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How to Use The Software Requirements Memory Jogger™ The Software Requirements Memory Jogger™ is a quick reference guide for you to use on the job or as a supplement to your training. It is designed to facilitate communication between business and technical teams as they define requirements for software projects. It includes the tools, techniques, and models team members will use to elicit, analyze, specify, validate, and manage their software requirements. The book also contains a case study example, set off on a blue background, to show you how to use these tools, techniques, and models in each step of the process. Not sure what tool, technique, or model to use? Just refer to the User Requirements Model Roadmap in Chapter 4 to direct your efforts. Then refer to the "What Tools and Techniques Will I Use?" chart at the beginning of each chapter to guide you through the process of defining the requirements. Because many of the terms in this book may not be defined by readers in exactly the same way, we have included a glossary as one of the book's appendices, to ensure that all readers "speak the same language." The terms that are included in the glossary are shown in blue italics the first time they appear in the text, to let you know that the term is defined in the back of the book. You will also find a list of references and resources in the back of the book, in case you want to further your understanding of the tools and concepts in this Memory Jogger™. This list is not meant to be all-inclusive, but it does include the resources that the author felt would be the most helpful to the reader at the time of publication. We hope that you will find this book to be an invaluable tool that you will use often as you define, develop, and manage your requirements. Contents Acknowledgments . . . iii Publisher's Note iv How to Use The Software Requirements Memory Jogger™ v 1. Overview of Software Requirements 1 2. Setting the Stage for Requirements Development 27 • Vision Statement • Glossary • Requirements Risk Mitigation Strategy 3. Elicit the Requirements 43 • Requirements Source List • Stakeholder Categories • Stakeholder Profiles • Interviews with Stakeholders • Facilitated Workshops • Exploratory Prototypes • Focus Groups • Observation • User Task Analysis • Existing Documentation Study • Surveys • Stakeholder Elicitation Plan 4. Analyze the Requirements 109 • Relationship Map • Process Map • Context Diagram • Event-Response Table • Business Policies • Actor Table • Use Cases • Dialog Map • Data Model • State Diagram • Business Rules • Good Modeling Practices • Prioritized Requirements 5. Specify the Requirements 231 • User Requirements Document • Software Requirements Specification Document 6. Validate the Requirements 261 • Peer Review • User Acceptance Tests • Model Validation • Operational Prototype 7. Manage the Requirements 281 • Change Control Policies and Procedures • Requirements Attributes • Requirements Trace Matrices 8. Adapting Requirements Practices to Projects 295 • Project Types • Change-Driven vs. Risk-Driven Projects Appendices 311 • References, Bibliography, and Additional Resources • Analysis Models • Verbs and Phrases to Use in Requirements Models • Software Requirements Specification Inspection Checklist • Quality Attributes and Their Metrics • Ambiguous Words and Phrases to Avoid When Describing Quality Attributes • Questions for Requirements Retro-spectives • Glossary

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

No matter how much instruction you've had on managing software requirements, there's no substitute for experience. Too often, lessons about requirements engineering processes lack the no-nonsense guidance that supports real-world solutions. Complementing the best practices presented in his book, Software Requirements, Second Edition, requirements engineering authority Karl Wiegiers tackles even more of the real issues head-on in this book. With straightforward, professional advice and practical solutions based on actual project experiences, this book answers many of the tough questions raised by industry professionals. From strategies for estimating and working with customers to the nuts and bolts of documenting requirements, this essential companion gives developers, analysts, and managers the cosmic truths that apply to virtually every software development project. Discover how to: • Make the business case for investing in better requirements practices • Generate estimates using three specific techniques • Conduct inquiries to elicit meaningful business and user requirements • Clearly document project scope • Implement use cases, scenarios, and user stories effectively • Improve inspections and peer reviews • Write requirements that avoid ambiguity

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

Goes beyond the systems of familiar methodologies to explain how companies can turn process performance into a competitive advantage while sustaining excellence, outlining philosophical strategies to such topics as recognizing what is valuable to customers, promoting cross-functional cooperation and aligning IT systems with processes.

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

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.

Updated to correspond with A Guide to the Project Management Body of Knowledge, a second edition outlines proven tips and techniques for effective project management and is augmented by new coverage of such topics as project communications, organizational change management and project contingencies.

Based on the original Memory Jogger, this pocket guide provides basic tools for problem solving and continuous improvement. Team techniques and collaborative decision-making tools, including the seven management and planning tools, are also included. Read it cover to cover and refer to it often.

