

The Software Requirements Memory Jogger A Pocket To Help Software And Business Teams Develop And Manage Requirements

"Rogers, Preece and Sharp are a bestselling author team, acknowledged leaders and educators in their field, with a strong global reputation. They bring depth of scope to the subject, encompassing the latest technologies and devices including facebook and YouTube. Interaction Design offers a cross-disciplinary, practical and process-oriented approach to Human Computer Interaction, showing not just what principals ought to apply to Interaction Design, but crucially how they can be applied. Motivating examples are included to illustrate technical, social, and ethical issues, making the book approachable and adaptable for both Computer Science and non-Computer Science users. Interviews with key HCI luminaries are included and provide an insight into current and future trends. The text comes with a lively and highly interactive companion web site containing a rich set of resources enabling students to collaborate on experiments and designs, take part in competitions, find resources and communicate with others"--

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 process improvement guide details steps for enabling streamlined operations and a total organizational effort geared toward bottom-line performance, providing coverage of such topics as improving customer satisfaction, shortening cycle times and eliminating non-value-added activities.

Volume of the Business Analysis Essential Library Series Getting It Right: Business Requirement Analysis Tools and Techniques, presents principles and practices for effective requirements analysis and specification, and a broad overview of the requirements analysis and specification processes. This critical reference is designed to help the business analyst decide which requirement artifacts should be produced to adequately analyze requirements. Examine the complete spectrum of business requirement analysis from preparation through documentation. Learn the steps in the analysis and specification process, as well as, how to choose the right requirements analysis techniques for your project.

Running Powerful Meetings

The Memory Jogger II

Requirements Management

The Lean Enterprise Memory Jogger

The Hoshin Kanri Memory Jogger

Mastering the Requirements Process

Best Practices for Success

Now in its third edition, this classic guide to software requirements engineering has been fully updated with new topics, examples, and guidance. Two leaders in the requirements community have teamed up to deliver a contemporary set of practices covering the full range of requirements development and management activities on software projects. Describes practical, effective, field-tested techniques for managing the requirements engineering process from end to end. Provides examples demonstrating how requirements "good practices" can lead to fewer change requests, higher customer satisfaction, and lower development costs. Fully updated with contemporary examples and many new practices and techniques. Describes how to apply effective requirements practices to agile projects and numerous other special project situations. Targeted to business analysts, developers, project managers, and other software project stakeholders who have a general understanding of the software development process. Shares the insights gleaned from the authors’ extensive experience delivering hundreds of software-requirements training courses, presentations, and webinars. New chapters are included on specifying data requirements, writing high-quality functional requirements, and requirements reuse. Considerable depth has been added on business requirements, elicitation techniques, and nonfunctional requirements. In addition, new chapters recommend effective requirements practices for various special project situations, including enhancement and replacement, packaged solutions, outsourced, business process automation, analytics and reporting, and embedded and other real-time systems projects.

How to scale ATDD to large projects --

With the renewed emphasis on Strategic Planning effectiveness, the need is greater than ever before for a strategic planning, deployment and audit system that can help to successfully lead an organization into a competitive future. The Hoshin Kanri methodology offers a means to focus an organization on what is critical for its future and to deploy those goals in such a way that the organization is aligned both vertically and horizontally in its effort to achieve success. In addition, the Hoshin Kanri system provides the visibility to track progress of the strategic plan strategies and projects so that the leadership of the organization is able to respond to unexpected challenges and roadblocks as they arise. Hoshin Kanri is the key to driving Lean and Six Sigma initiatives across the organization.

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.

The Green Belt Memory Jogger

Software Requirements

Interaction Design

The Process Management Memory Jogger

Understanding Pharmacology

Requirements by Collaboration

System Engineering Analysis, Design, and 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.

