDES LIFETIME SELF ASSESSMENT UPDATES
Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books. Lifetime Updates is an industry-first feature which allows you to receive verified self assessment updates, ensuring you always have the most accurate information at your fingertips.

How to Write Effective Requirements for IT – Simply Put! Use Four Simple Rules to Improve the Quality of Your IT Requirements
BA-Experts

The 5th Edition of Jack Marchewka's Information Technology Project Management focuses on how to create measurable organizational value (MOV) through IT projects. The author uses the concept of MOV, combined with his own research, to create a solid foundation for making decisions throughout the project's lifecycle. The book's integration of project management and IT concepts provides students with the tools and techniques they need to develop in this field.

In April 1991 BusinessWeek ran a cover story entitled, “Can't Work This Thing,” about the difficulties many people have with consumer products, such as cell phones and VCRs. More than 15 years later, the situation is much the same—but at a very different level of scale. The disconnect between people and technology has had society-wide consequences in the large-scale system accidents from major human error, such as those at Three Mile Island and in Chernobyl. To prevent both the individually annoying and nationally significant consequences, human capabilities and needs must be considered early and throughout system design and development. One challenge for such consideration has been providing the background and data needed for the seamless integration of humans into the design process from various perspectives: human factors engineering, manpower, personnel, training, safety and health, and, in the

military, habitability and survivability. This collection of development activities has come to be called human-system integration (HSI). Human-System Integration in the System Development Process reviews in detail more than 20 categories of HSI methods to provide invaluable guidance and information for system designers and developers. Incomplete or missed requirements, omissions, ambiguous product features, lack of user involvement, unrealistic customer expectations, and the proverbial scope creep can result in cost overruns, missed deadlines, poor product quality, and can very well ruin a project. Project Scope Management: A Practical Guide to Requirements for Engineering, Product, Construction, IT and Enterprise Projects describes how to elicit, document, and manage requirements to control project scope creep. It also explains how to manage project stakeholders to minimize the risk of an ever-growing list of user requirements. The book begins by discussing how to collect project requirements and define the project scope. Next, it considers the creation of work breakdown structures and examines the verification and control of the scope. Most of the book is dedicated to explaining how to collect requirements and how to define product and project scope inasmuch as they represent the bulk of the project scope management work undertaken on any project regardless of the industry or the nature of the work involved. The book maintains a focus on practical and sensible tools and techniques rather than academic theories. It examines five different projects and traces their development from a project scope management perspective—from project initiation to the end of the execution and control phases. The types of projects considered include CRM system implementation, mobile number portability, port upgrade, energy-efficient house design, and airport check-in kiosk software. After reading this book, you will learn how to create project charters, high-level scope, detailed requirements specifications, requirements management plans, traceability matrices, and a work breakdown structure for the projects covered.

This book updates the use of computer-based techniques, promoting their general awareness throughout the business management, design, manufacture and operation of railways and other advanced passenger, freight and transit systems. Including papers from the Tenth International Conference on Computer System Design and Operation in the Railway and Other Transit Systems, the book will be of interest to railway management, consultants, railway engineers (including signal and control engineers), designers of advanced train control systems and computer specialists. Themes of interest include: Planning; Human Factors; Computer Techniques, Management and languages; Decision Support Systems; Systems Engineering; Electromagnetic Compatibility and Lightning; Reliability, Availability, Maintainability and Safety (RAMS); Freight; Advanced Train Control; Train Location; CCTV/Communications; Operations Quality; Timetables; Traffic Control; Global Navigation using Satellite Systems; Online Scheduling and Dispatching; Dynamics and Wheel/Rail Interface; Power Supply; Traction and Maglev; Obstacle Detection and Collision Analysis; Railway Security.

Organizations waste millions of dollars every year on failed projects. Failure is practically guaranteed by poor or incomplete requirements that do not properly define projects in their initial stages. Business analysis is the critical process ensuring projects start on the path toward success. To accurately determine project requirements, business

This is the first book to completely cover the whole body of knowledge of Six Sigma and Design for Six Sigma with Simulation Methods as outlined by the American Society for Quality. Both simulation and contemporary Six Sigma methods are explained in detail with practical examples that help understanding of the key features of the design methods. The systems approach to designing products and services as well as problem solving is integrated into the methods discussed.

