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## Read Book Mastering The Requirements Process Suzanne Robertson

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**KEY=SUZANNE - DARRYL RICHARD**

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## Mastering the Requirements Process

### Getting Requirements Right

Pearson Education "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.

## Mastering the Requirements Process

### Getting Requirements Right

Addison-Wesley "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

## Mastering the Requirements Process

Addison-Wesley Professional 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.com/cseng/BarcodeBack](http://www.awl-he.com/computing/http://www.com/cseng/BarcodeBack) of Jacket

## Adrenaline Junkies and Template Zombies

### Understanding Patterns of Project Behavior

Addison-Wesley 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.

## Requirements-Led Project Management

### Discovering David's Slingshot

Addison-Wesley Professional Requirements are a crucial ingredient of any successful project. This is true for any product--software, hardware, consumer appliance, or large-scale construction. You have to understand its requirements--what is needed and desired--if you are to build the right product. Most developers recognize the truth in this statement, even if they don't always live up to it. Far less obvious, however, is the contribution that the requirements activity makes to project management. Requirements, along with other outputs from the requirements activity, are potent project management tools. In Requirements-Led Project Management, Suzanne and James Robertson show how to use requirements to manage the development lifecycle. They show program managers, product and project managers,

team leaders, and business analysts specifically how to: Use requirements as input to project planning and decision-making Determine whether to invest in a project Deliver more appropriate products with a quick cycle time Measure and estimate the requirements effort Define the most effective requirements process for a project Manage stakeholder involvement and expectations Set requirements priorities Manage requirements across multiple domains and technologies Use requirements to communicate across business and technological boundaries In their previous book, *Mastering the Requirements Process*, the Robertsons defined Volere--their groundbreaking and now 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.

## Writing Effective Use Cases

Pearson Education 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.

## Unearthing Business Requirements

## Elicitation Tools and Techniques

Berrett-Koehler Publishers 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.

## Customer-centered Products

## Creating Successful Products Through Smart Requirements Management

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

## Life Cycle Costing for Engineers

CRC Press Cradle-to-grave analyses are becoming the norm, as an increasing amount of corporations and government agencies are basing their procurement decisions not only on initial costs but also on life cycle costs. And while life cycle costing has been covered in journals and conference proceedings, few, if any, books have gathered this information into an

## Requirements by Collaboration

## Workshops for Defining Needs

Addison-Wesley Professional "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, 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 Methodin 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.

## Requirements Engineering

Springer Science & Business Media 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, this book gives useful hints to practitioners on how to write and structure requirements. - Explains the importance of Systems Engineering and the creation of effective solutions to problems - Describes the underlying representations used in system modeling - data flow diagrams; statecharts; object-oriented approaches - Covers a generic multi-layer requirements process - Discusses the key elements of effective requirements management - Includes a chapter written by one of the developers of rich traceability - Introduces an overview of DOORS - a software tool which serves as an enabler of a requirements management process Additional material and links are available at: <http://www.requirementsengineering.info> "In recent years we have been finding ourselves with a shortage of engineers with good competence in requirements engineering. Perhaps this is in part because requirements management tool vendors have persuaded management that a glitzy tool will solve their requirements engineering problems. Of course, the tools only make it possible for engineers who understand requirements engineering to do a better job. This book goes a long way towards building a foundational set of skills in requirements engineering, so that today's powerful tools can be used sensibly. Of particular value is a recognition of the place software requirements have within the

system context, and of ways for dealing with that sensitive connection. This is an important book. I think its particular value in industry will be to bring the requirements engineers and their internal customers to a practical common understanding of what can and should be achieved." (Byron Purves, Technical Fellow, The Boeing Company)

