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TDWI Requirements Gathering

Getting Correct and Complete Requirements for BI Systems

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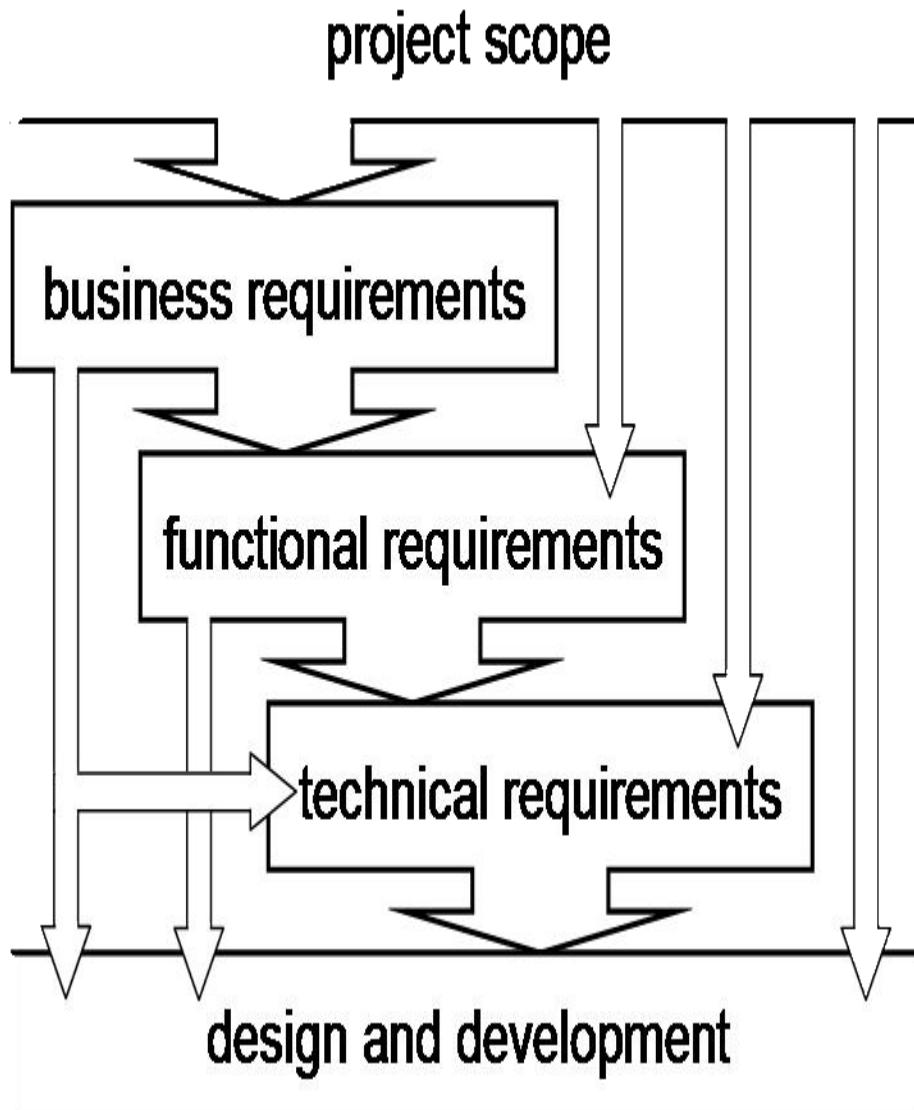
Module 1

Requirements and the BI Lifecycle

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Kinds of Requirements

A Multi-Level View of Requirements



Kinds of Requirements

A Multi-Level View of Requirements

THE CHALLENGE OF GATHERING REQUIREMENTS

Gathering business requirements for BI systems is more difficult than for operational systems. Without the specifics of business transactions, scheduled reports, and prescribed business rules it is difficult to know where to start and how to proceed.

The skill set for the BI requirements analyst includes techniques to identify requirements, tools to manage requirements, and checklists to ensure completeness.

Simply knowing where to begin is one of the difficulties of BI requirements. The scope of BI is broad, the possibilities almost endless, and the differences from traditional information systems not always fully understood. Starting in the right place, then following a logical progression from business to technical requirements is an important part of requirements gathering.

GETTING STARTED

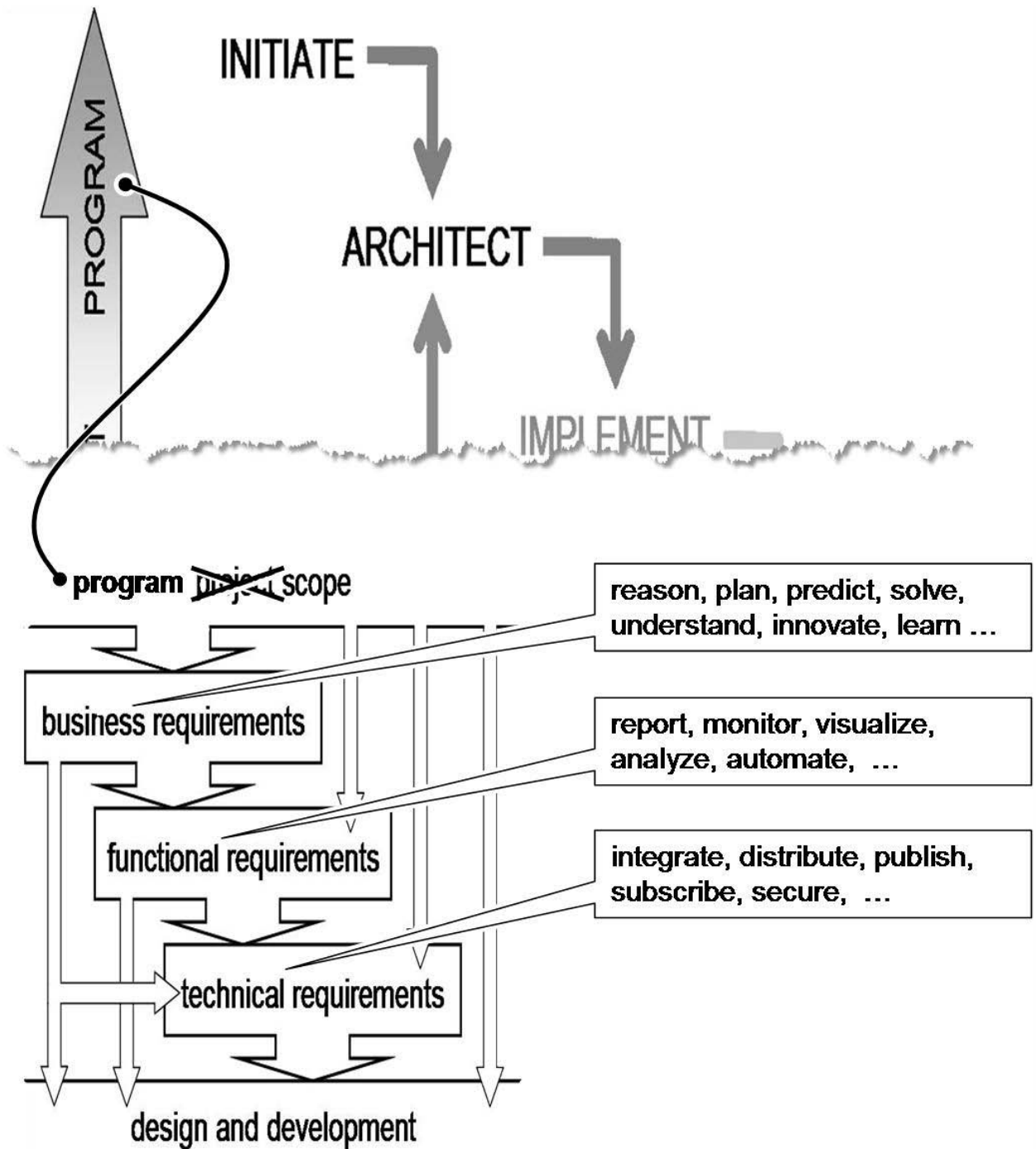
Defined scope for a program or project is the essential starting place to gather, define, and document requirements. A good scope document expresses very high level requirements in terms of business capabilities, services, or products that are needed.