WHAT IS THIS BOOK ABOUT? Functional and Non-functional Requirements Can Make or Break Your Project Defining solution-level requirements (aka functional and non-functional requirements) is a core competency for anyone in an organization responsible for defining future Information Technology (IT) applications. In this book you will learn simple and repeatable techniques for extracting solution-level specifications from business and stakeholder requirements that are expressed in complete sentence form. My co-author, Angela, and I have used these techniques on hundreds of IT projects around the globe and we know the value each provides. Using these approaches will improve your ability to identify and document requirements at the level of detail that solution providers (vendors or developers) need to deliver the right technology for their organization. The presented techniques will work on any set of well-expressed requirement statements. However, they were specifically designed for and work best with requirement statements that follow the “Rules for Writing Effective Requirements” that we present in our book “How to Write Effective Requirements for IT – Simply Put!”. Regardless of your job title or role, if you are involved in defining future business solutions, this book will help you communicate your business needs to solution providers. It will reduce the potential for misunderstandings that undermine IT’s ability to deliver the right technology for the business. How to get the most out of this book? To maximize the learning effect, you will have optional, online exercises to assess your understanding of each presented technique. Chapter titles prefaced with the phrase “Exercise” contain a link to online exercises with immediate feedback featuring our recommended resolution and the rationale behind it. These exercises are optional and they do not “test” your knowledge in the conventional sense. Their purpose is to demonstrate the use of the technique more real-life than our explanations can supply. You need Internet access to perform the exercises. We hope you enjoy them and that they make it easier for you to apply the techniques in real life. Specifically, this eWorkbook will give you techniques to: - Decompose Business and Stakeholder Requirement Statements to identify Functional and Non-Functional Requirements - Give those responsible for designing, building, and/or buying the solution the kind of information they need to make the decisions that are right for the business - Identify Informational, Performance, and Constraining Requirements from a list of Functional Requirements - Document and manage Business, Stakeholder, Functional and Non-Functional Requirements - Capture and clarify Business Rules and External Constraints that mandate limits to the delivered solution - Develop measurable Solution Requirements that facilitate End-User Acceptance Testing

WHO WILL BENEFIT FROM READING THIS BOOK? Many distinct roles or job titles in the business community perform business needs analysis for

digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND "anyone wearing the business analysis hat", meaning anyone responsible for defining a future IT solution TOM AND ANGELA'S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team's (Tom)'s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

Why another book on software project management? For some time, the fields of project management, computer science, and software development have been growing rapidly and concurrently. Effective support for the enterprise demands the merging of these efforts into a coordinated discipline, one that incorporates best practices from both systems development and project management life cycles. Robert K. Wysocki creates that discipline in this book--a ready reference for professionals and consultants as well as a textbook for students of computer information systems and project management. By their very nature, software projects defy a "one size fits all" approach. In these pages you will learn to apply best-practice principles while maintaining the flexibility that's essential for successful software development. Learn how to make the planning process fit the need * Understand how and why software development must be planned on a certainty-to-uncertainty continuum * Categorize your projects on a four-quadrant model * Learn when to use each of the five SDPM strategies--Linear, Incremental, Iterative, Adaptive, and Extreme * Explore the benefits of each strategic model and what types of projects it supports best * Recognize the activities that go into the Scoping, Planning, Launching, Monitoring/Controlling, and Closing phases of each strategy * Apply this knowledge to the specific projects you manage * Get a clear picture of where you are and how to get where you want to go

If you're new to writing requirements, and you're assigned to a new enterprise software or IT project to create requirements, where do you begin? How do you elicit requirements effectively from stakeholders? What's a good requirement versus a bad one? This book explains how to write requirements according to the standards in A Guide to the Business Analysis Body of Knowledge(R) (the BABOK(R) Guide) published by the International Association of Business Analysts. It describes the process you'll need to go through from start to finish, from the point that you're assigned to the project to when you finalize your requirements. It provides suggestions for tools, processes, and techniques you'll need to develop quality-oriented requirements for your stakeholders, all aligned with the knowledge areas of the BABOK(R) Guide. Some examples of requirements for the Agile software methodology are also provided. This book is written by Pamela Paterson, MS, CBAP, who is a senior business analyst with over 20 years of experience on enterprise IT projects. Pamela has written several books, including the #1 international best-seller Get the Job.