## Beyond Requirements

### Analysis with an Agile Mindset

Addison-Wesley Professional *Satisfy Stakeholders by Solving the Right Problems, in the Right Ways In Beyond Requirements*, Kent J. McDonald shows how applying analysis techniques with an agile mindset can radically transform analysis from merely "gathering and documenting requirements" to an important activity teams use to build shared understanding. First, McDonald discusses the unique agile mindset, reviews the key principles underlying it, and shows how these principles link to effective analysis. Next, he puts these principles to work in four wide-ranging and thought-provoking case studies. Finally, he drills down on a full set of techniques for effective agile analysis, using examples to show how, why, and when they work. McDonald's strategies will teach you how to understand stakeholders' needs, identify the best solution for satisfying those needs, and build a shared understanding of your solution that persists throughout the product lifecycle. He also demonstrates how to iterate your analysis, taking advantage of what you learn throughout development, testing, and deployment so that you can continuously adapt, refine, and improve. Whether you're an analysis practitioner or you perform analysis tasks as a developer, manager, or tester, McDonald's techniques will help your team consistently find and deliver better solutions. Coverage includes Core concepts for analysis: needs/ solutions, outcome/output, discovery/delivery Adapting Lean Startup ideas for IT projects: customer delivery, build-measure-learn, and metrics Structuring decisions, recognizing differences between options and commitments, and overcoming cognitive biases Focusing on value: feature injection, minimum viable products, and minimum marketable features Understanding how analysis flows alongside your project's lifecycle Analyzing users: mapping stakeholders, gauging commitment, and creating personas Understanding context: performing strategy (enterprise) analysis Clarifying needs: applying decision filters, assessing project opportunities, stating problems Investigating solutions: impact and story mapping, collaborative modeling, and acceptance criteria definition Kent J. McDonald uncovers better ways of delivering value. His experience includes work in business analysis, strategic planning, project management, and product development in the financial services, health insurance, performance marketing, human services, nonprofit, and automotive industries. He has a BS in industrial engineering from Iowa State University and an MBA from Kent State University. He is coauthor of *Stand Back and Deliver: Accelerating Business Agility* (Addison-Wesley, 2009).

## Managing the Software Process

Addison-Wesley Professional The author, drawing on years of experience at IBM and the SEI, provides here practical guidance for improving the software development and maintenance process. He focuses on understanding and managing the software process because this is where he feels organizations now encounter the most serious problems, and where he feels there is the best opportunity for significant improvement. Both program managers and practicing programmers, whether working on small programs or large-scale projects, will learn how good their own software process is, how they can make their process better, and where they need to begin. "This book will help you move beyond the turning point, or crisis, of feeling over-whelmed by the task of managing the software process to understanding what is essential in software management and what you can do about it." Peter Freeman, from the Foreword 0201180952B04062001

## Agile Software Requirements

### Lean Requirements Practices for Teams, Programs, and the Enterprise

Addison-Wesley Professional "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.

## The Rails Way

*Pearson Education The expert guide to building Ruby on Rails applications Ruby on Rails strips complexity from the development process, enabling professional developers to focus on what matters most: delivering business value. Now, for the first time, there’s a comprehensive, authoritative guide to building production-quality software with Rails. Pioneering Rails developer Obie Fernandez and a team of experts illuminate the entire Rails API, along with the Ruby idioms, design approaches, libraries, and plug-ins that make Rails so valuable. Drawing on their unsurpassed experience, they address the real challenges development teams face, showing how to use Rails’ tools and best practices to maximize productivity and build polished applications users will enjoy. Using detailed code examples, Obie systematically covers Rails’ key capabilities and subsystems. He presents advanced programming techniques, introduces open source libraries that facilitate easy Rails adoption, and offers important insights into testing and production deployment. Dive deep into the Rails codebase together, discovering why Rails behaves as it does— and how to make it behave the way you want it to. This book will help you Increase your productivity as a web developer Realize the overall joy of programming with Ruby on Rails Learn what’s new in Rails 2.0 Drive design and protect long-term maintainability with TestUnit and RSpec Understand and manage complex program flow in Rails controllers Leverage Rails’ support for designing REST-compliant APIs Master sophisticated Rails routing concepts and techniques Examine and troubleshoot Rails routing Make the most of ActiveRecord object-relational mapping Utilize Ajax within your Rails applications Incorporate logins and authentication into your application Extend Rails with the best third-party plug-ins and write your own Integrate email services into your applications with ActionMailer Choose the right Rails production configurations Streamline deployment with Capistrano*

## Software Requirements

*Publisher Fact Sheet A concise, hands-on approach to managing & improving the critical requirements process in software development.*

