Business Requirements Documentation Template

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.

Step by step, Facilitating the Project Lifecycle guides theproject manager/facilitator in making smart choices about when andhow to pull key talent together to spell success for the projectand ultimately the organization. The authors will help youunderstand the benefits of using facilitated group work sessions toget real work done during a project and get it done better and moreefficiently than more traditional individual work approaches. Inaddition, the book includes: Recommendations for capitalizing on group knowledge toaccelerate the building of key project deliverables and ensuretheir quality as they are built A work session structure for planning, delivering, andfollowing up facilitated work sessions Guides for building key project deliverables Sample agendas Proven techniques for managing the group dynamics

When implemented correctly, release management can help ensure that quality is integrated throughout the development, implementation, and delivery of services, applications, and infrastructure. This holistic, total cost of ownership approach allows

for higher levels of system availability, is more cost effective to maintain, and increases overall stability, maintainability, and reliability. Filled with practical insights, IT Release Management: A Hands-on Guide clearly illustrates the effective implementation of a release process in the real world. It examines the similarities and differences of release management and project management to clear up any confusion there might be about the two complementary processes. Shedding light on the day-to-day challenges that need to be overcome to ensure success, it details the how-to's of effective implementation—including what to implement, how to do it, and when to do it. This complete resource includes a detailed model for executing a release management process, as well as numerous templates, diagrams, and role and responsibility charts to help kick start implementation efforts in your organization. Addressing the all-important cultural aspects, it explains how to sell the benefits of release management to all levels of your organization, how to overcome objections, and how to determine organizational readiness. Emphasizing the need to measure performance, it explains how to develop effective performance metrics and supplies many helpful examples of effective productivity measures. When it comes to implementation, what works in one organization doesn't necessarily work in another. This accessible guide provides you with the tools to build on your practical knowledge and effectively implement a release management practice custom tailored to your organization.

One of the objectives of this book is to incorporate best practices and standards in to

the BA role. While a number of standards and guidelines, such as Business Process Modeling Notation (BPMN), have been incorporated, particular emphasis has been placed on the Business Analysis Body of Knowledge (BABOK), the Information Technology Infrastructure Library (ITIL), and the Unified Modeling Language (UML). A combination of art and skill that results in the balancing of project objectives against restraints of time, budget, and quality, effective project management requires skill and experience as well as many tools and techniques. Project Management Tools and Techniques: A Practical Guide describes these tools and techniques and how to use them, giving students the strong foundation they need to develop the skills and experience needed for a successful career in project management. The first five sections discuss a typical project life cycle, and beginning with an introduction to project management in terms of the role it plays in the organization and how a business case drives the process. From this starting point, the various planning and control-oriented techniques described evolve this process through the life cycle from scope development to completion. The final section closes the discussion with a group of more contemporary topics labeled "advanced." These are essential tools that need to be in wide use but are still evolving in practice. Most of the chapters supply sample questions and exercises to help with a review of the material. Each of the authors has extensive real-world experience in her or his respective professional areas with a combined experience of about 100 years. They have selected topics based on their

valuation of the tool and its project management value. They present the material in such a way that the concepts can be applied to any project. Once this material is mastered, students will have a good overview regarding the basic planning and control actions required by a project manager. Also, this book will make a great reference guide that can be used by project managers and team members for years to come. The Service Catalog is a fundamental IT tool covering the services themselves, default capabilities, measures and primary means of access and provision. In short, it represents the value IT provides to facilitate business operations.Written by industry experts and using real case studies, this valuable title takes the reader beyond the theoretical to focus on the real business benefits of Service Catalogs and how to implement them successfully within an organization: Services are made standard and rational, leading to lower costs and increased service availabilityStandard service products enable forecasting of demand, leading to better volume discounts from vendors and improved inventory and capacity planningControls over consumption of services are enhancedThe fulfillment of IT services is improved with the catalog. Standardization of services leads to recurrent workflows, rather than relatively expensive one-off projects