A strategic requirement is something an organisation sets out to achieve; it could be the long-term vision the organisation sets itself, the key business condition for a specific project to be a success or a business strategy to achieve a goal. A set of strategic requirements defines the goals, strategies and tactics that organisations need to put in place to give them direction and impetus. Business analysts and consultants have to understand strategic requirements to know where projects can deliver business benefits and where not. The ability of the analyst to interview, gather, analyse, model and present strategic requirements is key to success. The primary tool consultants and business analysts use for communication is talking; but, if you cannot present all that incredible information back to your client effectively, it is hard for them and you to get to grips quickly enough with what is going on. Being able to present a model is really powerful because it provides a visual format and structure on one page to reason about those strategic requirements. Dr Karl A. Cox offers a process, guidelines and ideas - that have been tried and tested in practice - for conducting interviews and shows you how to rapidly turn interview findings into strategic requirements models all on one page, to present to your clients, customers, team and / or supervisors.

While a number of books on the market deal with software requirements, this is the first resource to offer you a methodology for discovering and testing the real business requirements that software products must meet in order to provide value. The book provides you with practical techniques that help prevent the main causes of requirements creep, which in turn enhances software development success and satisfaction among the organizations that apply these approaches. Complementing discovery methods, you also learn more than 21 ways to test business requirements from the perspectives of assessing suitability of form, identifying overlooked requirements, and evaluating substance and content. The powerful techniques and methods presented are applied to a real business case from a company recognized for world-class excellence. You are introduced to the innovative Problem Pyramidtm technique which helps you more reliably identify the real problem and requirements content. From an examination of key methods for gathering and understanding information about requirements, to seven guidelines for documenting and communicating requirements, while avoiding analysis paralysis, this book is a comprehensive, single source for uncovering the real business requirements for your software development projects.

Discusses all types of corporate risks and practical means of defending against them. Security is currently identified as a critical area of Information Technology management by a majority of government, commercial, and industrial organizations. Offers an effective risk management program, which is the most critical function of an information security program.

"I spend much time helping organizations capture requirements and even more time helping them recover from not capturing requirements. Many of them have gone through some motions regarding requirements as if they were sleepwalking. It's time to wake up and do it right-and this book is going to be their alarm clock." -Jerry Weinberg, author of numerous books on productivity enhancement "In today's complex, fast-paced software development environment, collaboration-the intense peer-to-peer conversations that result in products, decisions, and knowledge sharing-is absolutely essential to success. But all too often, attempts to collaborate degenerate into agonizing meetings or ineffectual bull sessions. Ellen's wonderful book will help you bridge the gap-turning the agony of meetings into the ecstasy of effective collaboration." -Jim Highsmith, a pioneer in adaptive software development methods "Requirements by Collaboration presents a wealth of practical tools and techniques for facilitating requirements development workshops. It is suitable-no, essential reading-for requirements workshop facilitators. It will help both technical people and customer representatives participate in these critical contributions to software success." -Karl Wiegers, Principal Consultant, Process Impact, author of Software Requirements "The need for this particular book, at this particular time, is crystal clear. We have entered a new age where software development must be viewed as a form of business problem solving. That means direct user participation in developing "requirements," or more accurately, in jointly working the business problem. That, in turn, means facilitated sessions. In this book, Ellen Gottesdiener provides a wealth of practical ideas for ensuring that you have exactly the

