

Read Online Getting It Right Business  
Requirement Analysis Tools And Techniques  
Business Analysis Essential Library

# **Getting It Right Business Requirement Analysis Tools And Techniques Business Analysis Essential Library**

"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

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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.

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

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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.

In the rush to make decisions, many business professionals overlook an invaluable resource... one that could mean the difference between overwhelming success and outrageous failure. Readily available information is becoming the key factor behind better decision-making-especially as businesses prepare for the 21st century. Getting it Right: Avoiding the High Cost of Wrong Decisions is the first book to link information and decision making as a single powerful tool. Drawn from Deborah C. Sawyer's 20+ years of research to support business decisions, she now invites readers to

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consider and learn decision-making strategies once known only to a few professionals. Going behind the scenes, Sawyer leads you through a review of recent and past business decisions. Some were disasters-others were triumphs. In each case, Sawyer can show you where information would have prevented catastrophe-and how it ensured success. Also noting the many situations that keep recurring in business and industry today, *Getting it Right: Avoiding the High Cost of Wrong Decisions* emphasizes that today's actions are tomorrow's consequences. Sawyer explains how information currently being ignored or excluded from decision-making will have a negative impact over the next 10 to 25 years. Fortunately, Sawyer knows when a simple infusion of the right information can save companies a bundle. Let her

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experiences and observations empower you to build the same abilities-and make better decisions for now and the future!

Getting it Right Business Requirement Analysis Tools and Techniques Business Analysis Essential Library

Developing Creative Solutions to Complex Business Problems

The Enterprise Business Analyst

Requirements Management

Professionalizing Business Analysis

Helping Stakeholders Discover and Define Requirements for IT Projects

Requirements Analysis

Customer Relationship Management

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WHAT IS THIS BOOK ABOUT? Communicate Business Needs in an Agile (e.g. Scrum) or Lean (e.g. Kanban) Environment Problem solvers are in demand in every organization, large and small, from a Mom and Pop shop to the federal government. Increase your confidence and your value to organizations by improving your ability to analyze, extract, express, and discuss business needs in formats supported by Agile, Lean, and DevOps. The single largest challenge facing organizations around the world is how to leverage their Information Technology to gain competitive advantage. This is not about how to program the devices; it is figuring out what the devices should do. The skills needed to identify and define the best IT solutions are invaluable for every role in the organization. These skills

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can propel you from the mail room to the boardroom by making your organization more effective and more profitable. Whether you: - are tasked with defining business needs for a product or existing software, - need to prove that a digital solution works, - want to expand your User Story and requirements discovery toolkit, or - are interested in becoming a Business Analyst, this book presents invaluable ideas that you can steal. The future looks bright for those who embrace Lean concepts and are prepared to engage with the business community to ensure the success of Agile initiatives. WHAT YOU WILL LEARN Learn Step by Step When and How to Define Lean / Agile Requirements Agile, Lean, DevOps, and Continuous Delivery do not change the need for good business

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analysis. In this book, you will learn how the new software development philosophies influence the discovery, expression, and analysis of business needs. We will cover User Stories, Features, and Quality Requirements (a.k.a. Non-functional Requirements - NFR). User Story Splitting and Feature Drill-down transform business needs into technology solutions. Acceptance Tests (Scenarios, Scenario Outlines, and Examples) have become a critical part of many Lean development approaches. To support this new testing paradigm, you will also learn how to identify and optimize Scenarios, Scenario Outlines, and Examples in GIVEN-WHEN-THEN format (Gherkin) that are the bases for Acceptance Test Driven Development (ATDD) and Behavior Driven Development (BDD). This



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book presents concrete approaches that take you from day one of a change initiative to the ongoing acceptance testing in a continuous delivery environment. The authors introduce novel and innovative ideas that augment tried-and-true techniques for: - discovering and capturing what your stakeholders need, - writing and refining the needs as the work progresses, and - developing scenarios to verify that the software does what it should. Approaches that proved their value in conventional settings have been redefined to ferret out and eliminate waste (a pillar of the Lean philosophy). Those approaches are fine-tuned and perfected to support the Lean and Agile movement that defines current software development. In addition, the book is chock-full of examples and exercises that allow you

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to confirm your understanding of the presented ideas.