## Requirements Engineering Fundamentals

## A Study Guide for the Certified Professional for Requirements Engineering Exam - Foundation Level - Ireb Compliant

*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](http://www.certified-re.com).*

# Requirements Engineering Fundamentals, Principles, and Techniques

*Springer* Requirements engineering is the process of eliciting individual stakeholder requirements and needs and developing them into detailed, agreed requirements documented and specified in such a way that they can serve as the basis for all other system development activities. In this textbook, Klaus Pohl provides a comprehensive and well-structured introduction to the fundamentals, principles, and techniques of requirements engineering. He presents approved techniques for eliciting, negotiating and documenting as well as validating, and managing requirements for software-intensive systems. The various aspects of the process and the techniques are illustrated using numerous examples based on his extensive teaching experience and his work in industrial collaborations. His presentation aims at professionals, students, and lecturers in systems and software engineering or business applications development. Professionals such as project managers, software architects, systems analysts, and software engineers will benefit in their daily work from the didactically well-presented combination of validated procedures and industrial experience. Students and lecturers will appreciate the comprehensive description of sound fundamentals, principles, and techniques, which is completed by a huge commented list of references for further reading. Lecturers will find additional teaching material on the book's website, [www.requirements-book.com](http://www.requirements-book.com).

## Business Analysis Agility

### Solve the Real Problem, Deliver Real Value

*Addison-Wesley Professional* 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.

## Requirements Engineering Fundamentals, 2nd Edition

### A Study Guide for the Certified Professional for Requirements Engineering Exam - Foundation Level - IREB compliant

*Rocky Nook, Inc.* 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](http://www.certified-re.com)

## Using UML

## Software Engineering with Objects and Components

Pearson Higher Ed

## The Business Analyst as Strategist

## Translating Business Strategies into Valuable Solutions

Berrett-Koehler Publishers An organization's ability to achieve strategic goals through programs and supporting projects depends on its ability to establish a future vision, set strategic goals, select the most valuable projects, and then execute flawlessly. Organizational strategic alignment is achieved by converting strategic plans and goals into a valuable portfolio of programs and supporting projects. Strategic project leaders and project teams execute the project plans to meet objectives and deliver project outcomes, adding value to the organization. As the role of the business analyst evolves and matures, senior business analysts will emerge as the key individuals in the organization who have the depth of business acumen and technological proficiency to serve as both business and technology experts. In this capacity, business analysts will become involved in an array of activities designed to devise a strategy to reach the organization's future business vision by achieving strategic goals. As the business analyst elevates into a leadership role as the business and technology strategist, he or she serves the executive team by facilitating, informing, and enabling the most favorable business decisions during the strategic planning and enterprise analysis phases of the business solution life cycle (BSLC). This book examines the emerging critical role of the business analyst during these first two phases of the BSLC.

## Happy to Work Here

## Understanding and Improving the Culture at Work

## The Business Analyst's Handbook

Course Technology 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).

## Strengthening Forensic Science in the United States

## A Path Forward

National Academies Press Scores of talented and dedicated people serve the forensic science community, performing vitally important work. However, they are often constrained by lack of adequate resources, sound policies, and national support. It is clear that change and advancements, both systematic and scientific, are needed in a number of forensic science disciplines to ensure the reliability of work, establish enforceable standards, and promote best practices with consistent application. *Strengthening Forensic Science in the United States: A Path Forward* provides a detailed plan for addressing

these needs and suggests the creation of a new government entity, the National Institute of Forensic Science, to establish and enforce standards within the forensic science community. The benefits of improving and regulating the forensic science disciplines are clear: assisting law enforcement officials, enhancing homeland security, and reducing the risk of wrongful conviction and exoneration. *Strengthening Forensic Science in the United States* gives a full account of what is needed to advance the forensic science disciplines, including upgrading of systems and organizational structures, better training, widespread adoption of uniform and enforceable best practices, and mandatory certification and accreditation programs. While this book provides an essential call-to-action for congress and policy makers, it also serves as a vital tool for law enforcement agencies, criminal prosecutors and attorneys, and forensic science educators.

