

Mastering The Requirements Process Suzanne Robertson

Mastering the Requirements Process C++ Without Fear Project Scope Management Enterprise Architecture as Strategy Mastering the Requirements Process Mental Models Complete Systems Analysis Business Analysis Techniques The Agile Samurai Requirements Engineering for Software and Systems, Second Edition Requirements-led Project Management Introduction to Computer Networks and Cybersecurity Agile Software Requirements Software Quality Engineering Business Analysis Discovering Requirements Business Analysis Agility Mastering the Requirements Process High-powered Teams The Business Analyst's Handbook Writing Better Requirements Workflow Modeling Requirements Engineering Designing the Requirements Unearthing Business Requirements Design Thinking Business Analysis Requirements Engineering Fundamentals Complete Systems Analysis The Practice & Science of Drawing Requirements Engineering Fundamentals, 2nd Edition Requirements Writing for System Engineering More About Software Requirements The Requirements Engineering Handbook Permanent Present Tense Mastering the Requirements Process Software Metrics Business Analysis for Practitioners Writing Effective Use Cases Adrenaline Junkies and Template Zombies Exploring Requirements: Quality Before Design, Paperback Edition

Mastering the Requirements Process

“We need better approaches to understanding and managing software requirements, and Dean provides them in this book. He draws ideas from three very useful intellectual pools: classical management practices, Agile methods, and lean product development. By combining the strengths of these three approaches, he has produced something that works better than any one in isolation.” –From the Foreword by Don Reinertsen, President of Reinertsen & Associates; author of Managing the Design Factory; and leading expert on rapid product development Effective requirements discovery and analysis is a critical best practice for serious application development. Until now, however, requirements and Agile methods have rarely coexisted peacefully. For many enterprises considering Agile approaches, the absence of effective and scalable Agile requirements processes has been a showstopper for Agile adoption. In Agile Software Requirements, Dean Leffingwell shows exactly how to create effective requirements in Agile environments. Part I presents the “big picture” of Agile requirements in the enterprise, and describes an overall process model for Agile requirements at the project team, program, and portfolio levels Part II describes a simple and lightweight, yet comprehensive model that Agile project teams can use to manage requirements Part III shows how to develop Agile requirements for complex systems that require the cooperation of multiple teams Part IV guides enterprises in developing Agile requirements for ever-larger “systems of systems,” application suites, and product portfolios This book will help you leverage the benefits of Agile without sacrificing the value of effective requirements discovery and analysis. You’ll find proven solutions you can apply right now—whether you’re a software developer or tester, executive, project/program manager, architect, or team leader.

C++ Without Fear

Enterprise architecture defines a firm's needs for standardized tasks, job roles, systems, infrastructure, and data in core business processes. This book explains enterprise architecture's vital role in enabling - or constraining - the execution of business strategy. It provides frameworks, case examples, and more.

Project Scope Management

Too many software applications don't do what's needed or they do it clumsily, frustrating their users and owners. The core problem: poorly conceived and poorly crafted requirements. In *Designing the Requirements*, Chris Britton explains why it's not enough to simply "gather" requirements—you need to design them. Britton offers powerful techniques for understanding stakeholders' concerns and working with stakeholders to get the requirements right. Using Britton's context-driven approach to requirements design, you can detect inconsistencies, incompleteness, poor usability, and misalignment with business goals upstream—long before developers start coding. You can also design outward-looking applications and services that will integrate more effectively in a coherent IT architecture. First, Britton explains what requirements design really means and presents a hierarchy of designs that move step by step from requirements through implementation. Next, he demonstrates how to build on requirements processes you already use and how to overcome their serious limitations in large-scale development. Then, he walks you through designing your application's relationship with the business, users, data, and other software to ensure superior usability, security, and maximum scalability and resilience. Whether you're a software designer, architect, project manager, or programmer, *Designing the Requirements* will help you design software that works—for users, IT, and the entire business. Coverage includes Designing the entire business solution, not just its software component Using engineering-style design analysis to find flaws before implementation Designing services, and splitting large development efforts into smaller, more manageable projects Planning logical user interfaces that lead to superior user experiences Designing databases and data access to reflect the meaning of your data Building application frameworks that simplify life for programmers and project managers Setting reasonable and achievable goals for performance, availability, and security Designing for security at all levels, from strategy to code Identifying new opportunities created by context-driven design