**WHO WILL BENEFIT FROM READING THIS BOOK?** How organizations develop and deliver working software has changed significantly in recent years. Because the change was greatest in the developer community, many books and courses justifiably target that group. There is, however, an overlooked group of people essential to the development of software-as-an-asset that have been neglected. Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Test Developers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and

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Managers - Systems Analysts and Designers - AND “anyone wearing the business analysis hat”, meaning anyone responsible for defining a future IT solution TOM AND ANGELA’S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team’s (Tom)’s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was

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learning how to communicate with each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for and get the IT solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!

"Business analysis involves understanding how

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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.

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

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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

A breakthrough game plan illustrating the need for better collaboration between Project Managers and Business Analysts In The Business Analyst/Project Manager, author Robert Wysocki draws on his forty-five years of

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professional experience as a PM/BA to shed light on the similarities and differences of the roles and responsibilities of these two positions, the need for greater collaboration, and how to staff a project with one or both of these professionals. Examines the boundaries and interactions between the BA and the PM Looks at how to identify the skill sets needed to make the project a success The typical relationship of the BA and PM across the project management life cycle Making the best configuration of leadership assignments based on project characteristics Where the responsibilities of the BA leave off and the PM's begins and where the two have collaborative responsibilities How to use a PM/BA to enhance project performance How to foster a "dual career path" for PM/BAs

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development The in-depth discussion of the synergies between the two roles and the advantages of a combined PM/BA makes The Business Analyst/Project Manager a valuable contribution in your ability to be successful on the complex projects of the 21st century.

The Simplified Beginners Guide to Business Systems  
Analysis

A Practice Guide

Translating Business Strategies into Valuable Solutions  
Requirements by Collaboration

Getting it Right

The Dos and Don'ts of Typography

The Business Analysis Handbook

A Volume of the Business Analysis Essential Library



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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.

Business management.

WHAT IS THIS BOOK ABOUT? 7 Ways to Improve Your

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Requirements Elicitation Skills Getting the right requirements from the right people at the right time for your project is a critical success factor for any IT project. Nearly every study over the past 40 years has pinpointed missing and misunderstood IT requirements as the primary cause of IT project failures and overruns.

“Requirements Elicitation Techniques – Simply Put!” presents 7 requirements definition techniques that evolved from our work with customers to meet that specific challenge. This book is a continuation of our Requirements Elicitation series. The previously published book “Requirements Elicitation Interviews and Workshops – Simply Put” deals with soft skills (i.e. how to run a requirements workshop) needed to elicit

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requirements. The book defines the concept of requirements elicitation and explains why it is necessary. It presents specific business analysis techniques for identifying stakeholders, analyzing relevant business problems, helping stakeholders discover what they need and want the solution to deliver, and a set of key questions you need answered to initiate and manage the elicitation process. Applying these techniques will significantly improve your requirements elicitation outcomes. "Requirements Elicitation Techniques – Simply Put!" will help practicing business analysts, future business analysts, subject matter experts, managers, product owners, project managers, and anyone responsible for getting the right requirements

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from the right people. You will learn how to: - Identify potential stakeholders - Manage the requirements elicitation process - Track progress toward requirements completion - Define and analyze business problems to ferret out hidden requirements - Facilitate effective requirements brainstorming sessions - Use 10 critical questions to initiate the WHO WILL BENEFIT FROM READING THIS BOOK? Many distinct roles or job titles in the business community perform business needs analysis for digital solutions. They include: - Product Owners - Business Analysts - Requirements Engineers - Business- and Customer-side Team Members - Agile Team Members - Subject Matter Experts (SME) - Project Leaders and Managers - Systems Analysts and