## Discovering Requirements

### How to Specify Products and Services

John Wiley & Sons "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!

## The Brain That Changes Itself

### Stories of Personal Triumph from the Frontiers of Brain Science

Penguin "Fascinating. Doidge's book is a remarkable and hopeful portrait of the endless adaptability of the human brain."—Oliver Sacks, MD, author of *The Man Who Mistook His Wife for a Hat* What is neuroplasticity? Is it possible to change your brain? Norman Doidge's inspiring guide to the new brain science explains all of this and more An astonishing new science called neuroplasticity is overthrowing the centuries-old notion that the human brain is immutable, and proving that it is, in fact, possible to change your brain. Psychoanalyst, Norman Doidge, M.D., traveled the country to meet both the brilliant scientists championing neuroplasticity, its healing powers, and the people whose lives they've transformed—people whose mental limitations, brain damage or brain trauma were seen as unalterable. We see a woman born with half a brain that rewired itself to work as a whole, blind people who learn to see, learning disorders cured, IQs raised, aging brains rejuvenated, stroke patients learning to speak, children with cerebral palsy learning to move with more grace, depression and anxiety disorders successfully treated, and lifelong character traits changed. Using these marvelous stories to probe mysteries of the body, emotion, love, sex, culture, and education, Dr. Doidge has written an immensely moving, inspiring book that will permanently alter the way we look at our brains, human nature, and human potential.

## Systems Engineering with SysML/UML

### Modeling, Analysis, Design

Elsevier UML, the Universal Modeling Language, was the first programming language designed to fulfill the requirement for "universality." However, it is a software-specific language, and does not support the needs of engineers designing from the broader systems-based perspective. Therefore, SysML was created. It has been steadily gaining popularity, and many companies, especially in the heavily-

regulated Defense, Automotive, Aerospace, Medical Device and Telecomms industries, are already using SysML, or are planning to switch over to it in the near future. However, little information is currently available on the market regarding SysML. Its use is just on the crest of becoming a widespread phenomenon, and so thousands of software engineers are now beginning to look for training and resources. This book will serve as the one-stop, definitive guide that provide an introduction to SysML, and instruction on how to implement it, for all these new users. \*SysML is the latest emerging programming language--250,000 estimated software systems engineers are using it in the US alone! \*The first available book on SysML in English \*Insider information! The author is a member of the SysML working group and has written sections of the specification \*Special focus comparing SysML and UML, and explaining how both can work together

## Business Analysis for Practitioners

### A Practice Guide

Project Management Institute *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.

## Systems Analysis and Design in a Changing World

Cengage Learning *Refined and streamlined, SYSTEMS ANALYSIS AND DESIGN IN A CHANGING WORLD, 7E* helps students develop the conceptual, technical, and managerial foundations for systems analysis design and implementation as well as project management principles for systems development. Using case driven techniques, the succinct 14-chapter text focuses on content that is key for success in today's market. The authors' highly effective presentation teaches both traditional (structured) and object-oriented (OO) approaches to systems analysis and design. The book highlights use cases, use diagrams, and use case descriptions required for a modeling approach, while demonstrating their application to traditional, web development, object-oriented, and service-oriented architecture approaches. The Seventh Edition's refined sequence of topics makes it easier to read and understand than ever. Regrouped analysis and design chapters provide more flexibility in course organization. Additionally, the text's running cases have been completely updated and now include a stronger focus on connectivity in applications. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

## The Software Requirements Memory Jogger

### A Pocket Guide to Help Software and Business Teams Develop and Manage Requirements

Goal Q P C Incorporated *A comprehensive reference for developing and managing precise software requirements shares guidelines for fostering communications between business and technical teams to maximize accuracy at the request and developmental levels.*

## Hot Groups

### Seeding Them, Feeding Them, and Using Them to Ignite Your Organization

Oxford University Press on Demand *Identifies what a "hot group" is, traces such hot groups through history, and discusses the type of leadership required by a hot group*