Enterprise Architecture as Strategy

Learn Analysis or Extend Your Skills with a Detailed Project and a Comprehensive Textbook In a fundamentally new approach, *Complete Systems Analysis* teaches everything you need to know about analyzing systems: the methods, the models, the techniques, and more. A definitive text on modern systems analysis techniques is combined with an extensive

case study to give readers hands-on experience in completing an actual analysis project. Readers proceed through each step of a full-scale analysis project, analyzing the complex requirements of a television station's airtime programming department. Each phase of the case study and each exercise in the textbook section is thoroughly explained in separate review and answer sections. An innovative Trail Guide system--inspired by the difficulty levels marked on ski trails--encourages readers to follow a sequence that suits their skill level. Beginners follow the full trail while experienced analysts fill in gaps in their training, refresh their understanding of key concepts, and practice their skills. Managers review key concepts but can skip the detailed work with models. The book shows how analysis is used for object-oriented implementation, and how event-response data flow models and entity-relationship data models are complementary, not competing, models. Since its first publication in 1994 as a two-volume set in hardcover, this highly acclaimed text--released in 1998 as a single softcover volume--has served as a course text in classes throughout the world.

Mastering the Requirements Process

The one resource needed to create reliable software This text offers a comprehensive and integrated approach to software quality engineering. By following the author's clear guidance, readers learn how to master the techniques to produce high-quality, reliable software, regardless of the software system's level of complexity. The first part of the publication introduces major topics in software quality engineering and presents quality planning as an integral part of the process. Providing readers with a solid foundation in key concepts and practices, the book moves on to offer in-depth coverage of software testing as a primary means to ensure software quality; alternatives for quality assurance, including defect prevention, process improvement, inspection, formal verification, fault tolerance, safety assurance, and damage control; and measurement and analysis to close the feedback loop for quality assessment and quantifiable improvement. The text's approach and style evolved from the author's hands-on experience in the classroom. All the pedagogical tools needed to facilitate quick learning are provided: * Figures and tables that clarify concepts and provide quick topic summaries * Examples that illustrate how theory is applied in real-world situations * Comprehensive bibliography that leads to in-depth discussion of specialized topics * Problem sets at the end of each chapter that test readers' knowledge This is a superior textbook for software engineering, computer science, information systems, and electrical engineering students, and a dependable reference for software and computer professionals and engineers.

Mental Models

The scholar John von Neumann once said, "There's no sense being exact about something if you don't even know what you're talking about." In a world that is growing increasingly dependent on highly complex, computer-based systems, the importance of defining what you want to make before making it—that is, knowing what you're talking about—cannot be

stressed enough. Here's an innovative book that gives you the understanding you need to give people the solutions they want. The collaborative team of Gause and Weinberg tells how you can assure the requirements are right—before the product is designed. Written by two recognized authorities in the field, this book is a collection of ideas developed, refined, and tested during their more than sixty combined years of work with both large and small organizations. The techniques formulated in *Exploring Requirements* are not confined to software development; they have been used effectively to develop a wide range of products and systems—from computer software to furniture, books, and buildings. Systems analysts and anyone involved with the challenges of the requirements process will greatly benefit from this book.

Complete Systems Analysis

Requirements engineering tasks have become increasingly complex. In order to ensure a high level of knowledge and competency among requirements engineers, the International Requirements Engineering Board (IREB) developed a standardized qualification called the Certified Professional for Requirements Engineering (CPRE). The certification defines the practical skills of a requirements engineer on various training levels. This book is designed for self-study and covers the curriculum for the Certified Professional for Requirements Engineering Foundation Level exam as defined by the IREB. The 2nd edition has been thoroughly revised and is aligned with the curriculum Version 2.2 of the IREB. In addition, some minor corrections to the 1st edition have been included. About IREB: The mission of the IREB is to contribute to the standardization of further education in the fields of business analysis and requirements engineering by providing syllabi and examinations, thereby achieving a higher level of applied requirements engineering. The IRE Board is comprised of a balanced mix of independent, internationally recognized experts in the fields of economy, consulting, research, and science. The IREB is a non-profit corporation. For more information visit www.certified-re.com.