the second covering the issues of security in complex Internet-based information systems. Eachof these ?ve conferencesencouragesresearchersto treattheir respective topics within a framework that incorporates jointly (a) theory, (b) conceptual design and

development, and (c) applications, in particular case studies and industrial solutions. Following and expanding the model created in 2003, we again solicited and selected quality workshop proposals to complement the more "archival" nature of the main conferences with research results in a number of selected and more "avant-garde"areasrelatedtothegeneraltopicofdistributedcomputing. For- stance, the so-called Semantic Web has given rise to severalnovel research areas combining linguistics, informationsystems technology,andarti?cialintelligence, such as the modeling of (legal) regulatory systems and the ubiquitous nature of theirusage.

WeweregladtoseethatinspiteofOnTheMoveswitchingsidesofthe Atlantic, seven of our earlier successful workshops (notably AweSOMe, SWWS, ORM,OnToContent,MONET,PerSys,RDDS) re-appearedin2008withathird or even fourth edition, sometimes by alliance with other newly emerging wo- shops, and that no fewer than seven brand-newindependent workshopscould be selected from proposals and hosted: ADI, COMBEK, DiSCo, IWSSA, QSI and SEMELS. Workshop audiences productively mingled with each other and with those of the main conferences, and there was considerable overlap in authors. The OTM organizers are especially grateful for the leadership, diplomacy and competence of Dr. Pilar Herrero in managing this complex and delicate process for the ?fth consecutive year.

Includes articles in topic areas such as autonomic computing, operating system architectures, and open source software technologies and applications.

Software has become ever more crucial as an enabler, from daily routines to important national decisions. But from time to time, as society adapts to frequent and rapid changes in technology, software development fails to come up to expectations due to issues with efficiency, reliability and security, and with the robustness of methodologies, tools and techniques not keeping pace with the rapidly evolving market. This book presents the proceedings of SoMeT_19, the 18th International Conference on New Trends in Intelligent Software Methodologies, Tools and Techniques, held in Kuching, Malaysia, from 23–25 September 2019. The book explores new trends and theories that highlight the direction and development of software methodologies, tools and techniques, and aims to capture the essence of a new state of the art in software science and its supporting technology, and to identify the challenges that such a technology will have to master. The book also investigates other comparable theories and practices in software science, including emerging technologies, from their computational foundations in terms of models, methodologies, and tools. The 56 papers included here are divided into 5 chapters: Intelligent software systems design and techniques in software engineering; Machine learning techniques for software systems; Requirements engineering, software design and development techniques; Software methodologies, tools and techniques for industry; and Knowledge science and intelligent computing. This comprehensive overview of information systems and research projects will be invaluable to all those whose work involves the assessment

and solution of real-world software problems.

Providesa simplified, tried and tested service selection process based on a standard set of steps that can be tailored to suit each organisation's specific needs.

This book explores various aspects of software creation and development as well as data and information processing. It covers relevant topics such as business analysis, business rules, requirements engineering, software development processes, software defect prediction, information management systems, and knowledge management solutions. Lastly, the book presents lessons learned in information and data management processes and procedures.

Intelligent Adaptability describes how ACM is emerging in the era of machine intelligence and automation technologies, including Big Data, digitization, Internet of Things (IoT), artificial intelligence (AI), intelligent BPMS and BPM Everywhere. WfMC Chair, Keith Swenson states; "A platform for digital transformation brings a number of different capabilities together: processes, agents, integration, analytics, decisions, and—perhaps most important—case management." In this book, you will learn how support of adaptive, data-driven processes empowers knowledge workers to know in real-time what is happening at the edge points, and to take actions through the combination of rule-driven guidance and their own know-how. It is not a traditionally-automated system but intelligent adaptability, where technology doesn't replace human decision-making but extends the reach of the knowledge worker; making data