FROM BUSINESS TO TECHNICAL

Specifying requirements at three levels – business, functional, and technical – provides a logical progression from *what the business needs* to *what a system does*. Every requirements gathering process should begin with business requirements, then define functional requirements, and finally technical requirements. Functional requirements are driven from business requirements, and technical requirements from both business and functional requirements.

Requirements Before Design

Architectural Requirements



Requirements Before Design

Architectural Requirements

REQUIREMENTS FIRST

Requirements are the essential first step of every BI program and project. They are, in fact, the beginning for successful programs and projects of many kinds – both technical and non-technical. The importance of requirements is expressed in many popular phrases: Look before you leap. Measure twice, cut once. Fools rush in. Each of these sayings expresses the importance of thought before action. The wisdom of this simple principle – think first, then act – is obvious. Thoughtful action saves time, money, waste, rework, effort, frustration, and embarrassment.

For BI programs and projects the principle becomes real as the concept of requirements first, then design. The idea of understanding requirements before designing solutions applies regardless of scope and lifecycle – for architectural, linear, iterative, and agile analysis and design processes.

PROGRAM LEVEL REQUIREMENTS & BI ARCHITECTURE

Business requirements at the program level describe BI capabilities that are needed by the business. A good definition of BI serves as a guide to the kinds of business requirements that are beginning of BI architecture. Dave Wells' definition (www.b-eye-network.com/wells) works well for this purpose:

“Business Intelligence is the ability of an organization or business to reason, plan, predict, solve problems, think abstractly, comprehend, innovate, and learn in ways that increase organizational knowledge, inform decision processes, enable effective actions, and help to establish and achieve business goals.”

Architectural requirements progress from requirements for business capabilities (reason, plan, etc.) to functional requirements that express how to deliver capabilities (report, monitor, etc.), and finally to technical requirements describing the roles of technology in delivering business capabilities.

FOR EXAMPLE

Business requirements: Managers understand how their organizations perform against business goals, reason to determine causes of favorable and unfavorable performance, and have necessary information to predict future performance.

Functional requirements: Monitor performance against goals using performance scorecards. Provide a visual overview of performance and trends with ability for drill-down analysis.

Technical Requirements: Publish performance scorecards for each business manager. Integrate scorecards with multi-dimensional data and OLAP analysis capabilities.



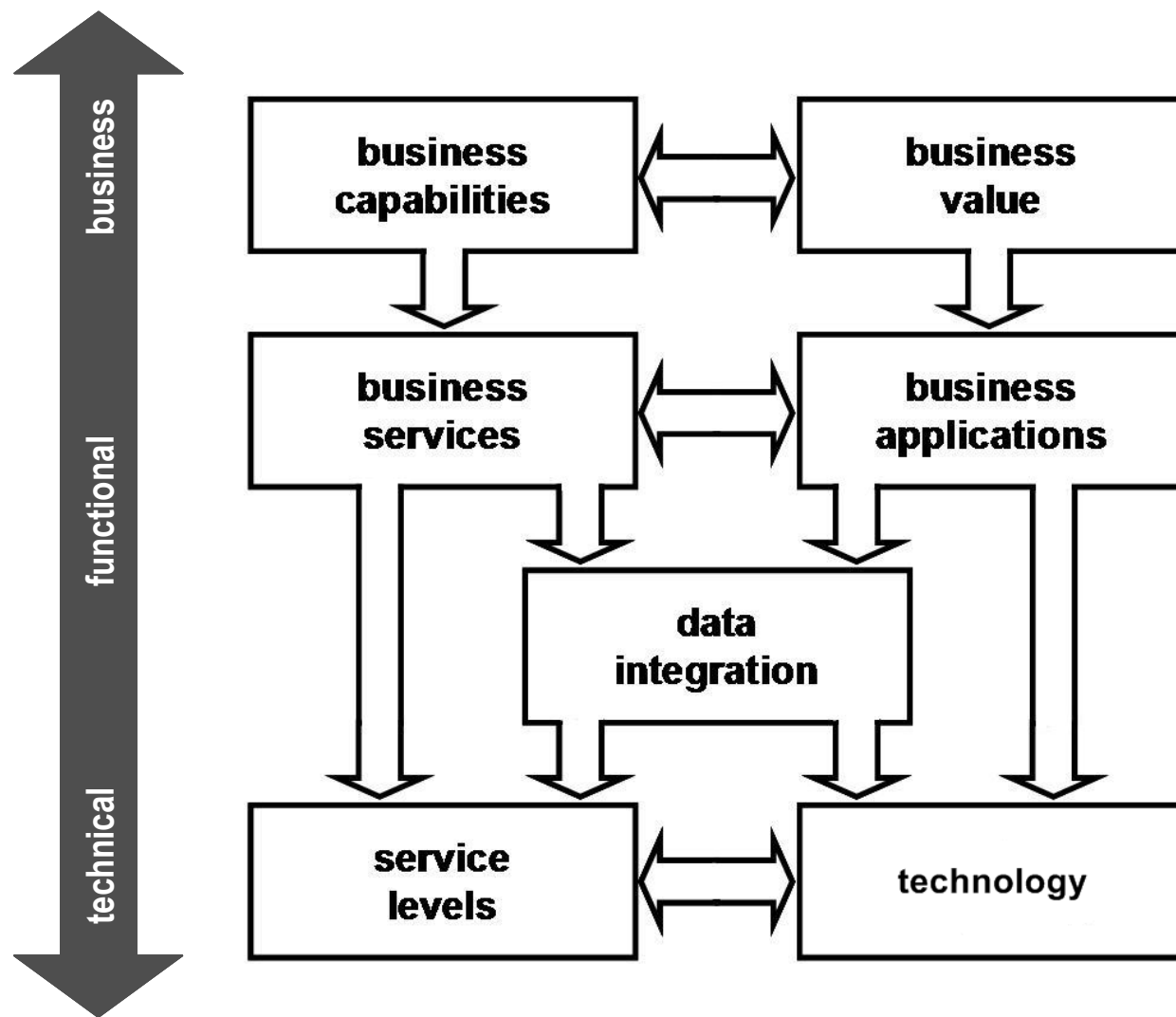
Module 2

Kinds of BI Requirements

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The Scope of BI Requirements