Business Analysis Techniques

This is the digital version of the printed book (Copyright © 1998, 1994). In a fundamentally new approach, *Complete Systems Analysis* teaches everything you need to know about analyzing systems: the methods, the models, the techniques, and more. A definitive text on modern systems analysis techniques is combined with an extensive case study to give readers hands-on experience in completing an actual analysis project. Readers proceed through each step of a full-scale analysis project, analyzing the complex requirements of a television station's airtime programming department. Each phase of the case study and each exercise in the textbook section is thoroughly explained in separate review and answer sections. An innovative Trail Guide system—inspired by the difficulty levels marked on ski trails—encourages readers to follow a sequence that suits their skill level. Beginners follow the full trail while experienced analysts fill in gaps in their training, refresh their understanding of key concepts, and practice their skills. Managers review key concepts but can skip the

detailed work with models. The book shows how analysis is used for object-oriented implementation, and how event-response data flow models and entity-relationship data models are complementary, not competing, models. Complete Systems Analysis adapts to the reader's needs and provides an appropriate learning path for the beginner, with a more direct route for experienced analysts wanting to make better use of today's techniques. Since its initial publication in 1994 as a two-volume set in hardcover, this highly acclaimed text—released in 1998 as a single, softcover volume—has served as a course text in classes throughout the world. Topics include Analysis Models Data Flow Diagrams Data Viewpoint Data Models Leveled Data Flow Diagrams Current Physical Viewpoint Building the Data Dictionary Strategy: Focusing on the Essentials Identifying Events Modeling an Event Response Writing Mini Specifications CRUD Check Modeling New Requirements New Physical Viewpoint Object-Oriented Viewpoint Strategy: Toward Implementation

The Agile Samurai

Learn how to create good requirements when designing hardware and software systems. While this book emphasizes writing traditional “shall” statements, it also provides guidance on use case design and creating user stories in support of agile methodologies. The book surveys modeling techniques and various tools that support requirements collection and analysis. You'll learn to manage requirements, including discussions of document types and digital approaches using spreadsheets, generic databases, and dedicated requirements tools. Good, clear examples are presented, many related to real-world work the author has done during his career. Requirements Writing for System Engineering advantages of different requirements approaches and implement them correctly as your needs evolve. Unlike most requirements books, Requirements Writing for System Engineering teaches writing both hardware and software requirements because many projects include both areas. To exemplify this approach, two example projects are developed throughout the book, one focusing on hardware and the other on software. This book Presents many techniques for capturing requirements. Demonstrates gap analysis to find missing requirements. Shows how to address both software and hardware, as most projects involve both. Provides extensive examples of “shall” statements, user stories, and use cases. Explains how to supplement or replace traditional requirement statements with user stories and use cases that work well in agile development environments What You Will Learn Understand the 14 techniques for capturing all requirements. Address software and hardware needs; because most projects involve both. Ensure all statements meet the 16 attributes of a good requirement. Differentiate the 19 different functional types of requirement, and the 31 non-functional types. Write requirements properly based on extensive examples of good ‘shall’ statements, user stories, and use cases. Employ modeling techniques to mitigate the imprecision of words. Audience Writing Requirements teaches you to write requirements the correct way. It is targeted at the requirements engineer who wants to improve and master his craft. This is also an excellent book from which to teach requirements engineering at the university level. Government organizations at all levels, from Federal to local levels, can use this book to ensure they begin all development projects correctly. As well,

contractor companies supporting government development are also excellent audiences for this book.

Requirements Engineering for Software and Systems, Second Edition

Written for those who want to develop their knowledge of requirements engineering process, whether practitioners or students. Using the latest research and driven by practical experience from industry, Requirements Engineering gives useful hints to practitioners on how to write and structure requirements. It explains the importance of Systems Engineering and the creation of effective solutions to problems. It describes the underlying representations used in system modeling and introduces the UML2, and considers the relationship between requirements and modeling. Covering a generic multi-layer requirements process, the book discusses the key elements of effective requirements management. The latest version of DOORS (Version 7) - a software tool which serves as an enabler of a requirements management process - is also introduced to the reader here. Additional material and links are available at: <http://www.requirementsengineering.info>

Requirements-led Project Management

This is the digital version of the printed book (Copyright © 2008). Adrenaline junkies, dead fish, project sluts, true believers, Lewis and Clark, template zombies . . . Most developers, testers, and managers on IT projects are pretty good at recognizing patterns of behavior and gut-level hunches, as in, "I sense that this project is headed for disaster." But it has always been more difficult to transform these patterns and hunches into a usable form, something a team can debate, refine, and use. Until now. In Adrenaline Junkies and Template Zombies, the six principal consultants of The Atlantic Systems Guild present the patterns of behavior they most often observe at the dozens of IT firms they transform each year, around the world. The result is a quick-read guide to identifying nearly ninety typical scenarios, drawing on a combined one-hundred-and-fifty years of project management experience. Project by project, you'll improve the accuracy of your hunches and your ability to act on them. The patterns are presented in an easy-reference format, with names designed to ease communication with your teammates. In just a few words, you can describe what's happening on your project. Citing the patterns of behavior can help you quickly move those above and below you to the next step on your project. You'll find classic patterns such as these: News Improvement Management by Mood Ring Piling On Rattle Yer Dags Natural Authority Food++ Fridge Door and more than eighty more! Not every pattern will be evident in your organization, and not every pattern is necessarily good or bad. However, you'll find many patterns that will apply to your current and future assignments, even in the most ambiguous circumstances. When you assess your situation and follow your next hunch, you'll have the collective wisdom of six world-class consultants at your side.