actionable. In award-winning case studies covering industries as a diverse as law enforcement, public safety, transportation, insurance, banking, state services and healthcare, you will find instructive examples for how to transform your own organization. Leading industry analysts study the awards entries for emerging industry trends. Read the chapter, The Seven Trends Impacting The Case Management Landscape by Connie Moore, Digital Clarity Group. This important book follows these ground-breaking best-sellers on ACM; Best Practices for Knowledge Workers, Thriving on Adaptability, Empowering Knowledge Workers, Taming the Unpredictable, How Knowledge Workers Get Things Done, and Mastering the Unpredictable and provides important papers by thought-leaders in this field, together with practical examples. This book constitutes the refereed proceedings of the 23rd International Conference on Advanced Information Systems Engineering, CAiSE 2011, held in London, UK, in June 2011. The 42 revised full papers and 5 revised short papers presented were carefully reviewed and selected from 320 submissions. In addtion the book contains the abstracts of 2 keynote speeches. The contributions are organized in topical sections on requirements; adaptation and evolution; model transformation; conceptual design; domain specific languages; case studies and experiences; mining and matching; business process modelling; validation and quality; and service and management. You have the knowledge and skill to create a workable Business Continuity Management (BCM) program – but too often, your projects are stalled while you

attempt to get the right information from the right person. Rachelle Loyear experienced these struggles for years before she successfully revamped and reinvented her company's BCM program. In The Manager's Guide to Simple, Strategic, Service-Oriented Business Continuity, she takes you through the practical steps to get your program back on track. Rachelle Loyear understands your situation well. Her challenge was to manage BCM in a large enterprise that required hundreds of BC plans to be created and updated. The frustrating reality she faced was that subject matter experts in various departments held the critical information she needed, but few were willing to write their parts of the plan. She tried and failed using all the usual methods to educate and motivate – and even threaten – departments to meet her deadlines. Finally, she decided there had to be a better way. The result was an incredibly successful BCM program that was adopted by BCM managers in other companies. She calls it "The Three S's of BCM Success," which can be summarized as: Simple – Strategic – Service-Oriented. Loyear's approach is easy and intuitive, considering the BCM discipline from the point of view of the people in your organization who are tasked to work with you on building the plans and program. She found that most people prefer: Simple solutions when they are faced with something new and different. Strategic use of their time, making their efforts pay off. Service to be provided, lightening their part of the load while still meeting all the basic requirements. These tactics explain why the 3S program works. It helps you, it helps your program, and it helps your program partners.

Loyear says, "If you follow the 'Three S' philosophy, the number of plans you need to document will be fewer, and the plans will be simpler and easier to produce. I've seen this method succeed repeatedly when the traditional method of handing a business leader a form to fill out or a piece of software to use has failed to produce quality plans in a timely manner." In The Manager's Guide to Simple, Strategic, Sevice-Oriented Business Continuity, Loyear shows you how to: Completely change your approach to the problems of "BCM buy-in." Find new ways to engage and support your BCM program partners and subject matter experts. Develop easier-to-use policies, procedures, and plans. Improve your overall relationships with everyone involved in your BCM program. Craft a program that works around the roadblocks rather than running headlong into them.

Good requirements do not come from a tool, or from a customer interview. They come from a repeatable set of processes that take a project from the early idea stage through to the creation of an agreed-upon project and product scope between the customer and the developer. From enterprise analysis and planning requirements gathering to documentation, Determining Project Requirements, Second Edition: Mastering the BABOK® and the CBAP® Exam covers the entire business analysis cycle as well as modeling techniques. Aligned with the International Institute of Business Analysis' (IIBA) Business Analysis Body of Knowledge 2.0® (BABOK® Guide 2.0), the second edition of this popular reference provides readers with a complete and up-to-date

resource for preparing to take the Certified Business Analysis Professional (CBAP®) examination. It also: Presents helpful techniques, tools, best practices, and templates to help readers improve the requirements gathering processes within their organization Contains exercises, sample solutions, and a case study that illustrate how to deal with the various situations that might be encountered in the requirements gathering process Supplies a broad overview of a multitude of business analysis issues Includes two sample business requirements documents--one is a comprehensive template, provided courtesy of ESI International, the second is a simpler template suitable for smaller projects The book covers all of the BABOK® knowledge areas and features new preparatory sections for the CBAP® exam that include 300 questions. It examines data modeling, requirements modeling techniques, process modeling, and hybrid techniques. With its many examples, use cases, and business requirements document templates, this book is the ideal self-study guide for practitioners. The combination of theory, activities, exercises, solutions, case study, and exam questions also makes it suitable for business analysis students.