## Head First Programming

### A learner's guide to programming using the Python language

*"O'Reilly Media, Inc." Looking for a reliable way to learn how to program on your own, without being overwhelmed by confusing concepts? Head First Programming introduces the core concepts of writing computer programs -- variables, decisions, loops, functions, and objects -- which apply regardless of the programming language. This book offers concrete examples and exercises in the dynamic and versatile Python language to demonstrate and reinforce these concepts. Learn the basic tools to start writing the programs that interest you, and get a better understanding of what software can (and cannot) do. When you're finished, you'll have the necessary foundation to learn any programming language or tackle any software project you choose. With a focus on programming concepts, this book teaches you how to: Understand the core features of all programming languages, including: variables, statements, decisions, loops, expressions, and operators Reuse code with functions Use library code to save time and effort Select the best data structure to manage complex data Write programs that talk to the Web Share your data with other programs Write programs that test themselves and help you avoid embarrassing coding errors We think your time is too valuable to waste struggling with new concepts. Using the latest research in cognitive science and learning theory to craft a multi-sensory learning experience, Head First Programming uses a visually rich format designed for the way your brain works, not a text-heavy approach that puts you to sleep.*

## The Practice & Science of Drawing

### with 93 illustrations & diagrams

J.B. Lippincott

## The Requirements Engineering Handbook

*Artech House 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.*

## Service-Oriented Architecture (paperback)

### Concepts, Technology, and Design

*Prentice Hall "Service Oriented Architecture is a hot, but often misunderstood topic in IT today. Thomas articulately describes the concepts, specifications, and standards behind service orientation and Web Services. For enterprises adopting SOA, there is detailed advice for service-oriented analysis, planning, and design. This book is a must read!" --Alex Lynch, Principal Consultant, Microsoft Enterprise Services "One primary objective of applying SOA in design is to provide business value to the solutions we build. Understanding the right approach to analyzing, designing, and developing service-oriented solutions is critical. Thomas has done a great job of demystifying SOA in practical terms with his book." --Rick Weaver, IBM Senior Consulting Certified SW I/T Specialist "A pragmatic guide to SOA principles, strategy, and best practices that distills the hype into a general framework for approaching SOA adoption in complex enterprise environments." --Sameer Tyagi, Senior Staff Engineer, Sun Microsystems "A very timely and much needed contribution to a rapidly emerging field. Through clarifying the principles and nuances of this space, the author provides a comprehensive treatment of critical key aspects of SOA from analysis and planning to standards ranging from WS-specifications to BPEL. I'll be recommending this book to both clients and peers who are planning on embracing SOA*

