

# **Requirements Gathering For The New Business Analyst The Simplified Beginners Guide To Business Systems Analysis**

An ETHS graduate of 1962 provides a blueprint for customer relationship management in business and technical organizations.

Negotiating a Common Understanding. Ways to the Get Started. Exploring the Possibilities. Clarifying Expectations. Greatly Improving the Odds of Success.

Your essential guide to key programming features in Microsoft SQL Server 2012 Take your database programming skills to a new level—and build customized applications using the developer tools introduced with SQL Server 2012. This hands-on reference shows you how to design, test, and deploy SQL Server databases through tutorials, practical examples, and code samples. If you're an experienced SQL Server developer, this book is a must-read for learning how to design and build effective SQL Server 2012 applications. Discover how to: Build and deploy databases using the SQL Server Data Tools IDE Query and manipulate complex data with powerful Transact-SQL enhancements Integrate non-relational features, including native file streaming and geospatial data

types Consume data with Microsoft ADO.NET, LINQ, and Entity Framework Deliver data using Windows Communication Foundation (WCF) Data Services and WCF RIA Services Move your database to the cloud with Windows Azure SQL Database Develop Windows Phone cloud applications using SQL Data Sync Use SQL Server BI components, including xVelocity in-memory technologies

"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 Wieggers, 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](http://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,

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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.

Publisher Fact Sheet A concise, hands-on approach

to managing & improving the critical requirements

process in software development.

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, Resource added for the Business Analyst program 101021?.

Agile Data Warehouse Design is a step-by-step guide for capturing data warehousing/business intelligence (DW/BI) requirements and turning them into high performance dimensional models in the most direct way: by modelstorming (data modeling ] brainstorming) with BI stakeholders. This book describes BEAM, an agile approach to dimensional modeling, for improving communication between data warehouse designers, BI stakeholders and the whole DW/BI development team. BEAM provides tools and techniques that will encourage DW/BI designers and developers to move away from their keyboards and entity relationship based tools and model interactively with their colleagues. The result is everyone thinks dimensionally from the outset! Developers understand how to efficiently implement dimensional modeling solutions. Business stakeholders feel ownership of the data warehouse they have created, and can already imagine how they will use it to answer their business questions. Within this book, you will learn: Agile dimensional

modeling using Business Event Analysis & Modeling (BEAM ) Modelstorming: data modeling that is quicker, more inclusive, more productive, and frankly more fun! Telling dimensional data stories using the 7Ws (who, what, when, where, how many, why and how) Modeling by example not abstraction; using data story themes, not crow's feet, to describe detail Storyboarding the data warehouse to discover conformed dimensions and plan iterative development Visual modeling: sketching timelines, charts and grids to model complex process measurement - simply Agile design documentation: enhancing star schemas with BEAM dimensional shorthand notation Solving difficult DW/BI performance and usability problems with proven dimensional design patterns LawrenceCorr is a data warehouse designer and educator. As Principal of DecisionOne Consulting, he helps clients to review and simplify their data warehouse designs, and advises vendors on visual data modeling techniques. He regularly teaches agile dimensional modeling courses worldwide and has taught dimensional DW/BI skills to thousands of students. Jim Stagnitto is a data warehouse and master data management architect specializing in the healthcare, financial services, and information service industries. He is the founder of the data warehousing and data mining consulting firm Llumino.

In April 1991 BusinessWeek ran a cover story entitled, "œœl

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Can't Work This ?#!@ Thing,â€ 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 sameâ€-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.

Thousands of software projects are doomed because they're based on a faulty understanding of the business problem that needs to be solved. Requirements Analysis: From Business Views to Architecture is the solution. David C. Hay brings together the world's best requirements analysis practices from two key viewpoints: system development life cycle and architectural framework. Hay teaches you the complete process of defining an architecture - from a full understanding of what business people need to the creation of a complete enterprise architecture.