Praise for the first edition: “This excellent text will be useful to every system engineer (SE) regardless of the domain. It covers ALL relevant SE material and does so in a very clear, methodical fashion. The breadth and depth of the author’s presentation of SE principles and practices is outstanding.” –Philip Allen This textbook presents a comprehensive, step-by-step guide to System Engineering analysis, design, and development via an integrated set of concepts, principles, practices, and methodologies. The methods presented in this text apply to any type of human system -- small, medium, and large organizational systems and system development projects delivering engineered systems or services across multiple business sectors such as medical, transportation, financial, educational, governmental, aerospace and defense, utilities, political, and charity, among others. Provides a common focal point for “bridging the gap” between and unifying System Users, System Acquirers, multi-discipline System Engineering, and Project, Functional, and Executive Management education, knowledge, and decision-making for developing systems, products, or services Each chapter provides definitions of key terms, guiding principles, examples, author’s notes, real-world examples, and exercises, which highlight and reinforce key SE&D concepts and practices Addresses concepts employed in Model-Based Systems Engineering (MBSE), Model-Driven Design (MDD), Unified Modeling Language (UMLTM) / Systems Modeling Language (SysMLTM), and Agile/Spiral/V-Model Development such as user needs, stories, and use cases analysis; specification development; system architecture development; User-Centric System Design (UCSD); interface definition & control; system integration & test; and Verification & Validation (V&V) Highlights/introduces a new 21st Century Systems Engineering & Development (SE&D) paradigm that is easy to understand and implement. Provides practices that are critical staging points for technical decision making such as Technical Strategy Development; Life Cycle requirements; Phases, Modes, & States; SE Process; Requirements Derivation; System Architecture Development, User-Centric System Design (UCSD); Engineering Standards, Coordinate Systems, and Conventions; et al. Thoroughly illustrated, with end-of-chapter exercises and numerous case studies and examples, Systems Engineering Analysis, Design, and Development, Second Edition is a primary textbook for multi-discipline, engineering, system analysis, and project management undergraduate/graduate level students and available reference for professionals.

Business Analysts: Chart Your Path to Success with Creative Solutions to Complex Business Problems! Business in the 21st century is rife with complexity. To leverage that complexity and guide an organization through these turbulent times, today’s business analyst must transition from a tactical, project-focused role to a creative, innovative role. The path to this transition—and the tools to accomplish it—are presented in this new book by

acclaimed author Kathleen “Kitty” Hass. Winner of PMI’s David I. Cleland Project Management Literature Award for her book *Managing Complex Projects: A New Model*, Hass has again written a book that will refocus a discipline. Hass believes that only by confronting and capitalizing on change and complexity—the new “constants” in today’s world—can organizations forge ahead. The enterprise business analyst is perfectly positioned to understand the needs of an organization, help it remain competitive, identify creative solutions to complex business problems, bring about innovation, and constantly add value for the customer and revenue to the bottom line.

The Enterprise Business Analyst: Developing Creative Solutions to Complex Business Problems offers:

- An overview of the current and emerging role of the business analyst
- New leadership models for the 21st century

Methods for fostering team creativity • Practices to spark innovation • Strategies for communicating in a complex environment

Resource added for the Business Analyst program 101021.

Thorny Issues and Practical Advice

Lean-agile Acceptance Test-driven Development

The Lean Enterprise Memory Jogger for Service

Beyond Human-Computer Interaction

Business Analysis

The Memory Jogger Plus+

The Memory Jogger 2

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 ...ii 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 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

“This book provides a “how to” approach to mastering business analysis work. It will help build the skill sets of new analysts and all those currently doing analysis work, from project managers to project team members such as systems analysts, product managers and business development professionals, to the experienced business analyst. It also covers the tasks and knowledge areas for the new 2008 v.2 of The Guide to the Business Analysis Body of Knowledge (BABOK) and will help prepare business analysts for the HBA CBAP certification exam.”--BOOK JACKET.

A guide to effective project planning provides in-depth guidance on the 7MP Tools, sharing step-by-step strategies for such topics as encouraging team creativity, avoiding expensive plan revisions and mapping every stage of a goal to ensure completion.

A jargon-free project-management guide outlines a variety of tools for planning, process improvement and quality control while providing illustrative examples and sharing recommendations for implementing specific steps.

Create Value and Eliminate Waste Throughout Your Company

Where Supply Meets Demand... Exactly!

Essentials for Medication Safety

eAnalyst Redbook Business Analysis Quick Start Guide

The Art and Power of Facilitation

Getting It Right

An updated edition applies the original text’s concepts to both services and transactional organizations, outlining strategies on how to attract and retain customers through superior service delivery, in a guide that explains the specific needs of service-related practices and how they differ from manufacturing philosophies.