principles." --Ravi Palepu, Senior Field Architect, Rogue Wave Software "Finally, an SOA book based on real implementation experience in production environments. Too many SOA books get lost in the technical details of Web Services standards, or simply repeat vendor hype. This book covers the really hard parts: the complex process of planning, designing and implementing service-oriented architectures that meet organizational goals. It is an essential companion to any software developer, architect, or project manager implementing--or thinking about implementing--a service-oriented architecture." --Priscilla Walmsley, Managing Director of Datypic "Thomas Erl's Service-Oriented Architecture: Concepts, Technology, and Design is as good an introduction to service-oriented architectures as one could wish for. In a single volume, it covers the entire topic, from theory to real-world use to technical details. The examples are superb and the writing is wonderfully clear." --Ronald Bourret, Author, "XML and Databases" "Finally an SOA book which gets to the point with real world answers and examples. Erl guides you on a real world SOA journey. From architecture design to industry standards, this book is well written and can be easily referenced for everyday use. When embarking on your own service orientated adventures, this is the book you want in your bag." --Clark Sell, Vice President, CSell Incorporated "Organizations struggling to evolve existing service-oriented solutions beyond simple Web Services now have an expert resource available. Leading the way to the true service-oriented enterprise, Thomas Erl demystifies the complexities of the open WS-I standards with detailed practical discussions and case studies. Erl's depth and clarity makes this work a superb complement to his Field Guide." --Kevin P. Davis, PhD., Software Architect "This book is an excellent guide for architects, developers, and managers who are already working with or are considering developing Web Services or Service-Oriented Architecture solutions. The book is divided into four sections. In the first section the fundamental technologies of XML, Web Services and Service-Oriented Architectures are described in detail with attention given to emerging standards. The book is well written and very thorough in its coverage of the subject. I recommend this book highly to anyone interested in enterprise level service architectures." --Adam Hocek, President and CTO, Broadstrokes, Inc. Additional praise quotes are published at: [www.soabooks.com/reviews.asp](http://www.soabooks.com/reviews.asp) The foremost "how-to" guide to SOA Service-Oriented Architecture (SOA) is at the heart of a revolutionary computing platform that is being adopted world-wide and has earned the support of every major software provider. In Service-Oriented Architecture: Concepts, Technology, and Design, Thomas Erl presents the first end-to-end tutorial that provides step-by-step instructions for modeling and designing service-oriented solutions from the ground up. Erl uses more than 125 case study examples and over 300 diagrams to illuminate the most important facets of building SOA platforms: goals, obstacles, concepts, technologies, standards, delivery strategies, and processes for analysis and design. His book's broad coverage includes Detailed step-by-step processes for service-oriented analysis and service-oriented design An in-depth exploration of service-orientation as a distinct design paradigm, including a comparison to object-orientation A comprehensive study of SOA support in .NET and J2EE development and runtime platforms Descriptions of over a dozen key Web services technologies and WS-\* specifications, including explanations of how they interrelate and how they are positioned within SOA The use of "In Plain English" sections, which describe complex concepts through non-technical analogies Guidelines for service-oriented business modeling and the creation of specialized service abstraction layers A study contrasting past architectures with SOA and reviewing current industry influences Project planning and the comparison of different SOA delivery strategies The goal of this book is to help you attain a solid understanding of what constitutes contemporary SOA along with step-by-step guidance for realizing its successful implementation. About the Web Sites Erl's Service-Oriented Architecture books are supported by two Web sites. [http:// www.soabooks.com](http://www.soabooks.com) provides a variety of content resources and [http:// www.soaspecs.com](http://www.soaspecs.com) supplies a descriptive portal to referenced specifications. © Copyright Pearson Education. All rights reserved.

## Business Analysis

### Best Practices for Success

John Wiley & Sons 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.

### Business Analysis Techniques

## 99 Essential Tools for Success

BCS, The Chartered Institute for IT *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 required. This new edition provides 99 possible techniques and practical guidance on how and when to apply them.*

## Managing Software Requirements

### A Unified Approach

Addison-Wesley Professional *A classic treatise that defined the field of applied demand analysis, Consumer Demand in the United States: Prices, Income, and Consumption Behavior is now fully updated and expanded for a new generation. Consumption expenditures by households in the United States account for about 70% of America's GDP. The primary focus in this book is on how households adjust these expenditures in response to changes in price and income. Econometric estimates of price and income elasticities are obtained for an exhaustive array of goods and services using data from surveys conducted by the Bureau of Labor Statistics, providing a better understanding of consumer demand. Practical models for forecasting future price and income elasticities are also demonstrated. Fully revised with over a dozen new chapters and appendices, the book revisits the original Taylor-Houthakker models while examining new material as well, such as the use of quantile regression and the stationarity of consumer preference. It also explores the emerging connection between neuroscience and consumer behavior, integrating the economic literature on demand theory with psychology literature. The most comprehensive treatment of the topic to date, this volume will be an essential resource for any researcher, student or professional economist working on consumer behavior or demand theory, as well as investors and policymakers concerned with the impact of economic fluctuations.*

## The Art Of Innovation

### Lessons in Creativity from IDEO, America's Leading Design Firm

Profile Books *There isn't a business that doesn't want to be more creative in its thinking, products and processes. In The Art of Innovation, Tom Kelley, partner at the Silicon Valley-based firm IDEO, developer of hundreds of innovative products from the first commercial mouse to virtual reality headsets and the Palm hand-held, takes readers behind the scenes of this wildly imaginative company to reveal the strategies and secrets it uses to turn out hit after hit. Kelley shows how teams: -Research and immerse themselves in every possible aspect of a new product or service -Examine each product from the perspective of clients, consumers and other critical audiences -Brainstorm best when they are focussed, being physical and having fun The Art of Innovation will provide business leaders with the insights and tools they need to make their companies the leading-edge top-rated stars of their industries.*