Introduction to Computer Networks and Cybersecurity

"If the purpose is to create one of the best books on requirements yet written, the authors have succeeded." —Capers Jones
It is widely recognized that incorrect requirements account for up to 60 percent of errors in software products, and yet the majority of software development organizations do not have a formal requirements process. Many organizations appear willing to spend huge amounts on fixing and altering poorly specified software, but seem unwilling to invest a much smaller amount to get the requirements right in the first place. *Mastering the Requirements Process, Second Edition*, sets out an industry-proven process for gathering and verifying requirements with an eye toward today's agile development environments. In this total update of the bestselling guide, the authors show how to discover precisely what the customer wants and needs while doing the minimum requirements work according to the project's level of agility. Features include:
The Volere requirements process—completely specified, and revised for compatibility with agile environments
A specification template that can be used as the basis for your own requirements specifications
New agility ratings that help you funnel your efforts into only the requirements work needed for your particular development environment and project
How to make requirements testable using fit criteria
Iterative requirements gathering leading to faster delivery to the client
Checklists to help identify stakeholders, users, nonfunctional requirements, and more
Details on gathering and implementing requirements for iterative releases
An expanded project sociology section for help with identifying and communicating with stakeholders
Strategies for exploiting use cases to determine the best product to build
Methods for reusing requirements and requirements patterns
Examples showing how the techniques and templates are applied in real-world situations

Agile Software Requirements

A step-by-step guide for managing student teams. This manual is developed to assist college students who want to learn how to manage teams effectively. The material and strategies presented are based on the author's twenty-year experience in teaching students how to work in and manage multi-disciplinary teams. Instructor's manual available.

Software Quality Engineering

This guide will help readers learn how to employ the significant power of use cases to their software development efforts. It provides a practical methodology, presenting key use case concepts.

Business Analysis

PART I: FUNDAMENTALS OF MEASUREMENT AND EXPERIMENTATION
1. Measurement: What Is It and Why Do It? 2. The Basics of Measurement 3. A Goal-Based Framework for Software Measurement 4. Empirical Investigation 5. Software Metrics

Data Collection 6. Analyzing Software-Measurement Data PART II: SOFTWARE-ENGINEERING MEASUREMENT 7. Measuring Internal Product Attributes: Size 8. Measuring Internal Product Attributes: Structure 9. Measuring Internal Product Attributes 10. Software Reliability: Measurement and Prediction 11. Resource Measurement: Productivity, Teams, and Tools 12. Making Process Predictions PART III: MEASUREMENT AND MANAGEMENT 13. Planning a Measurement Program 14. Measurement in Practice 15. Empirical Research in Software Engineering APPENDIXES: A. Solutions to Selected Exercises / B. Metric Tools / C. Acronyms and Glossary / ANNOTATED BIBLIOGRAPHY / INDEX

Discovering Requirements

“If the purpose is to create one of the best books on requirements yet written, the authors have succeeded.” —Capers Jones
Software can solve almost any problem. The trick is knowing what the problem is. With about half of all software errors originating in the requirements activity, it is clear that a better understanding of the problem is needed. Getting the requirements right is crucial if we are to build systems that best meet our needs. We know, beyond doubt, that the right requirements produce an end result that is as innovative and beneficial as it can be, and that system development is both effective and efficient. Mastering the Requirements Process: Getting Requirements Right, Third Edition, 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. Features include The Volere requirements process for discovering requirements, for use with both traditional and iterative environments A specification template that can be used as the basis for your own requirements specifications Formality guides that help you funnel your efforts into only the requirements work needed for your particular development environment and project How to make requirements testable using fit criteria Checklists to help identify stakeholders, users, non-functional requirements, and more Methods for reusing requirements and requirements patterns New features include Strategy guides for different environments, including outsourcing Strategies for gathering and implementing requirements for iterative releases “Thinking above the line” to find the real problem How to move from requirements to finding the right solution The Brown Cow model for clearer viewpoints of the system Using story cards as requirements Using the Volere Knowledge Model to help record and communicate requirements Fundamental truths about requirements and system development