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Designers - AND "anyone wearing the business analysis hat", meaning anyone responsible for defining a future digital solution TOM AND ANGELA'S (the authors) STORY Like all good IT stories, theirs started on a project many years ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team's (Tom)'s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was

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

Elicitation Tools and Techniques

Improving Customer Satisfaction

Business Analyst's Mentor Book

Seven Steps to Mastering Business Analysis

A Guide to the Business Analysis Body of Knowledge

Elevating the Role of the Business Analyst

Planning and Cost Manager'S Guide

Your go-to guide on business analysis

Business analysis refers to the set of tasks and activities that help companies

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determine their objectives for meeting certain opportunities or addressing challenges and then help them define solutions to meet those objectives. Those engaged in business analysis are charged with identifying the activities that enable the company to define the business problem or opportunity, define what the solutions looks like, and define how it should behave in the end. As a BA, you lay out the plans for



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the process ahead. Business Analysis For Dummies is the go to reference on how to make the complex topic of business analysis easy to understand. Whether you are new or have experience with business analysis, this book gives you the tools, techniques, tips and tricks to set your project's expectations and on the path to success. Offers guidance on how to make an impact in your organization by performing business analysis Shows you the tools and

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techniques to be an effective businessanalysis professional Provides a number of examples on how to perform businessanalysis regardless of your role If you're interested in learning about the tools and techniquesused by successful business analysis professionals, BusinessAnalysis For Dummies has you covered.

If you're new to writing requirements, and you're assigned to a new enterprise software or IT project to create

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requirements, where do you begin? How do you elicit requirements effectively from stakeholders? What's a good requirement versus a bad one? This book explains how to write requirements according to the standards in A Guide to the Business Analysis Body of Knowledge(R) (the BABOK(R) Guide) published by the International Association of Business Analysts. It describes the process you'll need to go through from start to finish, from the

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point that you're assigned to the project to when you finalize your requirements. It provides suggestions for tools, processes, and techniques you'll need to develop quality-oriented requirements for your stakeholders, all aligned with the knowledge areas of the BABOK(R) Guide. Some examples of requirements for the Agile software methodology are also provided. This book is written by Pamela Paterson, MS, CBAP, who is a senior business analyst

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with over 20 years of experience on enterprise IT projects. Pamela has written several books, including the #1 international best-seller Get the Job. Typography is no longer the specialist domain of the typesetter: these days anyone who uses a computer has access to a wide range of typefaces and effects. This book offers an introduction to the basics of typography, including choosing which typeface to use; adjusting letter-

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line-, and word-spacing for improved legibility; understanding kerning and leading; and mastering typographic details, such as italics, punctuation, and line endings. The book is illustrated throughout with practical examples demonstrating good and bad solutions. There are tips for specific design tasks, such as letters, charts, tables, and design for the screen, and a glossary explaining typographic terms.

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BOOK DESCRIPTION Have you recently taken on the role of Business Analyst, but have no clue where to start? Were you thrown into a project and given very little direction? How stressful! The entire project team is depending on you to deliver a critical requirements document that is the foundation for the entire project. But the problem is, you have no little to no training, very little direction, and and a very clear time-line of ASAP. What do you do? I've

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been in this situation, and it is no fun. In the early years of my career when I was a Business Analyst, I had to fumble my way through many projects to learn the tools that I needed to be an effective BA. And then as a manager, I saw many new employees struggle because they weren't properly equipped for the role. But I didn't have the time or budget to send any of them to training. That's when I developed a simple three step process that I taught every new



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Business Analyst that joined my team. This process allowed me to train all new Business Analysts in ONE DAY, and get them effectively gathering requirements IMMEDIATELY. The feedback that I received was astounding. The employees were more confident in their role, and the stakeholders were very impressed at the skill of the new Business Analysts. But most importantly, they were able to produce and be effective right away. You don't