An Overview



The Scope of BI Requirements

An Overview

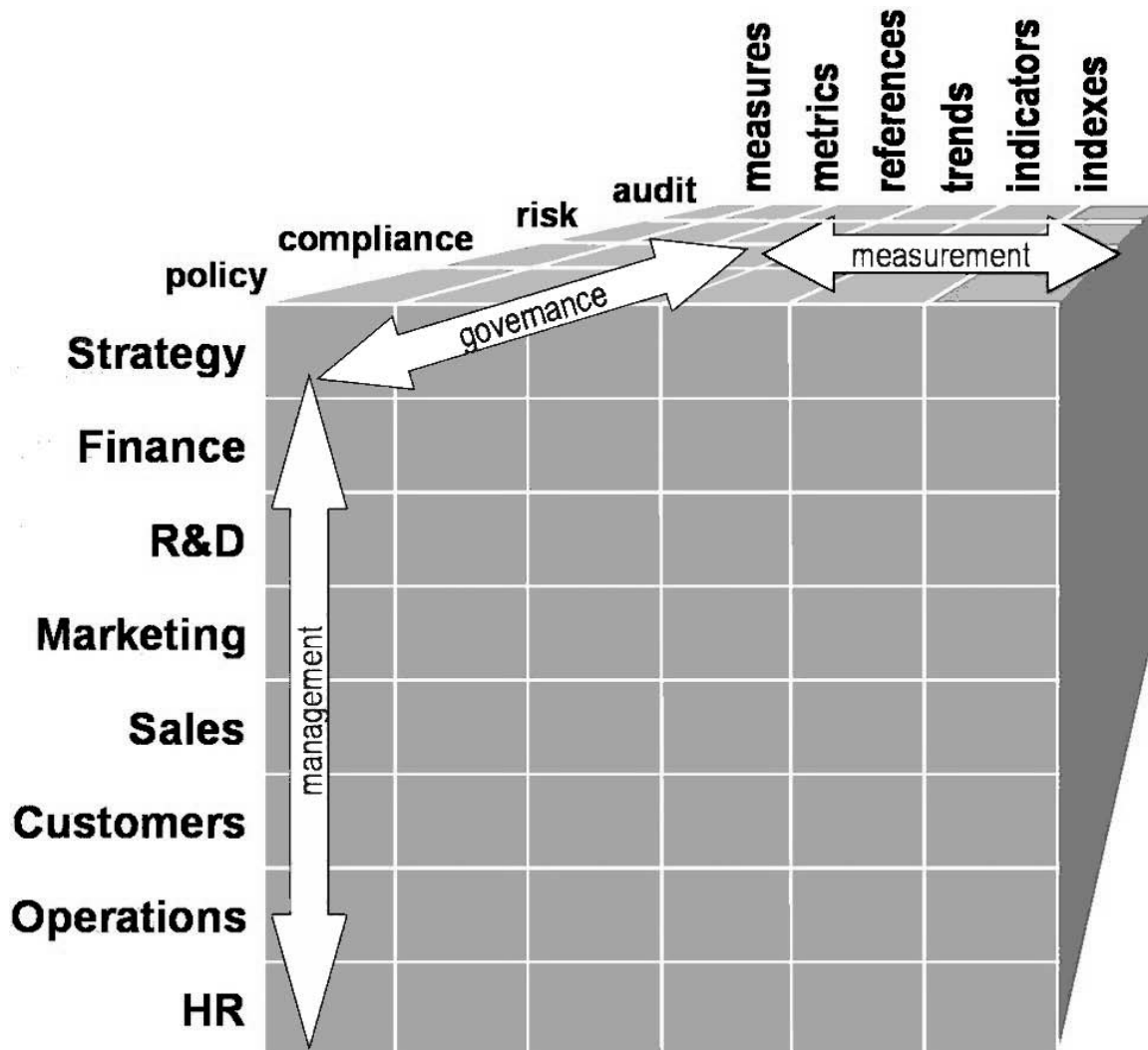
BI SPECIFIC REQUIREMENTS

The requirements types business, functional, and technical are generic. They apply to requirements for information and software systems of many kinds. When working specifically with business intelligence it is practical to further classify requirements into a structure that helps to assure completeness of both the requirements gathering process and the resultant set of requirements.

This module presents one such structure that categorizes BI requirements into seven major groups and itemizes forty distinct kinds of requirements.

The Scope of BI Requirements

Business in BI



from *Putting the Business Back in BI: A Framework for Requirements and Value Management*
 © David L. Wells, Reprinted with Permission

The Scope of BI Requirements

Business in BI

BUSINESS PERSPECTIVE

The facing page illustrates a business perspective of BI requirements as a framework of three dimensions. The business management dimension encompasses areas of management such as strategy, finance, marketing, sales, and other typical domains of business requirements.. The corporate governance dimension includes policy, compliance, risk, and audit – common motivations for business requirements. The measurement dimension includes measures, metrics, indicators, indexes, references, and trends which often emerge as functional requirements of BI systems.

Systematic attention to business management and corporate governance first, followed by consideration of business measures, and finally the technology to deliver measures will build BI systems that are truly business driven – putting the business back into business intelligence.

At any intersection of the three dimensions you may find business, functional, and technical requirements. And those requirements may align with any of the seven categories described on the previous pages.

A BI Requirements Checklist

Summary

Business Capabilities	Reporting Analysis Measurement Monitoring and Forecasting Visualization Search
Business Value	Cost-Value Comparison Return on Investment (ROI) and Return on Assets (ROA) Strategic Value Tactical Value Operational Value
Business Services	Metrics Monitoring Analysis and Analytics Query and Reporting Data and Information Support and Training
Business Applications	Information Systems Monitoring Systems Management Systems
Data Integration	Source Data Data Consolidation Data Quality Granularity Detail
Service Levels	Performance Timeliness Capacity Security Privacy Availability Recoverability
Technology	Data Management Metadata Management Data Integration Data Warehousing Information Delivery Business Analytics Data Mining Infrastructure

A BI Requirements Checklist

Summary

PUTTING IT ALL TOGETHER

The facing page summarizes the topics of this module as a checklist of forty kinds of requirements in seven groups. Collectively these categories span the levels of requirements – business, functional, and technical – and represent most of the common kinds of BI requirements. They may occur as program-level and architectural requirements and as project-level and product specific requirements.