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

The Software Requirements Memory Jogger A Desktop Guide to Help Software and Business Teams Develop and Manage Requirements Goal Q P C Incorporated

Pharmacology can be difficult. But with the right text, understanding drugs and how they work doesn’t have to be! Using easy-to-follow language and engaging learning tools - like Memory Joggers, Clinical Pitfalls, Do Not Confuse, and Drug Alerts - the second edition of

Understanding Pharmacology: Essentials for Medication Safety helps readers really understand how drugs work. In addition to the popular critical thinking activities from the first edition, the second edition also includes more chapter review questions, updated content, and a new

organization that centers on the different body systems. For students who have a limited background in the sciences and want complete preparation for licensure exams and clinical practice, there is no better choice than Understanding Pharmacology, 2nd Edition! Entire unit

reviewing math, weights and measures, and dosage calculation minimizes readers’ anxiety and promotes medication safety. Clever, easy-to-recognize margin icons help visual learners remember essential side effects of drugs. Simplified heading structure replaces intimidating

terminology (i.e. pharmacokinetics) with simplified language (How These Drugs Work) to increase understanding of concepts. Drug Alert!, Do-Not-Confuse, and Clinical Pitfall boxes highlight important tips for safe medication administration. Memory Jogger boxes help readers

remember important drug information. Get Ready for Practice sections at the end of each chapter include key points, chapter review questions, and critical thinking activities to reinforce learning. 10th grade reading level uses straightforward, everyday language to really enhance

readers’ understanding of pharmacology concepts. Incorporation of adult learning theory features both a simple to complex organization of material along with answers to why readers need to learn something. NEW! Body system organization helps readers better understand drugs

that are specific to particular body systems. NEW! More chapter review questions have been added to the text. All review questions are now organized into one of two categories: Test Yourself on the Basics and Test Yourself on Advanced Concepts.

Go From Relationships to Referrals

The Software Requirements Memory Jogger

Featuring the Seven Management and Planning Tools

The Project Management Memory Jogger

The Agile Testi Coll ePub_1

The Handbook to Apply Business Analysis Techniques, Select Requirements Training, and Explore Job Roles Leading to a Lucrative Technology Career

Getting Requirements Right

Janet Gregory and Lisa Crispin pioneered the agile testing discipline with their previous work, Agile Testing. Now, in more Agile Testing, they reflect on all they’ve learned since. They address crucial emerging issues, share evolved agile practices, and cover key issues agile testers have asked to learn more about. Packed with new examples from real teams, this insightful guide offers detailed information about adapting agile testing for your environment; learning from experience and continually improving your test processes; scaling agile testing across teams; and overcoming the pitfalls of automated testing. You’ll find brand-new coverage of agile testing for the enterprise, distributed teams, mobile/embedded systems, regulated environments, data warehouse/BI systems, and DevOps practices. You’ll come away understanding • How to clarify testing activities within the team • Ways to collaborate with business experts to identify valuable features and deliver the right capabilities • How to design automated tests for superior reliability and easier maintenance • How agile team members can improve and expand their testing skills • How to plan “just enough,” balancing small increments with larger feature sets and the entire system • How to use testing to identify and mitigate risks associated with your current agile processes and to prevent defects • How to address challenges within your product or organizational context • How to perform exploratory testing using “personas” and “tours” • Exploratory testing approaches that engage the whole team, using test charters with session- and thread-based techniques • How to bring new agile testers up to speed quickly—without overwhelming them Janet Gregory is founder of DragonFire Inc., an agile quality process consultancy and training firm. Her passion is helping teams build quality systems. For almost fifteen years, she has worked as a coach and tester, introducing agile practices into companies of all sizes and helping users and testers understand their agile roles. She is a frequent speaker at agile and testing software conferences, and is a major contributor to the agile testing community. Lisa Crispin, an experienced agile testing practitioner and coach, regularly leads conference workshops on agile testing and contributes frequently to agile software publications. She enjoys collaborating as part of an awesome agile team to produce quality software. Since 1982, she has worked in a variety of roles on software teams, in a wide range of industries. She joined her first agile team in 2000 and continually learns from other teams and practitioners.