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have to struggle any longer. This book will give you the tools and techniques you need to go from Newbie to Pro in one day. You will Learn \*

- \* The role of the Business Analyst on a project
- \* Systems Analysis and Design techniques
- \* Requirements gathering techniques
- \* Requirements Analysis techniques
- \* How to develop use cases
- \* How to develop a Business Requirements Document

As a result:

- \* You will have more confidence in your skills
- \* You will gain

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credibility with the project team because you will be equipped with the knowledge you need to be an effective team member \* You will be able to easily identify who you need to work with to gather requirements \* You will be able to deliver a set of requirements that exceeds the expectations of every member of the project team

This book will pay for itself by giving you the confidence needed to take on any

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software project immediately. What can I say? You NEED this book! Let's get started! Buy Requirements Gathering for the New Business Analyst today to get started on your project now!

Getting it Right the First Time  
Techniques and Questions to Deliver  
Better Business Outcomes

Best Practices for Success

A New Partnership for Managing  
Complexity and Uncertainty

Discovering Real Business Requirements

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for Software Project Success

Empowering Project Teams

Understand and market to the newest wave of millennials  
Whether you're a business professional trying to decode the \$43 billion youth market, a marketer looking for a message that connects, or an entrepreneur trying to develop youth-oriented products, *Chasing Youth Culture and Getting It Right* gives you an unparalleled field guide to the newest wave of millennials and their mindsets. Inside this unique book, you'll meet four major tribes?the Wired Techie, The Conformist But Somewhat Paradoxical Preppy, The Always-Mellow Alternative, and The Cutting-Edge Independent?and

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understand their key traits, likes and dislikes, and what kind of adult they will likely become. Includes many examples of companies, brands, and organizations who chased the youth demographic and got it right, or who failed to nail their audience Understand such concepts as Warholism, Tweenabees, Hand-me-ups, Massclusivity, The Facebook Effect, and Instantity Author has won many honors and much media recognition as a young entrepreneur and youth marketer to watch Want to understand the next generation? Get Chasing Youth Culture and Getting It Right and discover how to reach this fascinating and elusive demographic. Although project team members play crucial roles in projects, they often do not possess the required mastery of project management methodologies. As a result, dialog

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between project managers and team members is not as effective as it can be and can quickly become a source of stress and tension. Empowering Project Teams: Using Project Followership to Improve Performance improves on this situation by presenting the project environment from the perspective of project team members. Re-interpreting project management methodologies and behaviors using a bottom-up approach, it explores the application of project followership in the key stages of project management. It details the methods and techniques that all project team members need to know and outlines the behaviors they should adopt to be successful in each stage of the project. The book is divided into five sections: Introduces and explores the basic concepts of project management and

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project followership Examines project start-up—the all too often underestimated set of activities that make it possible to make future activities less problematic Highlights the importance of project planning Focuses on execution and control of the project Considers project closure and transfer and explains why this is an ideal time to determine if efforts invested have been rewarded Despite an understanding that project success is directly proportional to the entire team ' s ability to act as a managerial center of excellence, there has long been a need for a book dedicated to the individuals that participate in projects. Filling this need, this book is an ideal resource for anyone who regularly works as a member of a project team. Complete with case studies in each chapter, the book also includes exercises on the topics covered to



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facilitate understanding.

The author brings to this book many years of essentially practical, real life experience in setting up and running very large offshore projects. He outlines in detail the tools, techniques and processes necessary for understanding and effectively controlling the myriad factors which contribute to bringing any project, not only offshore, in at the budget figure. The book will be essential reading for any manager whether student or practising.