right stuff for this all-important area of professional art." -Ronald G. Ross, Principal, Business Rule Solutions, LLC, Executive Editor, www.BRCommunity.com "Gottesdiener's years of software development experience coupled with her straight-forward writing style make her book a perfect choice for either a senior developer or a midlevel project manager. In addition to her technical experience, her knowledge of group dynamics balance the book by educating the reader on how to manage conflict and personality differences within a requirements team--something that is missing from most requirements textbooks...It is a required "handbook" that will be referred to again and again." -Kay Christian, ebusiness Consultant, Conifer, Colorado "Requirements by Collaboration is a "must read" for any system stakeholder. End users and system analysts will learn the significant value they can add to the systems development process. Management will learn the tremendous return they may receive from making a modest time/people investment in facilitated sessions. Facilitators will discover ways to glean an amazing amount of high-quality information in a relatively brief time." -Russ Schwartz, Computer System Quality Consultant, Global Biotechnology Firm "In addition to showing how requirements are identified, evaluated, and confirmed, Ellen provides important guidance based on her own real-world experience for creating and managing the workshop environment in which requirements are generated. This book is an engaging and invaluable resource for project teams and sponsors, both business and IT, who are committed to achieving results in the most productive manner possible." -Hal Thilmony, Senior Manager, Business Process Improvement (Finance), CiscoSystems, Inc. "Project managers should read this book for assistance with planning the requirements process. Experienced facilitators will enrich their knowledge. New facilitators can use this book to get them up to speed and become more effective in less time." -Rob Stroober, Competence Development Manager and Project Manager, Deloitte & Touche Consultdata, The Netherlands "While many books discuss the details of software requirement artifacts (for example, use cases), Ellen's new book zeros in on effective workshop techniques and tools used to gather the content of these artifacts. As a pioneer in requirements workshops, she shares her real-life experiences in a comprehensive and easy-to-read book with many helpful examples and diagrams." -Bill Bird, Aera Energy LLC "Requirements by Collaboration is absolutely full of guidance on the most effective ways to use workshops in requirements capture. This book will help workshop owners and facilitators to determine and gain agreement on a sound set of requirements, which will form a solid foundation for the development work that is to follow." -Jennifer Stapleton, Software Process Consultant and author of DSDM: The Method in Practice "This book provides an array of techniques within a clear, structured process, along with excellent examples of how and when to use them. It's an excellent, practical, and really useful handbook written by a very experienced author!" -Jean-Anne Kirk, Director DSDM Consortium and IAF Professional Development "Ellen has written a detailed, comprehensive, and practical handbook for facilitating groups in gathering requirements. The processes she outlines give the facilitator tools to bring together very different perspectives from stakeholders elegantly and with practical, useable results." -Jo Nelson, Principal, ICA Associates, Inc., Chair, IAF (2001-2002) Requirements by Collaboration: Workshops for Defining Needs focuses on the human side of software development--how well we work with our customers and teammates. Experience shows that the quality and degree of participation, communication, respect, and trust among all the stakeholders in a project can strongly influence its success or failure. Ellen Gottesdiener points out that such qualities are especially important when defining user requirements and she shows in this book exactly what to do about that fact. Gottesdiener shows specifically how to plan and conduct requirements workshops. These carefully organized and facilitated meetings bring business managers, technical staff, customers, and users into a setting where, together, they can discover, evolve, validate, verify, and agree upon their product needs. Not only are their requirements more effectively defined through this collaboration, but the foundation is laid for good teamwork throughout the entire project. Other books focus on how to build the product right. Requirements by Collaboration focuses instead on what must come first--the right product to build.

A Volume of the Business Analysis Essential Library Series Learn how the business analyst works collaboratively with the project manager and other core team members to create plans that customize elicitation activities to the unique needs of the project. The author presents techniques used by successful business analysts and defines key business analysis terms. Examine the principles and practices for pragmatic, effective requirements elicitation and learn how to work collaboratively with project members and other core team members. Discover the steps necessary to create customized elicitation activities for the unique needs of each project.

WHAT IS THIS BOOK ABOUT? 7 Ways to Improve Your Requirements Elicitation Skills Getting the right requirements from the right people at the right time for your project is a critical success factor for any IT project. Nearly every study over the past 40 years has pinpointed missing and misunderstood IT requirements as the primary cause of IT project failures and overruns. "Requirements Elicitation Techniques – Simply Put!" presents 7 requirements definition techniques that evolved from our work with customers to meet that specific challenge. This book is a continuation of our Requirements Elicitation series. The previously published book "Requirements Elicitation Interviews and Workshops – Simply Put" deals with soft skills (i.e. how to run a requirements workshop) needed to elicit requirements. The book defines the concept of requirements elicitation and explains why it is necessary. It presents specific business analysis techniques for identifying stakeholders, analyzing relevant business problems, helping stakeholders discover what they need and want the solution to deliver, and a set of key questions you need answered to initiate and manage the elicitation process. Applying these techniques will significantly improve your requirements elicitation outcomes. "Requirements Elicitation Techniques – Simply Put!" will help practicing business analysts, future business analysts, subject matter experts, managers, product owners, project managers, and anyone responsible for getting the right requirements from the right people. You will learn how to: - Identify potential stakeholders - Manage the requirements elicitation process - Track progress toward requirements completion - Define and analyze business problems to ferret out hidden requirements - Facilitate effective requirements brainstorming sessions - Use 10 critical questions to initiate the