Business Analysis Agility

"This book is not only of practical value. It's also a lot of fun to read." Michael Jackson, The Open University. Do you need to know how to create good requirements? Discovering Requirements offers a set of simple, robust, and effective cognitive tools for building requirements. Using worked examples throughout the text, it shows you how to develop an understanding

of any problem, leading to questions such as: What are you trying to achieve? Who is involved, and how? What do those people want? Do they agree? How do you envisage this working? What could go wrong? Why are you making these decisions? What are you assuming? The established author team of Ian Alexander and Ljerka Beus-Dukic answer these and related questions, using a set of complementary techniques, including stakeholder analysis, goal modelling, context modelling, storytelling and scenario modelling, identifying risks and threats, describing rationales, defining terms in a project dictionary, and prioritizing. This easy to read guide is full of carefully-checked tips and tricks. Illustrated with worked examples, checklists, summaries, keywords and exercises, this book will encourage you to move closer to the real problems you're trying to solve. Guest boxes from other experts give you additional hints for your projects. Invaluable for anyone specifying requirements including IT practitioners, engineers, developers, business analysts, test engineers, configuration managers, quality engineers and project managers. A practical sourcebook for lecturers as well as students studying software engineering who want to learn about requirements work in industry. Once you've read this book you will be ready to create good requirements!

Mastering the Requirements Process

Business Analysis for Practitioners: A Practice Guide provides practical resources to tackle the project-related issues associated with requirements and business analysis—and addresses a critical need in the industry for more guidance in this area. The practice guide begins by describing the work of business analysis. It identifies the tasks that are performed, in addition to the essential knowledge and skills needed to effectively perform business analysis on programs and projects.

High-powered Teams

Shelf category: Software Engineering Mastering the Requirements Process Suzanne Robertson & James Robertson Delivering the software that your customer really wants. "Mastering the Requirements Process and the Volere specification template are real breakthroughs. They introduce the beginnings of science to a domain which had, up till now, been ruled by craft." Tom DeMarcolt is widely recognized that incorrect requirements account for up to 60% of errors in software products, and yet the majority of software development organizations do not have a formal requirements process. Many organizations appear willing to spend huge amounts on fixing and altering badly-specified software, but seem unwilling to invest a much smaller amount to get the requirements right in the first place. This is a book for those who want to get the right requirements. Mastering the Requirements Process sets out an industry-tested process for gathering and verifying requirements. It provides the techniques and insights for discovering precisely what the customer wants and needs. "Mastering the Requirements Process shows, step by step, template by template, example by example, one well-tested way to assemble a complete, comprehensive requirements process." Gerald Weinberg The specification template in this book

provides the basis for your own requirements specifications. It guides you to the correct specification content as each part of the process reveals different aspects of the products functionality and properties. This book shows you how to make the requirement measurable and testable. By providing a measurement a fit criterion for each requirement, the requirements analyst can describe precisely what the customer wants, the designer can construct a product that exactly matches the requirement, and the tester can determine whether or not the final solution satisfies the requirement. "The Robertsons" concept of fit criteria is all by itself worth the investment of your time to read the whole book. Fit criteria and the allied discipline of quality gateways enable you to build requirement sets that are measurable, provably correct and testably complete." Tom DeMarco Features: 7 The Volere requirements process completely specified with a rigorous and detailed model. 7 A specification template that can be used as the basis for your own requirements specifications. 7 The requirements shell used for bringing rigor, tracability and completeness to requirements. 7 Checklists to help identify stakeholders, users, non-functional requirements and more. 7 Trawling techniques for eliciting requirements. 7 How to exploit use cases to determine the best product to build. 7 Reusing requirements and requirements patterns. 7 Examples showing how the techniques and templates are applied in real-world situations. 7 Accessible style, fully cross-referenced, numerous diagrams. The Authors: Suzanne Robertson is a leading figure in the world of systems analysis and requirements modeling. She is the roving ambassador for the British Computer Society's Reuse Group and is on organizing committees for the International Conference on Software Reuse and Object Technology. James Robertson brings the experience of working and consulting on requirements with several hundred companies to this book. When his busy seminar schedule permits, James advises companies on how to adapt to a world where requirements are paramount. Suzanne and James are principals of the Atlantic Systems Guild, an international think-tank producing numerous books and seminars that are among the most successful in the software industry. Visit Addison Wesley Longman on the World Wide Web at: <http://www.awl-he.com/computing/http://www.com/cseng/BarcodeBack> of Jacket

The Business Analyst's Handbook

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.