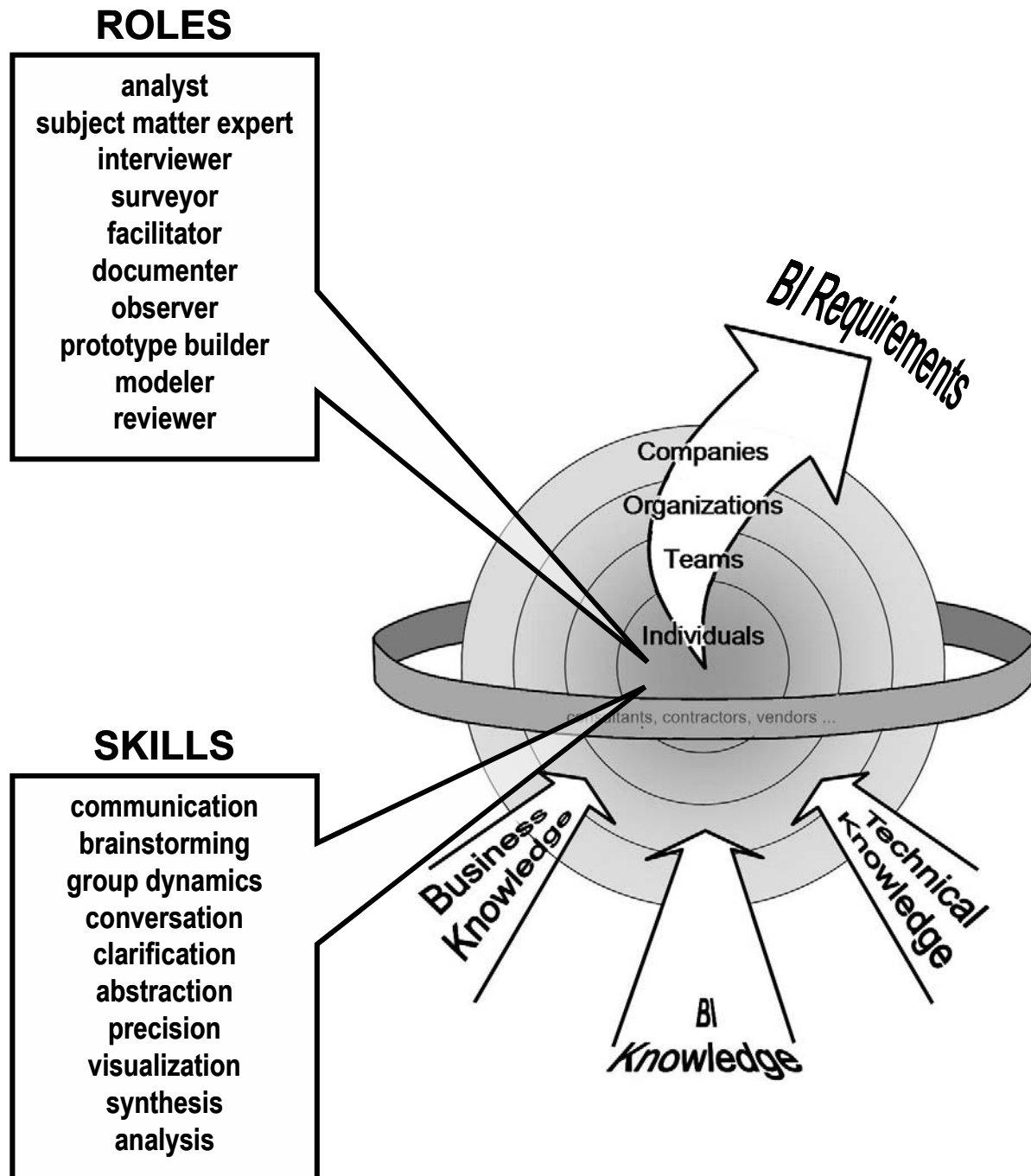
Module 3

Requirements Gathering Techniques

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Requirements as a Human Process

Roles and Skills



Requirements as a Human Process

Roles and Skills

THE ROLES

Each person involved in a requirements gathering process typically fills one or more of the following roles:

- *Analyst* responsible to collect, evaluate, correlate, and test requirements information from many sources and using many techniques,
- *Subject Matter Expert* responsible to provide expertise and depth of knowledge in a particular subject area, often business related and non-technical,
- *Interviewer* who systematically asks questions to gather information that leads to defined requirements,
- *Surveyor* responsible to develop, distribute, collect, and analyze surveys,
- *Facilitator* who helps a group to understand common objectives, assists them to achieve the objectives, guides consensus building, and diffuses conflict,
- *Documenter* who objectively records the results of requirements gathering sessions,
- *Observer* who gathers information by watching as business activities are performed,
- *Prototype Builder* who is fast and flexible developer of tangible examples and working models of information systems,
- *Modeler* responsible to represent requirements as data models, use-case models, process models, etc.,
- *Reviewer* who provides evaluation and perspective about proposed requirements definitions.

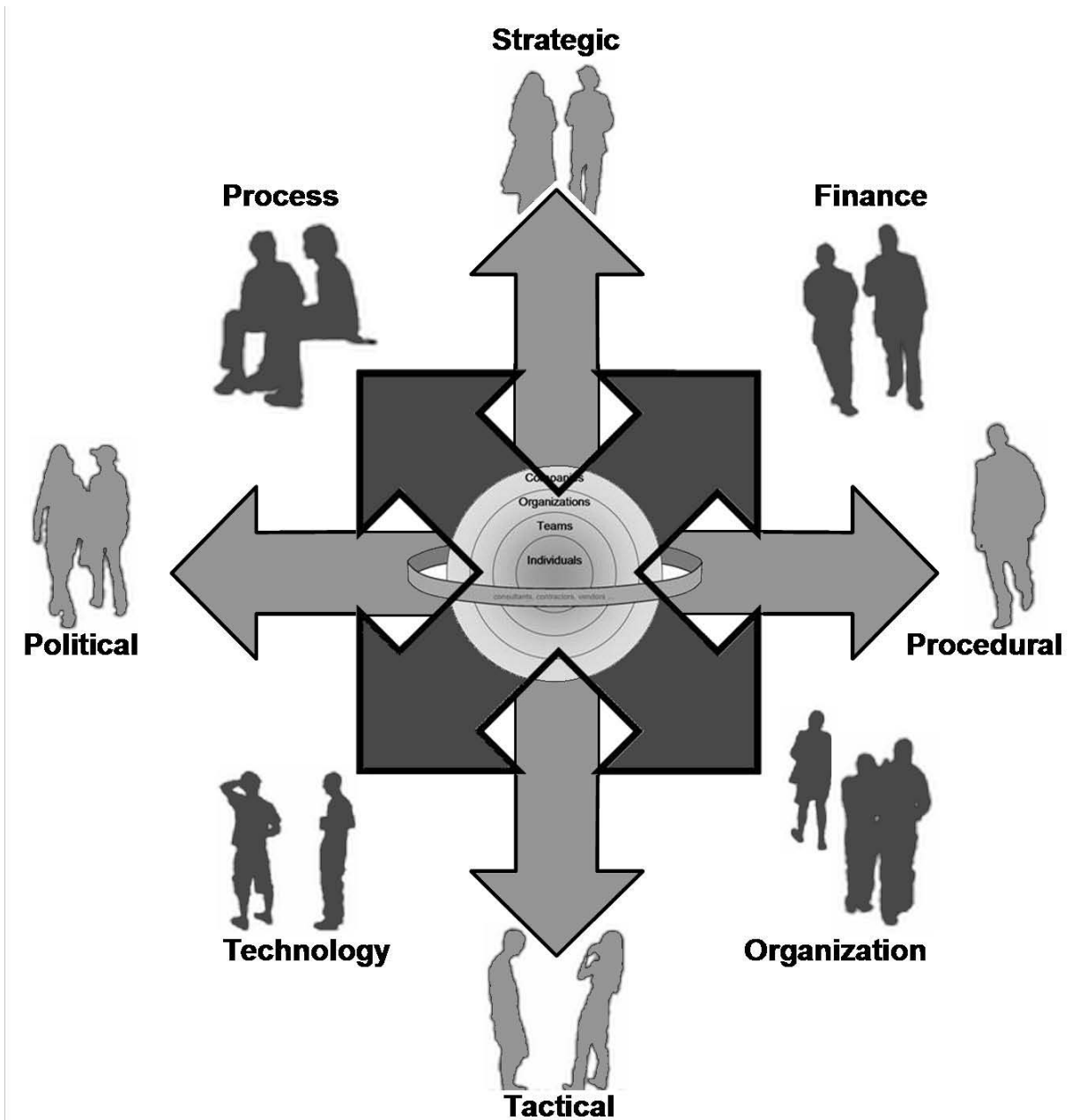
THE SKILLS

The roles described above work together with these kinds of skills:

- *Communication* – written and verbal, formal and informal
- *Brainstorming* - creative and open to new ideas
- *Group Dynamics* – with attention to participation and interaction
- *Conversation* – informal and comfortable exchange of ideas
- *Clarification* – by paraphrasing, questioning, and probing
- *Abstraction* – finding patterns, moving from specific to general
- *Precision* – with attention to accuracy and details
- *Visualization* – communication with pictures and diagrams
- *Synthesis* – combining of ideas, moving from parts to whole
- *Analysis* – investigation, decomposing into parts and relationships

Requirements as a Human Process

Identifying Stakeholders



Requirements as a Human Process

Identifying Stakeholders

THE PEOPLE

Getting the right people involves more than roles and skills. Equally important are the right interests, and these come from the stakeholders. A stakeholder is anyone whose job may be affected by the program or project that is the subject of requirements analysis. Stakeholder interests occur in several forms including:

- Strategic – affecting the stakeholders’ ability to develop or execute business strategy. Business executives and senior managers are most likely to have strategic interest.
- Financial – consuming or contributing to stakeholder financial resources. Anyone funding the effort has a financial stake, as well as anyone who may realize financial gains.
- Procedural – affecting how business is conducted across several processes, functions, or organizations. Anyone with cross-functional responsibilities may have a procedural interest. Common examples include internal auditors, risk managers, and compliance officers.
- Organizational – affecting the stakeholders’ organization with respect to structure, size, or scope of responsibilities. Line-of-business and functional managers are likely to see their organizations changed by BI programs and projects.
- Tactical – affecting the stakeholders’ ability to define and execute business tactics. Tactical stakeholders typically range from line managers to knowledge workers.
- Technological – affecting strategy, planning, management, and support of technology. IT executives, IT managers, and technical architects are likely to be technological stakeholders.
- Political – affecting the stakeholders’ power and influence whether real or perceived. Almost anyone can become a political stakeholder if they see the BI effort as either an opportunity or a threat. It is wise to involve those whose political positions will influence success or failure of the effort.
- Process-Oriented – affecting planning, management, or execution of business processes in which the stakeholder participates. Process stakeholders range from managers responsible for effectiveness and efficiency of processes to knowledge workers who perform the activities of those processes.

Ten Techniques

Surveys and Questionnaires

Documents or instruments that are ...

BI Architectural Requirements Survey and Analysis	←←←←←IMPORTANCE→→→→→			←←CAPABILITY
	IMPACT	URGENCY	REACH	
BUSINESS CAPABILITIES				
Reporting	modest visibility AND modest value	six months to one year	several groups and processes	limited
Monitoring	modest visibility AND modest value	six months to one year	several groups and processes	limited
Analysis	high visibility AND high value	one to six months	several groups and processes	good
Forecasting	high visibility AND high value	one to six months	through most of the business	none
Planning	high visibility OR high value	one to three years	enterprise-wide	limited
TECHNOLOGICAL CAPABILITIES				
Published Reporting	high visibility OR high value			
On-Demand Reporting	high visibility AND high value			
Scorecards	high visibility OR high value			
Dashboards	high visibility OR high value			
OLAP	high visibility AND high value			
Predictive Analysis	high visibility OR high value			
Exploratory Analysis	modest visibility AND modest value			
Text Analysis	high visibility OR high value			
Spatial Analysis	modest visibility AND modest value			
Collaboration	low visibility OR low value			
INFRASTRUCTURE				
Analytics Technology	high visibility AND high value			
Data Integration Technology	high visibility OR high value			

1. What is the scope of your program? (check only one)	<input type="checkbox"/> Data Warehousing <input type="checkbox"/> Both BI and DW	<input type="checkbox"/> Business Intelligence <input type="checkbox"/> Don't Know
2. What is the current state of your program? (check all that apply)	<input type="checkbox"/> Initiating <input type="checkbox"/> Deployed <input type="checkbox"/> Problematic <input type="checkbox"/> Legacy/Obsolete	<input type="checkbox"/> Developing <input type="checkbox"/> Evolving <input type="checkbox"/> Legacy/Static <input type="checkbox"/> Don't Know
3. Who sponsors the program? (check all that apply)	<input type="checkbox"/> Business Executive(s) <input type="checkbox"/> Business Manager(s) <input type="checkbox"/> Business Staff <input type="checkbox"/> Other	<input type="checkbox"/> CIO/IT Executive(s) <input type="checkbox"/> IT Manager(s) <input type="checkbox"/> IT Staff <input type="checkbox"/> Don't Know
4. Who owns the data warehouse and/or BI applications? (check only one)	<input type="checkbox"/> Business Executive(s) <input type="checkbox"/> Business Manager(s) <input type="checkbox"/> Business Staff <input type="checkbox"/> Other	<input type="checkbox"/> CIO/IT Executive(s) <input type="checkbox"/> IT Manager(s) <input type="checkbox"/> IT Staff <input type="checkbox"/> Don't Know
5. Which business needs does the program support? (check all that apply)	<input type="checkbox"/> Data Integration <input type="checkbox"/> Tactical DSS <input type="checkbox"/> Performance Mgmt. <input type="checkbox"/> Supply Chain Mgmt. <input type="checkbox"/> Workforce Analytics	<input type="checkbox"/> Operational Reporting <input type="checkbox"/> Strategic DSS <input type="checkbox"/> CRM <input type="checkbox"/> Operations Analytics <input type="checkbox"/> Don't Know
6. How would you rate the alignment of the program with business drivers and business strategies? (check only one)	<input type="checkbox"/> Excellent <input type="checkbox"/> Fair <input type="checkbox"/> Don't Know	<input type="checkbox"/> Good <input type="checkbox"/> Poor <input type="checkbox"/> Don't Know
7. How would you rate the alignment of the program with business functions and business tactics? (check only one)	<input type="checkbox"/> Excellent <input type="checkbox"/> Fair <input type="checkbox"/> Don't Know	<input type="checkbox"/> Good <input type="checkbox"/> Poor <input type="checkbox"/> Don't Know