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).

Organizations continue to experience project issues associated with poor performance on requirements-related activities. This guide will give you the tools you need to excel in requirements development and management — components of the larger field of business analysis and a critical competence for project, program and portfolio management. Requirements Management: A Practice Guide is a bridge between A Guide to the Project Management Body of Knowledge (PMBOK® Guide), which speaks to requirements development and management from a high-level perspective, and Business Analysis for Practitioners: A Practice Guide, which describes requirements development and management at a detailed and practical level. This practice guide is the middle ground, offering project managers, program managers, teams members and stakeholders the opportunity to learn more about the requirements process

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

A Practice Guide

Concepts, Principles, and Practices

Agile Product Planning and Analysis

Process, Tools, and Methodology for Successful Strategic Planning

Beyond Requirements

How to Start a Business Analyst Career

A Pocket Guide of Tools for Continuous Improvement & Effective Planning

"Business analysis involves understanding how organizations function to accomplish their purposes and defining the capabilities an organization requires to provide products and services to external stakeholders. ... [This guide contains] a framework that describes the business analysis tasks that must be performed in order to understand how a solution will deliver value to the sponsoring organization." - page 3.

A Volume of the Business Analysis Essential Library Series The heart of the business analyst's role is to drive various constituencies through processes to achieve consensus on the needs of the business. Successfully facilitating meetings — whether a one-on-one interview or a larger presentation — is essential to business analysis. The Art and Power of Facilitation: Running Powerful Meetings provides powerful tools that the business analyst can use to negotiate through the myriad of meetings, informal work sessions, and formal workshops that are necessary to develop business requirements.

Can you imagine receiving a referral each and every day? Neither could real estate agent Rick Masters. (7L) The Seven Levels of Communication tells the entertaining and educational story of Rick Masters, who is suffering from a down economy when he meets a mortgage professional who has built a successful business without advertising or personal promotion. Skeptical, he agrees to accompany her to a conference to learn more about her mysterious methods. Rick soon learns that the rewards for implementing these strategies are far greater than he had ever imagined. In seeking success, he finds significance. This heartwarming tale of Rick's trials and triumphs describes the exact strategies that helped him evolve from the Ego Era to the Generosity Generation. This book is about so much more than referrals. This is about building a business that not only feeds your family, but also feeds your soul.

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

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

Workshops for Defining Needs

The Enterprise Business Analyst

Learning Journeys for the Whole Team

Discover to Deliver

Lean-Agile Acceptance Test-Driven-Development

A Desktop Guide to Help Software and Business Teams Develop and Manage Requirements

The Agile Testing Collection

This is an ideal resource for learning the interdisciplinary skills needed for interaction design, human computer interaction, information design, web design and ubiquitous computing. This text offers a cross-disciplinary, practical and process-oriented introduction to the field, showing not just what principles ought to apply to interaction design, but crucially how they can be applied.

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.

Ever needed a quick reminder to one of those Six Sigma tools you were taught in Green Belt class but can't seem to find a precise description of it quickly? Then this latest addition to the GOAL/QPC Memory Jogger series is a must have. The spiral bound pocket guide follows the DMAIC model, describing the tools and techniques applicable to each phase in the renowned GOAL/QPC format: Why use it? What does it do? and How do I do it? As a quick reference, it will help keep your projects on track. As a teaching tool for team members, it has no equal; there are numerous examples, illustrations, and tips throughout the book. Comprehensive yet concise, it is written from a training perspective so that every topic and every page goes quickly to the critical point of interest. With over 100 graphics it covers topics such as, Critical To Flowdown, Measurement Systems Analysis, Rolled Throughput Yield, Process Capability, Central Limit Theorem, Hypothesis Testing, and Control Charts.

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.

Business Analysis for Practitioners

More Agile Testing

A Guide to the Business Analysis Body of Knowledge

Analysis with an Agile Mindset

A Pocket Guide for Building Cross-Functional Excellence

Seven Steps to Mastering Business Analysis

Tools for Continuous Improvement and Effective Planning

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.

This quick start guide is the first published book of the e-Analyst Redbook series. The book starts with describing the role of the business analyst. It is broken down into the various phases of the Software Development Life-cycle and walks you through conducting interviews, gathering requirements, documenting requirements and communicating Stakeholders and with each member of the project team.