Traditionally, networking has had little or no basis in analysis or architectural development, with designers relying on

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technologies they are most familiar with or being influenced by vendors or consultants. However, the landscape of networking has changed so that network services have now become one of the most important factors to the success of many third generation networks. It has become an important feature of the designer's job to define the problems that exist in his network, choose and analyze several optimization parameters during the analysis process, and then prioritize and evaluate these parameters in the architecture and design of the system. Network Analysis, Architecture, and Design, Third Edition, uses a systems methodology approach to teaching these concepts, which views the network (and the environment it impacts) as part of the larger system, looking at interactions and dependencies between the network and its users, applications, and devices. This approach matches the new business climate where customers drive the development of new services and the book discusses how networks can be architected and designed to provide many different types of services to customers. With a number of examples, analogies, instructor tips, and exercises, this book works through the processes of analysis, architecture, and design step by step, giving designers a solid resource for making good design decisions. With examples, guidelines, and general principles McCabe illuminates how a network begins as a concept, is built with addressing protocol, routing, and management, and harmonizes with the interconnected technology around it. Other topics covered in the book are learning to recognize problems in initial design, analyzing optimization parameters, and then prioritizing these parameters and incorporating them into the architecture and design of the system. This is an essential book for any professional that will be designing or working with a network on a routine basis. Substantially updated design content includes ad hoc networks, GMPLS, IPv6, and mobile

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networking Written by an expert in the field that has designed several large-scale networks for government agencies, universities, and corporations Incorporates real-life ideas and experiences of many expert designers along with case studies and end-of-chapter exercises

Studies on software project delivery show that the most common cause of failure is mismanagement of the project's requirements. This book takes a holistic approach to managing requirements to show you how to bridge the gap between requirements and specifications and deliver a successful software project that meets your client's expectations.

This book describes how to gather and define software requirements using a process based on use cases. It shows systems analysts and designers how use cases can provide solutions to the most challenging requirements issues, resulting in effective, quality systems that meet the needs of users. Use Cases, Second Edition: Requirements in Context describes a three-step method for establishing requirements—an iterative process that produces increasingly refined requirements. Drawing on their extensive, real-world experience, the authors offer a wealth of advice on use-case driven lifecycles, planning for change, and keeping on track. In addition, they include numerous detailed examples to illustrate practical applications. This second edition incorporates the many advancements in use case methodology that have occurred over the past few years. Specifically, this new edition features major changes to the methodology's iterations, and the section on management reflects the faster-paced, more "chaordic" software lifecycles prominent today. In addition, the authors have included a new chapter on use case traceability issues and have revised the appendixes to show more clearly how use cases evolve. The book opens with a brief introduction to use cases and the

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Unified Modeling Language (UML). It explains how use cases reduce the incidence of duplicate and inconsistent requirements, and how they facilitate the documentation process and communication among stakeholders. The book shows you how to: Describe the context of relationships and interactions between actors and applications using use case diagrams and scenarios Specify functional and nonfunctional requirements Create the candidate use case list Break out detailed use cases and add detail to use case diagrams Add triggers, preconditions, basic course of events, and exceptions to use cases Manage the iterative/incremental use case driven project lifecycle Trace back to use cases, nonfunctionals, and business rules Avoid classic mistakes and pitfalls The book also highlights numerous currently available tools, including use case name filters, the context matrix, user interface requirements, and the authors' own "hierarchy killer."

Apply best practices for capturing, analyzing, and implementing software requirements through visual models—and deliver better results for your business. The authors—experts in eliciting and visualizing requirements—walk you through a simple but comprehensive language of visual models that has been used on hundreds of real-world, large-scale projects. Build your fluency with core concepts—and gain essential, scenario-based context and implementation advice—as you progress through each chapter. Transcend the limitations of text-based requirements data using visual models that more rigorously identify, capture, and validate requirements Get real-world guidance on best ways to use visual models—how and when, and ways to combine them for best project outcomes Practice the book's concepts as you work through chapters Change your focus from writing a good requirement to ensuring a complete system