Planned
Structured
Group Focused
Individually Completed
Impersonal
Informative

Ten Techniques

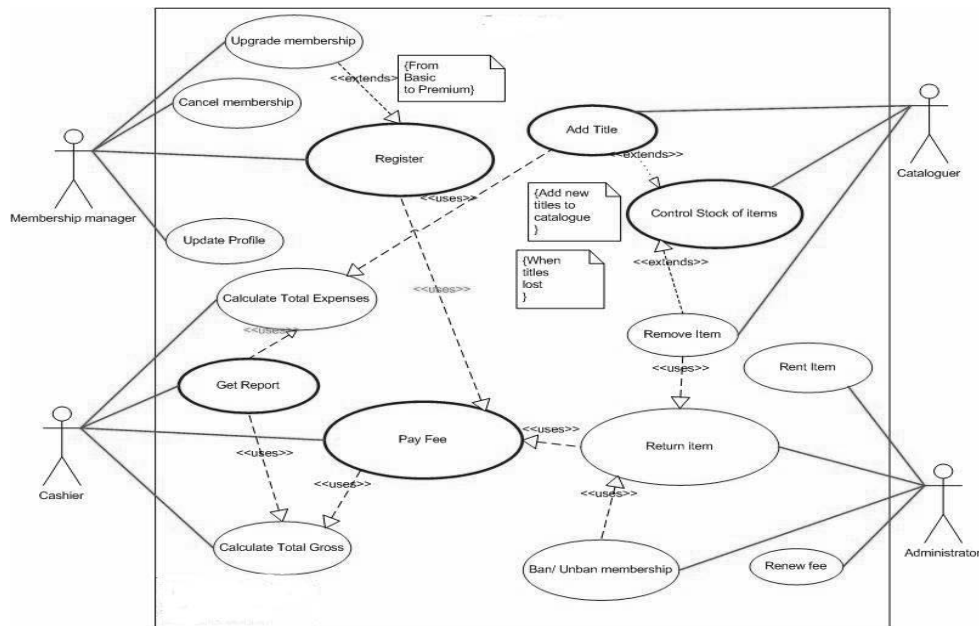
Surveys and Questionnaires

WHAT	Surveys and questionnaires are impersonal methods to collect information from stakeholders. They are sometimes described as “the electronic interview” but lack the conversational aspect that makes interviewing a powerful technique.
WHY	Surveys and questionnaires are most effectively used to get information from a large number of participants, to gather consistent data from members of a group, and as a means to collect data that can be easily summarized and aggregated.
HOW	<p>Surveying is a process of multiple steps that are more complex than they may appear to those who receive and complete surveys. A complete survey process includes steps to:</p> <ul style="list-style-type: none">▪ Develop a survey or questionnaire that is purposeful, non-ambiguous, self-explanatory, and quick to complete. Depending on the purpose you may also want the survey to quantify by using a numeric scale for responses.▪ Identify the group of participants considering population size, knowledge areas represented, and the response rate that you desire and expect.▪ Collect the data by distributing and collecting surveys. Distribution medium is important here – email, web, etc. Also consider how you will track responses and follow up with unresponsive people.▪ Analyze, aggregate, and summarize responses. How the analysis is performed is directly related to the purpose of the survey.▪ Integrate and correlate survey results with other requirements information. Surveys alone are never sufficient to elicit requirements with confidence.
WHEN	Surveys and questionnaires are particularly valuable to elicit requirements from geographically dispersed stakeholders who can’t be brought together for group sessions or easily interviewed in a face-to-face meeting. They are frequently used when working with broad scope projects, and to collect information from a large number of stakeholders. Surveys may help to engage the disconnected stakeholder. Their impersonal nature is useful when you need to understand sources and causes of conflict.
WHO	A skilled surveyor and the stakeholder population to be surveyed.

Ten Techniques

Interface and Use Case Analysis

A requirements analysis activity that ...



Examines scenarios (cases) of system use
 Analyzes requirements from actor (user) perspective
 Describes actor-system interactions
 Models each case as a sequence of events
 Uses events to determine functional requirements

Ten Techniques

Interface and Use Case Analysis

WHAT

Interface analysis is the activity of understanding how a system interacts with entities (people or other systems) that are external to the system. Use case analysis is a formal analysis and modeling technique that extends interface analysis to describe the behavior of a system as it responds to external stimulus.

Bittner and Spence describe it this way: “Use cases, stated simply, allow description of sequences of events that, taken together, lead to a system doing something useful.” (Kurt Bittner, Ian Spence (2002). *Use Case Modeling*. Addison Wesley Professional, 2-3. ISBN 0-201-70913-9)

The “something useful” is ideally the essence of business and functional requirements.

WHY

Understanding system requirements from the perspective of the people who will interact with a system is a common sense approach to getting the right requirements. Well written Use cases have proven to be easily understandable by business people, and thus to bridge communication between business and technical stakeholders. Use cases put requirements in context, describing them in clear relationship to business tasks.

HOW

Each use case focuses on describing how to achieve a goal or task. For most software projects this means that multiple, perhaps dozens, of use cases are needed to define a robust set of requirements. The degree of formality in interface or use case analysis varies widely from simple text descriptions of business scenarios to UML-based use-case models. Regardless of formality and detail, analysis should minimally identify:

- the scenario being described,
- triggering actions and events
- a normal course of actions from trigger to response
- alternative and exception paths that deviate from the normal course
- actors who perform each action in a course of events

WHEN

Interface analysis effectively supplements other requirements methods by making requirements personal: *How will you interact with the system?* It is useful when either innovation or speed is needed, and may help to overcome low stakeholder involvement.

WHO

A skilled analyst working with business stakeholders.

Ten Techniques

Summary

	large project / broad scope	high level of complexity	high level of uncertainty	need for innovation	need for speed	existing system influence	large number of stakeholders	poor stakeholder participation	conflict, territorialism, politics	geographic or logistics difficulty
Group Facilitation	✓						✓	✓	!	
Interviewing		✓	✓					✓	✓	✓
Brainstorming		✓		!						
Surveys & Questionnaires	✓						✓	✓	✓	!
Prototyping		✓	✓	✓	!					
Observation		✓	✓		✓	✓		✓		
Current State Analysis			✓			!				
Reverse Engineering		✓				!				
Requirements Workshops	!						!	✓		✓
Interface & Use Case Analysis				✓	✓			✓		

Ten Techniques

Summary

CHOOSING REQUIREMENTS TECHNIQUES

The matrix on the facing page summarizes the ten techniques just discussed and associates them with some of the common considerations and challenges of requirements gathering. Use it as a guide to select the techniques that best fit your project profile.

Every requirements gathering effort is likely to use more than one technique. Key stakeholders are typically interviewed as a core method of gathering requirements. Other techniques are used to enrich the requirements process. Consider these guidelines when choosing requirements techniques:

- Requirements workshops work well for large projects, broad scope, and large numbers of stakeholders.
- Brainstorming is a good fit when innovation is needed.
- Prototyping works well to address uncertainty and rapid discovery when speed is critical.
- Current system analysis fits when existing systems have strong influence.
- Group facilitation helps in projects where conflict, territorialism, and politics are barriers.
- Surveys and questionnaires can help with geographic and logistics challenges.
- Highly complex projects need to use a combination of several techniques including brainstorming, prototyping, and observation of existing processes.
- Poor stakeholder participation can be addressed using several methods including group facilitation and requirements workshops.