Project management is at a crossroads: There is a pressing need to rethink the approaches used in initiating, managing and governing projects, programmes and change initiatives. The aim of this book is to progress the dialogue around project practice by shifting the focus from instrumental

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methods and prescriptive techniques towards a context-sensitive consideration of people, strategy and change. Projects are initiated to deliver agreed outputs that can be translated into meaningful outcomes capable of satisfying the wishes and expectations for improvement and development. Yet, people, strategy and change, which are largely ignored by the conventional bodies of knowledge, are clearly central to the sustainable and enduring success of projects, efforts and initiatives. The volume brings together some of the best writing by leading authorities on key topics including trust, ethics, people, psychology, requirements, project performance, audits, uncertainty, anti-fragility, strategic initiatives, governance, change management and commercial management. The collection offers an invaluable

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new resource for informed managers looking to engage with the latest thinking and research.

Running Powerful Meetings

Business Analysis

The Art and Power of Facilitation

How Innovative Companies Anticipate Demand

Getting It Right

Business Analysis Techniques for Discovering User Stories, Features, and Gherkin (Given-When-Then) Scenarios

The Business Analyst / Project Manager

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

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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. Covers the process of preparing for requirements analysis and specification, conducting requirement analysis activities, and other considerations such as requirements management and analysing best practices.

IT projects emerge from a business need. In practice, software developers must accomplish two big things before

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an IT project can begin: find out what you need to do (i.e., analyse business requirements) and plan out how to do it (i.e., project management). The biggest problem in IT projects is delivering the wrong product because IT people do not understand what business people require. This practical textbook teaches computer science students how to manage and deliver IT projects by linking business and IT requirements with project management in an incremental and straightforward approach. Business Analysis, Requirements, and Project Management: A Guide for Computing Students presents an approach to analysis management that scales the business perspective. It takes a business process view of a business proposal as a model and explains how to structure a technical problem into a recognisable pattern with problem

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frames. It shows how to identify core transactions and model them as use cases to create a requirements table useful to designers and coders. Linked to the analysis are three management tools: the product breakdown structure (PBS), the Gantt chart, and the Kanban board. The PBS is derived in part from the problem frame. The Gantt chart emerges from the PBS and ensures the key requirements are addressed by reference to use cases. The Kanban board is especially useful in Task Driven Development, which the text covers. This textbook consists of two interleaving parts and features a single case study. Part one addresses the business and requirements perspective. The second integrates core project management approaches and explains how both requirements and management are connected. The

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remainder of the book is appendices, the first of which provides solutions to the exercises presented in each chapter. The second appendix puts together much of the documentation for the case study into one place. The case study presents a real-world business scenario to expose students to professional practice.

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

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the myriad of meetings, informal work sessions, and formal workshops that are necessary to develop business requirements.

Using Project Followership to Improve Performance

The Business Analyst as Strategist

Getting it Right!

A Guide for Computing Students

From Analyst to Leader

Managing Projects in a World of People, Strategy and Change

With Best Practice Business Analysis Techniques and Software Requirements Management Tips

An organization's ability to achieve strategic goals



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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

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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

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business solution life cycle (BSLC). This book examines the emerging critical role of the business analyst during these first two phases of the BSLC. Master the proven, traditional methods in project management as well as the latest agile practices with Kloppenborg/Anantatmula/Wells' CONTEMPORARY PROJECT MANAGEMENT, 5E. This edition presents project management techniques and expert examples drawn from successful practice and the latest research. All content reflects the knowledge areas and processes of the 6th edition of the PMBOK Guide as well as the

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domains and principles of the 7th edition of the PMBOK Guide. The book's focused approach helps you build a strong portfolio to showcase project management skills. New features, glossary and an integrated case highlight agile practices, mindset and techniques, while PMP-style questions prepare you for the new 2021 PMP certification exam. You also learn to use Microsoft Project to automate processes. Gain the expertise you need to become a Certified Associate in Project Management (CAPM) or Certified Project Management Professional (PMP), if desired. Important Notice: Media content

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referenced within the product description or the product text may not be available in the ebook version.