**BOOK DESCRIPTION**Have you recently taken on the role of

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Business Analyst, but have no clue where to start? Were you thrown into a project and given very little direction? How stressful! The entire project team is depending on you to deliver a critical requirements document that is the foundation for the entire project. But the problem is, you have no little to no training, very little direction, and a very clear time-line of ASAP. What do you do? I've been in this situation, and it is no fun. In the early years of my career when I was a Business Analyst, I had to fumble my way through many projects to learn the tools that I needed to be an effective BA. And then as a manager, I saw many new employees struggle because they weren't properly equipped for the role. But I didn't have the time or budget to send any of them to training. That's when I developed a simple three step process that I taught every new Business Analyst that joined my team. This process allowed me to train all new Business Analysts in ONE DAY, and get them effectively gathering requirements IMMEDIATELY. The feedback that I received was astounding. The employees were more confident in their role, and the stakeholders were very impressed at the skill of the new Business Analysts. But most importantly, they were able to produce and be effective right away. You don't have to struggle any longer. This book will give you the tools and techniques you need to go from Newbie to Pro in one day. You will Learn \* The role of the Business Analyst on a project \* Systems Analysis and Design techniques \* Requirements gathering techniques \* Requirements Analysis techniques \* How to develop use cases \* How to develop a Business Requirements Document As a result: \* You will have more confidence in your skills \* You will gain credibility with the project team because you will be equipped with the knowledge you need to be an effective team member \* You will be able to easily identify who you need to work with to gather requirements \* You will be able to deliver a set of

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requirements that exceeds the expectations of every member of the project team. This book will pay for itself by giving you the confidence needed to take on any software project immediately. What can I say? You NEED this book! Let's get started! Buy Requirements Gathering for the New Business Analyst today to get started on your project now!

Plan and design robust security architectures to secure your organization's technology landscape and the applications you develop. Key Features: Leverage practical use cases to successfully architect complex security structures. Learn risk assessment methodologies for the cloud, networks, and connected devices. Understand cybersecurity architecture to implement effective solutions in medium-to-large enterprises. Book Description: Cybersecurity architects work with others to develop a comprehensive understanding of the business' requirements. They work with stakeholders to plan designs that are implementable, goal-based, and in keeping with the governance strategy of the organization. With this book, you'll explore the fundamentals of cybersecurity architecture: addressing and mitigating risks, designing secure solutions, and communicating with others about security designs. The book outlines strategies that will help you work with execution teams to make your vision a concrete reality, along with covering ways to keep designs relevant over time through ongoing monitoring, maintenance, and continuous improvement. As you progress, you'll also learn about recognized frameworks for building robust designs as well as strategies that you can adopt to create your own designs. By the end of this book, you will have the skills you need to be able to architect solutions with robust security components for your organization, whether they are infrastructure solutions, application solutions, or others. What you will learn: Explore ways to create your own architectures and analyze those

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from others Understand strategies for creating architectures for environments and applications Discover approaches to documentation using repeatable approaches and tools Delve into communication techniques for designs, goals, and requirements Focus on implementation strategies for designs that help reduce risk Become well-versed with methods to apply architectural discipline to your organization Who this book is for If you are involved in the process of implementing, planning, operating, or maintaining cybersecurity in an organization, then this security book is for you. This includes security practitioners, technology governance practitioners, systems auditors, and software developers invested in keeping their organizations secure. If you're new to cybersecurity architecture, the book takes you through the process step by step; for those who already work in the field and have some experience, the book presents strategies and techniques that will help them develop their skills further. 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

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find clear examples and checklists to help them implement best practices.

**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

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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!

To understand the principles and practice of software development, there is no better motivator than participating in a software project with real-world value and a life beyond the academic arena. *Software Development: An Open Source Approach* immerses students directly into an agile free and open source software (FOSS) development process. *It focus 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.