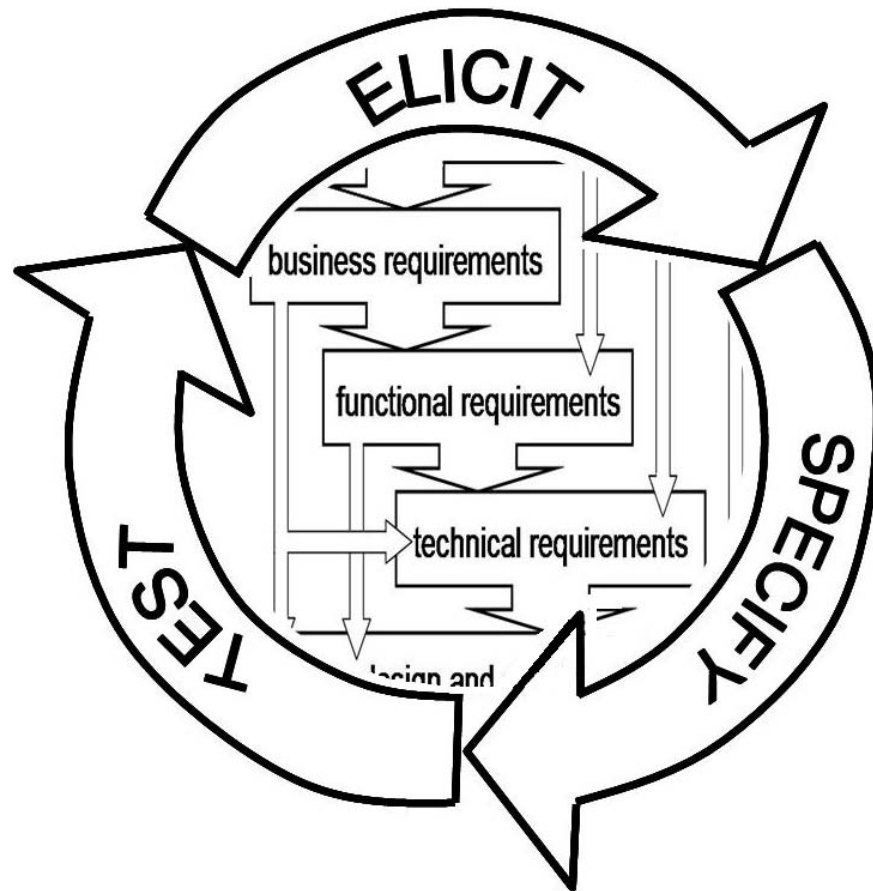
Module 4

Requirements Management Techniques

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Requirements as a Systems Process

Systems and Requirements Gathering



Requirements as a Systems Process

Systems and Requirements Gathering

THREE STAGES

Gathering requirements is more than a task. It is a process of multiple steps that are commonly described as elicit, specify, and test (EST). Alternative terms for the three-step process include elicit-model-test (EMT) and elicit-define-test (EDT). Regardless of the terminology that you choose the three steps are important to recognize and to apply.

ELICIT REQUIREMENTS

Requirements elicitation is the activity of obtaining the requirements for a developing system from the stakeholders. Steve McConnell says "The most difficult part of requirements gathering is not documenting what the users 'want'; it is the effort of helping users figure out what they 'need' that can be successfully provided ..." (*Software Project Survival Guide*, McConnell, Microsoft Press, 1998). McConnell's statement captures the essence of eliciting requirements – finding what is needed.

SPECIFY REQUIREMENTS

Requirements specification (or documentation, or modeling) is the act of recording a description of each requirement. Every requirement describes a necessary attribute of a system – a capability or characteristic that the system must have to provide utility and value to its users. A well-specified requirement includes:

- What – A descriptive statement of the requirement that describes a system capability, characteristic, function, feature, or quality.
- Why – The rationale for the requirement describing the purpose or value to be achieved.
- Who – The source of the requirement and the stakeholders who will receive benefit.

Whether recorded as text (specify, document) or as diagrams (model) describing requirements is an important and separate step from eliciting requirements.

TEST REQUIREMENTS

Requirements testing is the third and final step of the process. Each requirement must be evaluated with respect to ensure that it is clear, non-ambiguous, complete, consistent, necessary, and feasible.

Collecting Requirements

Capturing Requirements

Identity **What?** **Why?** **Who?**

ID	Description	Rationale	Source
01	BI will provide managers with the ability to monitor budgeted to actual revenue.	Revenue achievement is a key criterion of manager performance that requires monitoring capability.	CFO
02	BI will provide marketing with the ability to predict marketing campaign responses.	Effective and efficient marketing depends on ability to forecast response to campaigns.	Marketing Director
03	BI will provide sales managers with information needed to plan effective sales tactics.	Sales managers need to know what works under what conditions to choose effective methods.	Director of Sales

ID	Description	Rationale	Source
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02	BI will provide marketing with the ability to predict marketing campaign responses.	Effective and efficient marketing depends on ability to forecast response to campaigns.	Marketing Director
03	BI will provide managers with the ability to monitor budgeted to actual revenue.	Revenue achievement is a key criterion of manager performance that requires monitoring capability.	Director of Sales

A declarative statement and a complete sentence.

Collecting Requirements

Capturing Requirements

SPECIFY, MODEL, OR DOCUMENT?

There are many ways in which requirements can be captured and recorded. It is that variety that causes the diffusion of language about requirements gathering – EST, EMT, or EDT. Note that the differences are entirely about the way in which requirements are recorded: specify, model, or document. Debate about which is the right way is pointless. There is no single “best” way to record requirements. The only correct answer is to use a method and format that works for you and your requirements team.

SOME GUIDELINES

Regardless of the form in which you choose to record requirements, some guidelines will help to achieve well written requirements statements. Some of the guidelines found among widely accepted best practices for requirements gathering:

- Write in complete sentences, not with fragments.
- Use simple sentences. Avoid compound and complex sentences that are strung together with conjunctions.
- Write, declarative statements using words such as “is” and “will.” For example:
 - *The budget variance report **will** drill down to detail transactions.*
 - *Budget to actual revenue data **is** available as summary with drill-down to detail.*
- Write in business language, avoiding technical jargon.
- Confirm that each statement is concise and free of excess or unnecessary words.
- Confirm that each statement is clear and free of language that is ambiguous or subject to interpretation.
- Reinforce text requirements statements with examples, diagrams, sample data, etc. whenever practical..

Testing Requirements

Testing Completeness

ID	Description	Type	Category	Source
01	BI will provide managers with the ability to monitor budgeted to actual revenue.	Business	Capability	CFO
02	BI will provide marketing with the ability to predict marketing campaign responses.	Business	Capability	Marketing Director
03	BI will provide sales managers with information needed to plan effective sales tactics.	Business	Analysis	Director of Sales

All levels of requirements?
(business, functional, technical)

All categories of requirements?
(check against project scope and purpose)

All stakeholders represented?
(strategic & tactical, business & IT, executive & management ...)

Testing Requirements

Testing Completeness

SCOPE OF COMPLETENESS TESTING

Completeness needs to be verified in two ways. First check the completeness of each individual requirements specification – is it fully defined according to the conventions established by a requirements specification template: Have you collected all of the attributes? Then test that the set of requirements collectively represents the full scope and charter of the project.