Writing Better Requirements

The definitive guide on the roles and responsibilities of the business analyst Business Analysis offers a complete description of the process of business analysis in solving business problems. Filled with tips, tricks, techniques, and guerilla tactics to help execute the process in the face of sometimes overwhelming political or social obstacles, this guide is also filled with real world stories from the author's more than thirty years of experience working as a business analyst. Provides techniques and tips to execute the at-times tricky job of business analyst Written by an industry expert with over thirty years of experience Straightforward and insightful, Business Analysis is a valuable contribution to your ability to be successful in this role in today's business environment.

Workflow Modeling

"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.

Requirements Engineering

Understand and Solve Your Customers' Real Problems with Agile Business Analysis To deliver real value, you must understand what your customers truly value, and solve the problems they really need solved. Business analysis can help you do this—and it's as crucial in agile environments now as it always has been. In Business Analysis Agility, leading experts James Robertson and Suzanne Robertson show how to perform business analysis in an agile way: trying new things, adapting to changes and discoveries, staying flexible, and being quick. Drawing on their unsurpassed experience of hundreds of projects and organizations, the Robertsons help you prioritize relentlessly, focus investments on delivering value, and learn in ways that improve your results. Uncover the real customer problems hidden behind assumptions and conventional solutions Hypothesize potential solutions and quickly test them with safe-to-fail probes Understand how people, hardware, software, organizations, and other components come together in an optimal customer experience Write stories that help you find solutions that deliver more value to customers and the business Think about problems and projects in more agile, nimble, and open-minded ways The Robertsons' approach to analytical thinking will be valuable to anyone who wants to build better software in agile environments: analysts, developers, team leads, project managers, software architects, and other team members and stakeholders at all levels of experience.

Designing the Requirements

No matter how much instruction you've had on managing software requirements, there's no substitute for experience. Too often, lessons about requirements engineering processes lack the no-nonsense guidance that supports real-world solutions. Complementing the best practices presented in his book, *Software Requirements, Second Edition*, requirements engineering authority Karl Wieggers tackles even more of the real issues head-on in this book. With straightforward, professional advice and practical solutions based on actual project experiences, this book answers many of the tough questions raised by industry professionals. From strategies for estimating and working with customers to the nuts and bolts of documenting requirements, this essential companion gives developers, analysts, and managers the cosmic truths that apply to virtually every software development project. Discover how to:

- Make the business case for investing in better requirements practices
- Generate estimates using three specific techniques
- Conduct inquiries to elicit meaningful business and user requirements
- Clearly document project scope
- Implement use cases, scenarios, and user stories effectively
- Improve inspections and peer reviews
- Write requirements that avoid ambiguity

Unearthing Business Requirements

Design Thinking Business Analysis

Gathering customer requirements is a key activity for developing software that meets the customer's needs. A concise and practical overview of everything a requirement's analyst needs to know about establishing customer requirements, this first-of-its-kind book is the perfect desk guide for systems or software development work. The book enables professionals to identify the real customer requirements for their projects and control changes and additions to these requirements. This unique resource helps practitioners understand the importance of requirements, leverage effective requirements practices, and better utilize resources. The book also explains how to strengthen interpersonal relationships and communications which are major contributors to project effectiveness. Moreover, analysts find clear examples and checklists to help them implement best practices.

Requirements Engineering Fundamentals

In their previous book, *Mastering the Requirements Process*, the Robertsons defined Volere - their widely adopted requirements process. In this second book, they look at the outputs from the requirements process and demonstrate how you can take advantage of the all-important links between requirements and project success.

Complete Systems Analysis

If you've always wanted to learn how to program a computer, or to learn the popular C++ programming language, here's the perfect book to get you started. You'll find everything you need patiently explained and clearly illustrated, from general programming concepts and techniques to the particulars of the C++ language. In no time, you'll be writing your own programs! Yes, programming can be a complex task, and C++ is a language often used by professionals. In fact, many of the coolest games, graphics, and Internet applications are created with C++. But the language, like the monster on the cover, need not be all that fearsome. Broken down to its essentials, and enhanced by simple examples and practical exercises, you'll be amazed at the quick progress you can make. With *C++ Without Fear*, you will learn the basics of C++ programming. Get started writing your own programs. See how and why each piece of a program does what it does. Create useful and reusable program code. Understand object-oriented programming--for once explained in simple, down-to-earth terms. Whether you wish to learn C++ programming for pleasure--and you'll discover here how much fun it can be--or might be considering a career in programming, this book is an intelligent first step.