While a number of books on the market deal with software requirements, this is the first resource to offer you a methodology for discovering and testing the real business requirements that software products must meet in order to provide value. The book provides you with practical techniques that help prevent the main causes of requirements creep, which in turn enhances software development success and satisfaction among the organizations

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that apply these approaches. Complementing discovery methods, you also learn more than 21 ways to test business requirements from the perspectives of assessing suitability of form, identifying overlooked requirements, and evaluating substance and content. The powerful techniques and methods presented are applied to a real business case from a company recognized for world-class excellence. You are introduced to the innovative Problem Pyramid™ technique which helps you more reliably identify the real problem and requirements content. From an examination of key methods for

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gathering and understanding information about requirements, to seven guidelines for documenting and communicating requirements, while avoiding analysis paralysis, this book is a comprehensive, single source for uncovering the real business requirements for your software development projects.

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

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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.

Contemporary Project Management: Plan-Driven and Agile Approaches

Creating Requirements for Software Projects: A Business Analyst's Guide to Requirements Management

Requirements Elicitation Techniques □ Simply Put!  
From Business Views to Architecture



## Chasing Youth Culture and Getting it Right Business Analysis, Requirements, and Project Management

### Use Four Simple Rules to Improve the Quality of Your IT Requirements

*Thousands of software projects are doomed because they're based on a faulty understanding of the business problem that needs to be solved. Requirements Analysis: From Business Views to Architecture is the solution. David C. Hay brings together the world's best requirements analysis practices from two key viewpoints: system development*

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*life cycle and architectural framework. Hay teaches you the complete process of defining an architecture - from a full understanding of what business people need to the creation of a complete enterprise architecture. Become equipped with the principles, knowledge, practices, and tools need to assume a leadership role in an organization. From Analyst to Leader: Elevating the Role of the Business Analyst uncovers the unique challenges for the business analyst to transition from a support role to a central leader serving as change agent, visionary, and credible leader.*

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*The business analyst role can cover a wide range of responsibilities, including the elicitation and documenting of business requirements, upfront strategic work, design and implementation phases. Typical difficulties faced by analysts include stakeholders who disagree or don't know their requirements, handling estimates and project deadlines that conflict, and what to do if all the requirements are top priority. The Business Analysis Handbook offers practical solutions to these and other common problems which arise when uncovering requirements or conducting business analysis. Getting*

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*requirements right is difficult; this book offers guidance on delivering the right project results, avoiding extra cost and work, and increasing the benefits to the organization. The Business Analysis Handbook provides an understanding of the analyst role and the soft skills required, and outlines industry standard tools and techniques with guidelines on their use to suit the most appropriate situations. Covering numerous techniques such as Business Process Model and Notation (BPMN), use cases and user stories, this essential guide also includes standard templates to save time and ensure nothing*

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important is missed.

*"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 sleepworking. 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*

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*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*

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people and customer representatives participate in these critical contributions to software success." -Karl Wiegers, 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

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*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*



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*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*

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*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*

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*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*

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*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*

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*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

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*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*

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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*

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*Collaboration focuses instead on what must  
come first--the right product to build.*

*Getting it Right with Type*

*How Your Business Can Profit by Tapping*

*Today's Most Powerful Trendsetters and  
Tastemakers*

*Requirements Gathering for the New Business  
Analyst*

*Project Management: Getting It Right*

*How to Write Effective Requirements for IT -  
Simply Put!*

*Business Process Mapping*

*Business Analysis For Dummies*

**Whether you are looking for a way to**



*create efficiencies, analyze the work that is being done, or provide better customer service or innovation, you are ultimately looking for a tool to better understand processes. This book discusses the complete cycle of business process mapping and links business objectives, risks and measures of success to the processes being mapped.*

*With the continually changing business environment, the business analyst is becoming a critical project leader and business/technology consultant - helping*

***organizations ensure they are investing in the most valuable projects, and then managing the project benefits.***

***Professionalizing Business Analysis: Breaking the Cycle of Challenged Projects focuses on the emerging business analysis profession, and describes both the strategic and tactical roles of the business analyst.***