This book is part of the complete Series of Delivering Self-Service Business Intelligence. The Series takes a postmortem firsthand look at the lessons learned from the failure of a small business through the lens of Business Intelligence (BI) Professional. The Series applies PMP and Lean Six Sigma methodologies, along with extensive experience, to the implementation of a sustainable Self-Service BI solution.

The series provides templates and best practice techniques for implementing a sustainable BI solution for any size of business.This is Volume 3 of the Series "Delivering Self-Service Business Intelligence". In this Volume we capture the Voice of the Customer (VOC) and begin to translate their problems into Critical Customer Requirements (CCRs). We expand on common recurring challenges with implementing sustainable Business Intelligence in today's marketplace and the importance of KPIs and Operational Definitions. We outline the Functional Requirements Document (FRD) used to consolidate and document the CCRs, KPIs and Operational Definitions. We provide a Functional Requirements Document (FRD) template which is the deliverable for this Volume.

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.

This book constitutes the refereed proceedings of the 12th Colombian Conference on

Computing, CCC 2017, held in Cali, Colombia, in September 2017. The 56 revised full papers presented were carefully reviewed and selected from 186 submissions. The papers are organized in topical sections on information and knowledge management, software engineering and IT architectures, educational informatics, intelligent systems and robotics, human-computer interaction, distributed systems and large-scale architectures, image processing, computer vision and multimedia, security of the information, formal methods, computational logic and theory of computation.

Your go-to guide on business analysis Business analysis refers to the set of tasks and activities that help companies 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 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 techniques to be an effective business analysis professional Provides a number of examples on how to perform

business analysis regardless of your role If you're interested in learning about the tools and techniques used by successful business analysis professionals, Business Analysis For Dummies has you covered.

Aligning business intelligence (BI) infrastructure with strategy processes not only improves your organization's ability to respond to change, but also adds significant value to your BI infrastructure and development investments. Until now, there has been a need for a comprehensive book on business analysis for BI that starts with a macro view and

"This book generates a comprehensive overview of the recent advances in concepts, technologies, and applications that enable advanced business process management in various enterprises"--Provided by publisher.

A goldmine of valuable tools for data modelers! Data modelers render raw data-names, addresses, and salestotals, for instance-into information such as customer profiles andseasonal buying patterns that can be used for making criticalbusiness decisions. This book brings together thirty of the mosteffective tools for solving common modeling problems. The authorprovides an example of each tool and describes what it is, why itis needed, and how it is generally used to model data for bothdatabases and data warehouses, along with tips and warnings. Blanksample copies of all worksheets and checklists described areprovided in an appendix. Companion Web site features updates on the latest tools andtechniques, plus links to related sites offering

automatedtools.

Introduces, in simple text and photographs, the characteristics of some of the animals and plants that can be found in the forest. Includes a chipmunk, box turtle, fern, bull moose, moth, ermine, and white birch.

Organizations waste millions of dollars every year on failed projects. Failure is practically guaranteed by poor or incomplete requirements that do not properly define projects in their initial stages.Business analysis is the critical process ensuring projects start on the path toward success. To accurately determine project requirements, busines

When Improving Performance: Managing the White Space on the Organization Chart was published in 1990, it was lauded as the book that launched the Process Improvement revolution. This was the book that first detailed an approach that bridged the gaps between organization strategy, work processes and individual performance. Two decades later, White Space Revisited goes beyond a mere revision of that groundbreaking book and refocuses on the ultimate purpose of organizations, which is to create and sustain value.This book picks up where Improving Performance left off and shares what we have learned about process in the past 15 years since it was published and how the reader (primarily practitioners) can capitalize on these notions in their own pursuit of process excellence. White Space Revisited is a comprehensive resource that offers process and performance professionals a conceptual foundation, a