The Practice & Science of Drawing

This book undertakes to marry the concepts of "Concept Mapping" with a "Design Thinking" approach in the context of business analysis. While in the past a lot of attention has been paid to the business process side, this book now focusses information quality and valuation, master data and hierarchy management, business rules automation and business semantics as examples for business innovation opportunities. The book shows how to take "Business Concept Maps" further as information models for new IT paradigms. In a way this book redefines and extends business analysis towards solutions that can be described as business synthesis or business development. Business modellers, analysts and controllers, as well as enterprise information architects, will benefit from the intuitive modelling and designing approach presented in this book. The pragmatic and agile methods presented can be directly applied to improve the way organizations manage their business concepts and their relationships. "This book is a great contribution to the information management community. It combines a theoretical foundation with practical methods for dealing with important problems. This is rare and very useful. Conceptual models that communicate business reality effectively require some degree of creative imagination. As such, they combine the results of business analysis with communication design, as is extensively covered in this book." Dr. Malcolm Chisholm, President at AskGet.com Inc. "Truly understanding business requirements has always been a major stumbling block in business intelligence (BI) projects. In this book, Thomas Frisendal introduces a powerful technique—business concept mapping—that creates a virtual mind-meld between business users and business analysts. Frisendal does a wonderful explaining and demonstrating how this tool can improve the outcome of BI and other development projects ." Wayne Eckerson, executive director, BI Leadership Forum

Requirements Engineering Fundamentals, 2nd Edition

As requirements engineering continues to be recognized as the key to on-time and on-budget delivery of software and systems projects, many engineering programs have made requirements engineering mandatory in their curriculum. In addition, the wealth of new software tools that have recently emerged is empowering practicing engineers to improve their requirements engineering habits. However, these tools are not easy to use without appropriate training. Filling this need, *Requirements Engineering for Software and Systems, Second Edition* has been vastly updated and expanded to include about 30 percent new material. In addition to new exercises and updated references in every chapter, this edition updates all chapters with the latest applied research and industry practices. It also presents new material derived from the experiences of professors who have used the text in their classrooms. Improvements to this edition include: An expanded introductory chapter with extensive discussions on requirements analysis, agreement, and consolidation An expanded chapter on requirements engineering for Agile methodologies An expanded chapter on formal methods with new examples An expanded section on requirements traceability An updated and expanded section on requirements engineering tools New exercises including ones suitable for research projects Following in the footsteps of its bestselling predecessor, the text illustrates key ideas associated with requirements engineering using extensive case studies and three common example systems: an airline baggage handling system, a point-of-sale system for a large pet store chain, and a system for a smart home. This edition also includes an example of a wet well pumping system for a wastewater treatment station. With a focus on software-intensive systems, but highly applicable to non-software systems, this text provides a probing and comprehensive review of recent developments in requirements engineering in high integrity systems.

Requirements Writing for System Engineering

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.

More About Software Requirements

This extensively revised second edition of the acclaimed and bestselling book, *Workflow Modeling* serves as a complete guide to discovering, scoping, assessing, modeling, and redesigning business processes. Providing proven techniques for identifying, modeling, and redesigning business processes, and explaining how to implement workflow improvement, this book helps you define requirements for systems development or systems acquisition.

The Requirements Engineering Handbook

One of the objectives of this book is to incorporate best practices and standards in to the BA role. While a number of standards and guidelines, such as Business Process Modeling Notation (BPMN), have been incorporated, particular emphasis has been placed on the Business Analysis Body of Knowledge (BABOK), the Information Technology Infrastructure Library (ITIL), and the Unified Modeling Language (UML).

Permanent Present Tense

The development of business analysis as a professional discipline has extended the role of the business analyst who now needs the widest possible array of tools and the skills and knowledge to be able to use each when and where it is needed. This book provides 72 possible techniques and practical guidance on how and when to apply them.

Mastering the Requirements Process

There is no single methodology for creating the perfect product—but you can increase your odds. One of the best ways is to understand users' reasons for doing things. *Mental Models* gives you the tools to help you grasp, and design for, those reasons. Adaptive Path co-founder Indi Young has written a roll-up-your-sleeves book for designers, managers, and anyone else interested in making design strategic, and successful.