***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

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

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*cases UML Requirements gathering and documentation User interface design Usability testing Software testing Automation tools Real-life examples are provided to help readers apply these best practices in their own IT organizations. The book also answers the most frequent questions of business analysts regarding software requirements management. Workshops for Defining Needs Avoiding the High Cost of Wrong Decisions Business Requirement Analysis Tools and Techniques*

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***Business Analysis for Practitioners  
Getting and Writing IT Requirements in a  
Lean and Agile World  
Breaking the Cycle of Challenged Projects  
Unearthing Business Requirements  
WHAT IS THIS BOOK ABOUT? Effective  
Requirements Reduce Project Failures Writing  
requirements is one of the core competencies for  
anyone in an organization responsible for  
defining future Information Technology (IT)  
applications. However, nearly every  
independently executed root-cause analysis of IT***

***project problems and failures in the past half-century have identified “misunderstood or incomplete requirements” as the primary cause. This has made writing requirements the bane of many projects. The real problem is the subtle differences between “understanding” someone else’s requirement and “sharing a common understanding” with the author. “How to Write Effective Requirements for IT – Simply Put!” gives you a set of 4 simple rules that will make your requirement statements more easily understood by all target audiences. The focus is***



***to increase the “common understanding” between the author of a requirement and the solution providers (e.g., in-house or outsourced IT designers, developers, analysts, and vendors). The rules we present in this book will reduce the failure rate of projects suffering from poor requirements. Regardless of your job title or role, if you are tasked with communicating your future needs to others, this book is for you. How to Get the Most out of this Book? To maximize the learning effect, you will have optional, online exercises to assess your understanding of each***

***presented technique. Chapter titles prefaced with the phrase “Exercise” contain a link to a web-based exercise that we have prepared to give you an opportunity to try the presented technique yourself. These exercises are optional and they do not “test” your knowledge in the conventional sense. Their purpose is to demonstrate the use of the technique more real-life than our explanations can supply. You need Internet access to perform the exercises. We hope you enjoy them and that they make it easier for you to apply the techniques in real life.***

***Specifically, this eWorkbook will give you techniques to: - Express business and stakeholder requirements in simple, complete sentences - Write requirements that focus on the business need - Test the relevance of each requirement to ensure that it is in scope for your project - Translate business needs and wants into requirements as the primary tool for defining a future solution and setting the stage for testing - Create and maintain a question file to reduce the impact of incorrect assumptions - Minimize the risk of scope creep caused by missed***

***requirements - Ensure that your requirements can be easily understood by all target audiences - Confirm that each audience shares a mutual understanding of the requirements - Isolate and address ambiguous words and phrases in requirements. - Use our Peer Perception technique to find words and phrases that can lead to misunderstandings. - Reduce the ambiguity of a statement by adding context and using standard terms and phrases TOM AND ANGELA'S (the authors) STORY Like all good IT stories, theirs started on a project many years***

***ago. Tom was the super techie, Angela the super SME. They fought their way through the 3-year development of a new policy maintenance system for an insurance company. They vehemently disagreed on many aspects, but in the process discovered a fundamental truth about IT projects. The business community (Angela) should decide on the business needs while the technical team's (Tom)'s job was to make the technology deliver what the business needed. Talk about a revolutionary idea! All that was left was learning how to communicate with***

***each other without bloodshed to make the project a resounding success. Mission accomplished. They decided this epiphany was so important that the world needed to know about it. As a result, they made it their mission (and their passion) to share this ground-breaking concept with the rest of the world. To achieve that lofty goal, they married and began the mission that still defines their life. After over 30 years of living and working together 24x7x365, they are still wildly enthusiastic about helping the victims of technology learn how to ask for***

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***and get the digital (IT) solutions they need to do their jobs better. More importantly, they are more enthusiastically in love with each other than ever before!***