WHO WILL BENEFIT FROM READING THIS BOOK? Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and Designers - AND "anyone wearing the business analysis hat", meaning anyone responsible for defining a future digital solution TOM AND ANGELA'S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team's (Tom)'s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

Your go-to guide on business analysis Business analysis refers to the set of tasks and activities that help companies determine their objectives for meeting certain opportunities or addressing challenges and then help them define solutions to meet those objectives. Those engaged in business analysis are charged with identifying the activities that enable the company to define the business problem or opportunity, define what the solutions looks like, and define how it should behave in the end. As a BA, you lay out the plans for the process ahead. Business Analysis For Dummies is the go to reference on how to make the complex topic of business analysis easy to understand. Whether you are new

or have experience with business analysis, this book gives you the tools, techniques, tips and tricks to set your project's expectations and on the path to success. Offers guidance on how to make an impact in your organization by performing business analysis Shows you the tools and techniques to be an effective business analysis professional Provides a number of examples on how to perform business analysis regardless of your role If you're interested in learning about the tools and techniques used by successful business analysis professionals, Business Analysis For Dummies has you covered.

You have a business you believe in and you are doing everything to accomplish a plethora of success. But where to start? Most entrepreneurs and business claim to understand the importance of goal setting. But do they? Three main reasons why businesses fail are: 1. Lack of Planning and Defining a goal or business purpose 2. Lack of focus 3. Little to no performance monitoring Now, you got the solution to stop that, with the eBook: Define your business goal This ebook "Define your business goal" will bring you all you need to know, to define your business goal. It explains the requirements for goal setting, and the method to define an effective goal. This will give you strong knowledge to define your goal in an efficient way. Then you will have to achieve them with the next series.

This is a guide to eliminating the waste of time, money and effort resulting from poor product development. It provides product definition requirements needed at the start of any product development process.

"Mastering the Requirements Process: Getting Requirements Right" sets out an industry-proven process for gathering and verifying requirements, regardless of whether you work in a traditional or agile development environment. In this sweeping update of the bestselling guide, the authors show how to discover precisely what the customer wants and needs, in the most efficient manner possible.

IT Contracts and Dispute Management addresses the law relating to technology projects and the practical, procedural and legal issues which arise at each stage. The authors draw on extensive personal experience of successfully managing IT project disputes from their initial stage through to resolution through a range of dispute resolution mechanisms. Being the only published work in this area relating to English law, the book will be a valuable resource to lawyers acting in connection with procuring an IT project or advising clients on avoidance and resolution of IT project disputes.

Proven Software & Systems Requirements Engineering Techniques "Requirements engineering is a discipline used primarily for large and complex applications. It is more formal than normal methods of gathering requirements, and this formality is needed for many large applications. The authors are experienced requirements engineers, and this book is a good compendium of sound advice based on practical experience." --Capers Jones, Chief Scientist Emeritus, Software Productivity Research Deliver feature-rich products faster, cheaper, and more reliably using state-of-the-art SSRE methods and modeling procedures. Written by global experts, Software & Systems Requirements Engineering: In Practice explains how to effectively manage project objectives and user needs across the entire development lifecycle.

Gather functional and quality attribute requirements, work with models, perform system tests, and verify compliance. You will also learn how to mitigate risks, avoid requirements creep, and sidestep the pitfalls associated with large, complex projects. Define and prioritize customer expectations using taxonomies Elicit and analyze functional and quality attribute requirements Develop artifact models, meta-models, and prototypes Manage platform and product line development requirements Derive and generate test cases from UML activity diagrams Deploy validation, verification, and rapid development procedures Handle RE for globally distributed software and system development projects Perform hazard analysis, risk assessment, and threat modeling

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