*Business Analyst's Mentor Book* includes tips and best practices in a broad range of topics like: Business analysis techniques and tools Agile and waterfall methodologies Scope management Change request

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management Conflict management Use cases UML Requirements gathering and documentation User interface design Usability testing Software testing Automation tools Real-life examples are provided to help readers apply these best practices in their own IT organizations. The book also answers the most frequent questions of business analysts regarding software requirements management.

The business analyst role can cover a wide range of responsibilities, including the elicitation and documenting of business requirements, upfront strategic work, design and implementation phases. Typical difficulties faced by analysts include stakeholders who disagree or don't know their requirements, handling estimates and project deadlines that conflict, and what to do if all the requirements are top priority. The Business Analysis Handbook offers practical solutions to these and other common problems which arise when uncovering requirements or conducting business analysis. Getting requirements right is difficult; this book offers guidance on delivering the right project results, avoiding extra cost and work, and increasing the benefits to the organization. The Business Analysis Handbook provides an understanding of the analyst role and the soft skills required, and outlines industry standard tools and techniques with guidelines on their use to suit the most appropriate situations. Covering numerous techniques such as Business Process Model and Notation (BPMN), use cases and user stories, this essential guide also includes standard templates to save time and ensure nothing important is missed.

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The official study guide for the Workforce Management Technology Certification, containing core knowledge for time and labor management The worldwide standard for the time and labor management technology profession, Workforce Asset Management Book of Knowledge is the official guide to the Workforce Asset Management Certification. Establishing a common lexicon within the profession for talking about workforce management and systems, this essential guide is designed to establish a body of generally accepted and applicable practices and standards within the industry. Includes contributions from leaders in the field Covers everything from vendor and product selection, to implementation planning and execution, system design, testing and change control, financial analytics, fundamentals of scheduling people against workload and skill sets, and how to use these systems to manage labor costs and productivity Body of knowledge is focused on workers and technologies for every industry and every type of employer Designed around timekeeping and labor scheduling technologies With contributions from leaders in the field, this book expertly covers the knowledge, practices, regulations, and technologies within the domain of workforce management systems. It provides the body of knowledge for managing a workforce using time and attendance systems, labor scheduling, productivity, staffing budgets, workforce software applications, or data, compensation and benefits for payroll and human resources. Presents a practical object-oriented modelling approach that provides software developers with a single technique with which to model all aspects of the modern

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business, from the organizational mission right through to user performance and business objectives.

The Data Vault was invented by Dan Linstedt at the U.S. Department of Defense, and the standard has been successfully applied to data warehousing projects at organizations of different sizes, from small to large-size corporations. Due to its simplified design, which is adapted from nature, the Data Vault 2.0 standard helps prevent typical data warehousing failures. "Building a Scalable Data Warehouse" covers everything one needs to know to create a scalable data warehouse end to end, including a presentation of the Data Vault modeling technique, which provides the foundations to create a technical data warehouse layer. The book discusses how to build the data warehouse incrementally using the agile Data Vault 2.0 methodology. In addition, readers will learn how to create the input layer (the stage layer) and the presentation layer (data mart) of the Data Vault 2.0 architecture including implementation best practices. Drawing upon years of practical experience and using numerous examples and an easy to understand framework, Dan Linstedt and Michael Olschimke discuss: How to load each layer using SQL Server Integration Services (SSIS), including automation of the Data Vault loading processes. Important data warehouse technologies and practices. Data Quality Services (DQS) and Master Data Services (MDS) in the context of the Data Vault architecture. Provides a complete introduction to data warehousing, applications, and the business context so readers can get-up and running fast Explains theoretical concepts and provides hands-on instruction on how to build and implement a data warehouse Demystifies data vault modeling with beginning, intermediate, and advanced techniques Discusses the advantages of the data vault approach over other techniques,

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also including the latest updates to Data Vault 2.0 and multiple improvements to Data Vault 1.0

“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

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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

This edition describes a process based on employing use cases to gather and define software requirements. Use cases, roughly defined, involve the process of figuring out exactly how end-users will "use" a software system when it is completed before coding begins. Both the process and its presentation have been thoroughly revised based on the authors' more recent consulting experience and on feedback gathered from readers of the first edition over the past three years.