Software Metrics

In 1953, 27-year-old Henry Gustave Molaison underwent an experimental “psychosurgical” procedure—a targeted lobotomy—in an effort to alleviate his debilitating epilepsy. The outcome was unexpected—when Henry awoke, he could no longer form new memories, and for the rest of his life would be trapped in the moment. But Henry’s tragedy would prove a gift to humanity. As renowned neuroscientist Suzanne Corkin explains in *Permanent Present Tense*, she and her colleagues brought to light the sharp contrast between Henry’s crippling memory impairment and his preserved intellect. This new insight that the capacity for remembering is housed in a specific brain area revolutionized the science of memory. The case of Henry—known only by his initials H. M. until his death in 2008—stands as one of the most consequential and widely referenced in the spiraling field of neuroscience. Corkin and her collaborators worked closely with Henry for nearly fifty years, and in *Permanent Present Tense* she tells the incredible story of the life and legacy of this intelligent, quiet, and remarkably good-humored man. Henry never remembered Corkin from one meeting to the next and had only a dim conception of the importance of the work they were doing together, yet he was consistently happy to see her and always willing to participate in her research. His case afforded untold advances in the study of memory, including the discovery that even profound amnesia spares some kinds of learning, and that different memory processes are localized to separate circuits in the human brain. Henry taught us that learning can occur without conscious awareness, that short-term and long-term memory are distinct capacities, and that the effects of aging-related disease are detectable in an already damaged brain. Undergirded by rich details about the functions of the human brain, *Permanent Present Tense* pulls back the curtain on the man whose misfortune propelled a half-century of exciting research. With great clarity, sensitivity, and grace, Corkin brings readers to the cutting edge of neuroscience in this deeply felt elegy for her patient and friend.

Business Analysis for Practitioners

Printed in full color. Faced with a software project of epic proportions? Tired of over-committing and under-delivering? Enter the dojo of the agile samurai, where agile expert Jonathan Rasmusson shows you how to kick-start, execute, and deliver your agile projects. Combining cutting-edge tools with classic agile practices, *The Agile Samurai* gives you everything you need to deliver something of value every week and make rolling your software into production a non-event. Get ready to kick some software project butt. By learning the ways of the agile samurai you will discover: how to create plans and schedules your customer and your team can believe in what characteristics make a good agile team and how to form your own how to gather requirements in a fraction of the time using agile user stories what to do when you discover your schedule is wrong, and how to look like a pro correcting it how to execute fiercely by leveraging the power of agile software engineering practices By the end of this book you will know everything you need to set up, execute, and successfully deliver agile projects, and have fun along the way. If you're a project lead, this book gives you the tools to set up and lead your agile project from start to finish. If you are an analyst, programmer, tester, usability designer, or project manager, this book gives you the insight and foundation necessary to become a valuable agile team member. *The Agile Samurai* slices

away the fluff and theory that make other books less-than-agile. It's packed with best practices, war stories, plenty of humor and hands-on tutorial exercises that will get you doing the right things, the right way. This book will make a difference.

Writing Effective Use Cases

Requirements engineering tasks have become increasingly complex. In order to ensure a high level of knowledge and competency among requirements engineers, the International Requirements Engineering Board (IREB) developed a standardized qualification called the Certified Professional for Requirements Engineering (CPRE). The certification defines the practical skills of a requirements engineer on various training levels. This book is designed for self-study and covers the curriculum for the Certified Professional for Requirements Engineering Foundation Level exam as defined by the IREB. **The 2nd edition** has been thoroughly revised and is aligned with the curriculum Version 2.2 of the IREB. In addition, some minor corrections to the 1st edition have been included. **About IREB:** The mission of the IREB is to contribute to the standardization of further education in the fields of business analysis and requirements engineering by providing syllabi and examinations, thereby achieving a higher level of applied requirements engineering. The IRE Board is comprised of a balanced mix of independent, internationally recognized experts in the fields of economy, consulting, research, and science. The IREB is a non-profit corporation. For more information visit www.certified-re.com

Adrenaline Junkies and Template Zombies

If a network is not secure, how valuable is it? Introduction to Computer Networks and Cybersecurity takes an integrated approach to networking and cybersecurity, highlighting the interconnections so that you quickly understand the complex design issues in modern networks. This full-color book uses a wealth of examples and illustrations to effectively

Exploring Requirements: Quality Before Design, Paperback Edition

Writing Better Requirements" specifically focuses on how to uncover and clearly express requirements for software and systems. The authors write from the perspective that users own requirements, therefore users must be able to understand them. This elementary perspective yields a straightforward, easily-digested approach.

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