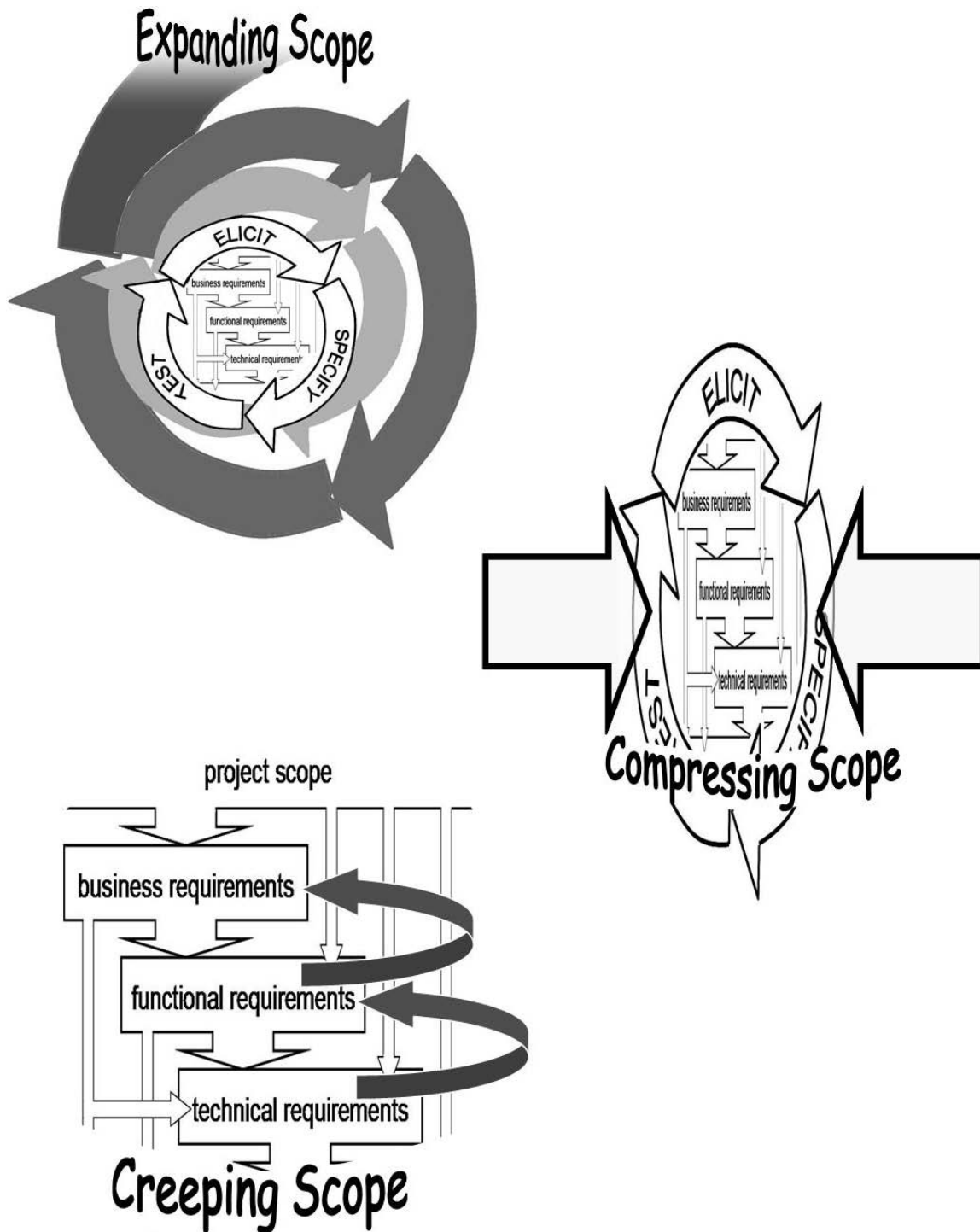
COMPLETE FOR PROJECT SCOPE

Check completeness by asking:

- Have we addressed all levels of requirements – business, functional and technical?
- Do we have all important categories of requirements? Check against project scope and an outline or check list as described in mistake #8.
- Are all of the stakeholders represented – strategic and tactical, business and technical, executive and management?

Managing Requirements

Managing Scope



Managing Requirements

Managing Scope

EXPANSION

It is common when gathering requirements to find that discussion of one business need leads quite naturally to related topics and needs. Sometimes the adjacent topics fall within the scope defined for the effort, and sometimes they do not.

Be careful not to cry “*OUT OF SCOPE!*” each time a new subject arises. That is the fast track to unhappy and disengaged stakeholders. And it is often difficult to know whether a new topic is in scope until it has been explored.

COMPRESSION

Sometimes it is necessary to compress scope – to place out-of-scope some less critical items as a project management measure to work within schedule and budget constraints. This approach is common with rapid and agile development methods. In these instances, don’t lose the requirements. Simply tag them as out-of-scope for the current project. They are likely to resurface within the scope of a future project.

SCOPE CREEP AND CONTAINMENT

Expanding scope can easily become creeping scope – gradual and unintended expansion of project size and complexity. Compressed scope risks loss and rework unless out-of-scope requirements continue to be tracked. Both of these circumstances can be managed by adding one or more columns to your requirements management document. Depending on your particular needs, consider columns for:

- In-Scope-Indicator – where the values recorded are *yes*, *no*, or *undecided*.
- In-Scope-Project – where the values recorded are project names or identifiers to track one set of requirements across a series of projects.
- In-Scope-Date – where the values recorded are dates by which a project needs to satisfy the requirement.



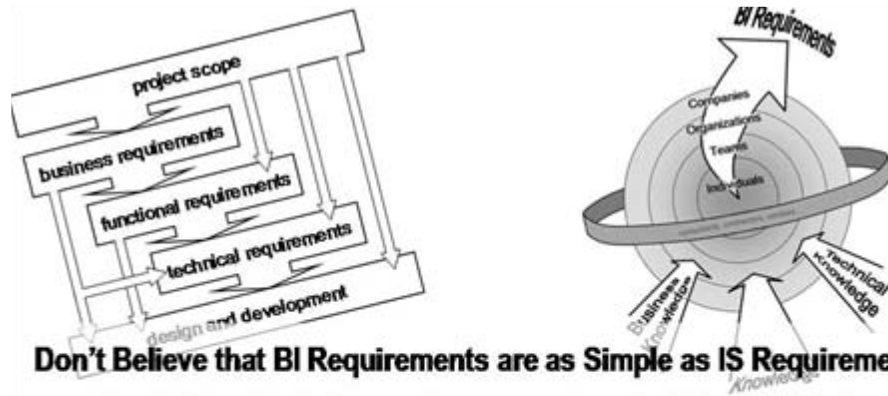
Module 5

Summary and Conclusion

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Best Practices for Requirements Management	5-2
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Best Practices for Requirements Management

Dos and Don'ts



Don't Believe that BI Requirements are as Simple as IS Requirements

Do Distinguish between Program and Project Requirements

Do Layer Requirements – Business, Functional, and Technical

Do Use a Three-Step Approach – Elicit, Specify, Test

Don't Forget Requirements Management

Do Fit Requirements Processes to the Project Methodology

Do Fit Requirements Techniques to Project Characteristics

Don't Work Without Guidelines, Standards, and Templates

Do Remember that Requirements Gathering is a Human Process

Don't Let Requirements Go Untested



ID	Description	Rationale	Test Criterion	Type	Category	Source
01	BI will provide managers with the ability to monitor budgeted to actual revenue	Revenue achievement is a key criterion of manager performance that requires monitoring capability	Budget to actual revenue data is available as summary with ability to drill to detail	Business	Capability	CFO
02	BI will provide marketing with the ability to predict marketing campaign responses	Effective and efficient marketing depends on ability to forecast response to campaigns	Tools are available to predict response based on various marketing campaign scenarios	Business	Capability	Marketing Director
03	BI will provide sales managers with information needed to plan effective sales tactics	Sales managers need to know what works under what conditions to choose effective methods	Size of account (revenue), closure rate, and time to close are correlated with sales methods and characteristics of customers	Business	Analysis	Director of Sales

Best Practices for Requirements Management

Dos and Don'ts

A GUIDE TO GOOD REQUIREMENTS MANAGEMENT

The facing page itemizes ten guideposts for successful and effective requirements management. Keeping this list in mind (and perhaps visibly posted) whenever doing requirements work will increase both effectiveness and efficiency of your requirements processes.



Appendix A

Bibliography and References



Exercises

for TDWI Requirements Gathering

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