A complete, comprehensive methodology and framework for adopting and managing a successful service oriented architecture environment Achieving Service-Oriented Architecture helps to set up an SOA Architecture Practice defining the policies, procedures, and standards that apply not just to IT developers but to the entire corporation as it relates to business applications. Why a new architectural approach is necessary for your business to achieve all the value SOA has to offer Focuses on setting up an enterprise architecture practice for service-oriented architecture Discusses the implementation and governance processes for SOA Defines and describes an overall architectural framework for managing SOA assets at an enterprise architecture level Shows how to set up and run an SOA Enterprise Architecture Practice using the methodology and framework presented Defining how an Architecture Practice can transform itself and your corporation to maximize the benefits of the SOA approach, Achieving Service-Oriented Architecture provides a pragmatic enterprise architecture approach and framework for implementing and managing

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service oriented architecture from a business organization and business practices perspective. Note: CD-ROM/DVD and other supplementary materials are not included as part of eBook file.

“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

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apply right now—whether you're a software developer or tester, executive, project/program manager, architect, or team leader.

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*. Here is the first book to offer a practical way to identify systems requirements and manage them when budgets and schedules are tight. It describes a process that leads from fuzzy, ill-defined requirements to requirements that can be modeled and prototyped. *Managing Systems Requirements* presents methods for communicating requirements and achieving buy-in from system users and owners before expensive programming begins. There are techniques, tools, and software suggestions for project managers and systems analysts, plus case studies that illustrate how the whole requirements gathering process works. The cornerstone of

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the book is its practicality: it combines in one place a suite of methods, templates, off-the-shelf computer-based tools, and real-world examples that software developers can use to get a handle on software requirements and solve the problems they face every day on the job. IS managers, system project managers, systems analysts, and programmers will find the book indispensable and value how it integrates technical methods with organizational realities.

Requirements Gathering for the New Business Analyst  
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WHAT IS THIS BOOK ABOUT? Do You Need Requirements Interviews and Workshops? A lot of initial uncertainty at the beginning of an IT project comes from not knowing how to approach stakeholders to get their requirements. Should you interview each stakeholder individually or in groups? Whom should you interview first? What can you do to guide stakeholders to give you the information you need to formulate the right requirements? Unfortunately getting other stakeholders to express their needs and wants vis-à-vis a proposed IT solution is a non-trivial challenge. On top of that, you might be dealing with cross-functional needs which complicates the task even more. To meet that challenge, we propose that you need to hone your interpersonal skills, in particular your interviewing skills. If you have never interviewed another person before, this task alone can be intimidating. Why Should You Read This Book? Since interviewing other people for requirements is not an intuitive skill, this book presents a wide range of techniques for planning, preparing, and performing requirements elicitation interviews and workshops as well as polishing and publishing the results. It defines the characteristics of a good requirements interviewer to help you recognize areas for personal growth. To guide you through the intricacies of conducting group interviews, it includes expert advice on

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facilitating effective Requirements Workshops (JAD, RDW, User Story Workshops, Requirements Gathering Workshops, etc.), a powerful requirements elicitation technique for managing cross-functional group meetings on traditional and Agile software development methodologies. Specifically, this book will help you get more and better requirements by teaching you how to:

- Define and distinguish five specific requirements elicitation approaches for interviewing stakeholders
- Evaluate the pros and cons of each approach for your organization and project
- Recognize the specific challenges and strengths of facilitated requirements workshops involving cross-functional groups of stakeholders
- Select the right requirements interviewing mode
- Prepare, perform, and manage effective requirements interviews and workshops
- Use informational and active listening to capture hidden requirements

The presented material is based on our experience gained in consulting contracts with organizations of every size, from small businesses to multi-nationals and governments. These topics are the core of extensive instructor-led training programs we have presented to tens of thousands of people around the world. As a value add-on, many of the presented ideas are not limited to IT projects; they can improve the outcomes of all of your personal and professional endeavors. 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

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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!