Within the framework of Acceptance Test-Driven-Development (ATDD), customers, developers, and testers collaborate to create acceptance tests that thoroughly describe how software should work from the customer's viewpoint. By tightening the links between customers and agile teams, ATDD can significantly improve both software quality and developer productivity. This is the first start-to-finish, real-world guide to ATDD for every agile project participant. Leading agile consultant Ken Pugh begins with a dialogue among a customer, developer, and tester, explaining the "what, why, where, when, and how" of ATDD and illuminating the experience of participating in it. Next, Pugh presents a practical, complete reference to each facet of ATDD, from creating simple tests to evaluating their results. He concludes with five diverse case studies, each identifying a realistic set of problems and challenges with proven solutions. Coverage includes

- How to develop software with fully testable requirements
- How to simplify and componentize tests and use them to identify missing logic
- How to test user interfaces, service implementations, and other tricky elements of a software system
- How to identify requirements that are best handled outside software
- How to present test results, evaluate them, and use them to assess a project's overall progress
- How to build acceptance tests that are mutually beneficial for development organizations and customers
- How to scale ATDD to large projects

"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.BRCCommunity.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.

Better Software Through Collaboration

Developing Creative Solutions to Complex Business Problems

Business Analysis Methodology Book

Visual Models for Software Requirements

7L: The Seven Levels of Communication

Business Requirement Analysis Tools and Techniques

Beyond Human - Computer Interaction

You may be wondering if business analysis is the right career choice, debating if you have what it takes to be successful as a business analyst, or looking for tips to maximize your business analysis opportunities. With the average salary for a business analyst in the United States reaching above \$90,000 per year, more talented, experienced professionals are pursuing business analysis careers than ever before. But the path is not clear cut. No degree will guarantee you will start in a business analyst role. What's more, few junior-level business analyst jobs exist. Yet every year professionals with experience in other occupations move directly into mid-level and even senior-level business analyst roles. My promise to you is that this book will help you find your best path forward into a business analyst career. More than that, you will know exactly what to do next to expand your business analysis opportunities.

A Comprehensive Collection of Agile Testing Best Practices: Two Definitive Guides from Leading Pioneers Janet Gregory and Lisa Crispin haven't just pioneered agile testing, they have also written two of the field's most valuable guidebooks. Now, you can get both guides in one indispensable eBook collection: today's must-have resource for all agile testers, teams, managers, and customers. Combining comprehensive best practices and wisdom contained in these two titles, The Agile Testing Collection will help you adapt agile testing to your environment, systematically improve your skills and processes, and strengthen engagement across your entire development team. The first title, Agile Testing: A Practical Guide for Testers and Agile Teams, defines the agile testing discipline and roles, and helps you choose, organize, and use the tools that will help you the most. Writing from the tester's viewpoint, Gregory and Crispin chronicle an entire agile software development iteration, and identify and explain seven key success factors of agile testing. The second title, More Agile Testing: Learning Journeys for the Whole Team, addresses crucial emerging issues, shares evolved practices, and covers key issues that delivery teams want to learn more about. It offers powerful new insights into continuous improvement, scaling agile testing across teams and the enterprise, overcoming pitfalls of automation, testing in regulated environments, integrating DevOps practices, and testing mobile/embedded and business intelligence systems. The Agile Testing Collection will help you do all this and much more. Customize agile testing processes to your needs, and successfully transition to them Organize agile teams, clarify roles, hire new testers, and quickly bring them up to speed Engage testers in agile development, and help agile team members improve their testing skills Use tests and collaborate with business experts to plan features and guide development Design automated tests for superior reliability and easier maintenance Plan "just enough," balancing small increments with larger feature sets and the entire system Test to identify and mitigate risks, and prevent future defects Perform exploratory testing using personas, tours, and test charters with session- and thread-based techniques Help testers, developers, and operations experts collaborate on shortening feedback cycles with continuous integration and delivery Both guides in this collection are thoroughly grounded in the authors' extensive experience, and supported by examples from actual projects. Now, with both books integrated into a single, easily searchable, and cross-linked eBook, you can learn from their experience even more easily.

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