This book constitutes the thoroughly refereed post-conference proceedings of the First International Workshop on Usability and Accessibility focused Requirements Engineering, UsARE 2012, held in Zurich, Switzerland, in June 2012 in conjunction with ICSE 2012, the 34th International Conference on Software Engineering, and the Second International

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Workshop, UsARE 2014, held in Karlskrona, Sweden, in August 2014, in the course of RE 2014, the 22nd International Requirements Engineering Conference. This book consists of 10 chapters of which 9 are extended versions of the papers presented at the two UsARE events. Amongst them, 3 are extended versions of the papers presented at UsARE 2012 and 6 are extended versions of papers presented at UsARE 2014 - rounded off by a new chapter that was added as authors are doing relevant work on the same topic. The chapters are organized into three sections according to their main focus: usability and user experience, accessibility and applications.

"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.

For those considering Extreme Programming, this book provides no-nonsense advice on agile planning, development, delivery, and management taken from the authors' many years of experience. While plenty of books address the what and why of agile development, very few offer the information users can apply directly.

This book contains the refereed proceedings of the 11th International Conference on Agile Software Development, XP 2010, held in Trondheim, Norway, in June 2010. In order to better evaluate the submitted papers and to highlight the applicational aspects of agile software practices, there were two different program committees, one for research papers and one for experience reports. Regarding the research papers, 11 out of 39 submissions were accepted as full papers; and as far as the experience reports were concerned,

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the respective number was 15 out of 50 submissions. In addition to these papers, this volume also includes the short research papers, the abstracts of the posters, the position papers of the PhD symposium, and the abstracts of the panel on “Collaboration in an Agile World”.

**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

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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 groundbreaking 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.

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More importantly, they are more enthusiastically in love with each other than ever before!

Thoroughly reviewed and eagerly anticipated by the agile community, *User Stories Applied* offers a requirements process that saves time, eliminates rework, and leads directly to better software. The best way to build software that meets users' needs is to begin with "user stories": simple, clear, brief descriptions of functionality that will be valuable to real users. In *User Stories Applied*, Mike Cohn provides you with a front-to-back blueprint for writing these user stories and weaving them into your development lifecycle. You'll learn what makes a great user story, and what makes a bad one. You'll discover practical ways to gather user stories, even when you can't speak with your users. Then, once you've compiled your user stories, Cohn shows how to organize them, prioritize them, and use them for planning, management, and testing. User role modeling: understanding what users have in common, and where they differ Gathering stories: user interviewing, questionnaires, observation, and workshops Working with managers, trainers, salespeople and other "proxies" Writing user stories for acceptance testing Using stories to prioritize, set schedules, and estimate release costs Includes end-of-chapter practice questions and exercises *User Stories Applied* will be invaluable to every software developer, tester, analyst, and manager working with any agile method: XP, Scrum... or even your own home-grown approach.

This is a step-by-step guide to successful wireless application design and development with Sun's Java 2 Micro Edition platform. Authored by one of Sun's leading wireless application consultants, it covers every key feature of the J2ME platform, and every step of the process -- from architecture through deployment. Piroumian begins by introducing the J2ME computing platform, key terminology, basic concepts, and application development process. Next,

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you'll walk through creating, compiling, preparing, executing, and debugging J2ME applications. One step at a time, you'll master J2ME MIDP platform's high-level and low-level APIs, user interface components, persistent storage mechanisms, and services for networking and distributed processing. The book teaches how to build applications from the ground up, using running examples. All topics are introduced in a logical order where each concept builds upon the ones that precede it. Piroumian also covers architecture and its impact on the developer; and introduces key elements of a complete wireless solution, including gateways, Internet portal interfaces, and wireless application interfaces.

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