thorough and proven methodology, a set of remarkable working tools for doing process work in a more significant way, and a series of candid observations about the practice of Business Process Management (BPM). The book's time-tested methods, models, tools, and guidelines serve to align people, process, and technology White Space Revisited includes information on a wealth of vital topics and Describes the difference in impact of focusing on single processes vs. large scale improvements Provides an integrated step-by-step blueprint for designing, implementing, and sustaining process management Offers a detailed methodology for strategic and tactical process definition and improvement Spells out how to leverage the power of IT to optimize organizational performance Shows how to integrate the energy and value of Six Sigma, Process Improvement and Process Management into an effective Process Excellence Group Foreword by industry legend Harold Kerzner! This book describes a completely unique step-by-step, workflow-guiding approach to project management which simplifies activities by enforcing execution of all required processes on time, and redirecting to an alternative path in the event of project issues. Since compliance with all project management processes is enforced by the workflow, product quality is significantly improved and life cycle errors are almost eliminated. Project Workflow Management: A Business Process Approach is the first and only book in the marketplace which enables readers with no prior project management experience to manage the entire life cycle of any small to mid-sized project. It also equips mid- and senior-level project managers

with directions and a detailed map to the effective management of complex projects and programs.

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.

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documentation, Determining Project Requirements, Second Edition: Mastering the BABOK® and the CBAP® Exam covers the entire business analysis cycle as well as modeling techniques. Aligned with the International Institute of Business Analysis' (IIBA) Business Analysis Body of Knowledge 2.0® (BABOK® Guide 2.0), the second edition of this popular reference provides readers with a complete and up-to-date resource for preparing to take the Certified Business Analysis Professional (CBAP®) examination. It also: Presents helpful techniques, tools, best practices, and templates to help readers improve the requirements gathering processes within their organization Contains exercises, sample solutions, and a case study that illustrate how to deal with the various situations that might be encountered in the requirements gathering process Supplies a broad overview of a multitude of business analysis issues Includes two sample business requirements documents—one is a comprehensive template, provided courtesy of ESI International, the second is a simpler template suitable for smaller projects The book covers all of the BABOK® knowledge areas and features new preparatory sections for the CBAP® exam that include 300 questions. It examines data modeling, requirements modeling techniques, process modeling, and hybrid techniques. With its many examples, use cases, and business requirements document templates, this book is the ideal self-study guide for practitioners. The combination of theory, activities, exercises, solutions, case study, and exam questions also makes it suitable for business analysis students.

Gathering customer requirements is a key activity for developing software that meets the customer's needs. A concise and practical overview of everything a requirement's analyst needs to know about establishing customer requirements, this first-of-its-kind book is the perfect desk guide for systems or software development work. The book enables professionals to identify the real customer requirements for their projects and control changes and additions to these requirements. This unique resource helps practitioners understand the importance of requirements, leverage effective requirements practices, and better utilize resources. The book also explains how to strengthen interpersonal relationships and communications which are major contributors to project effectiveness. Moreover, analysts find clear examples and checklists to help them implement best practices.

A revolutionary way to describe business, xBML (extended Business Modelling Language) is an intuitive graphical language that unlocks the DNA of a corporation using a system of diagrams based on five Ws (Who; What; Which; Where; When). xBML gives companies an complete and accurate map of their enterprise, that can then be re-used repeatedly to describe, plan and create improvement. It's time to throw out the flow charts. xBML breaks down the silos of an enterprise and provides the means for clear, concise communication between all members of the organization. Tyler and Baker provide a complete guide to xBML, and to why unlocking an organization's Business Genetics will lead to quantifiable business improvement.

"If the purpose is to create one of the best books on requirements yet written, the authors have succeeded." —Capers Jones Software can solve almost any problem. The trick is knowing what the problem is. With about half of all software errors originating in the requirements activity, it is clear that a better understanding of the problem is needed. Getting the requirements right is crucial if we are to build systems that best meet our needs. We know, beyond doubt, that the right requirements produce an end result that is as innovative and beneficial as it can be, and that system development is both effective and efficient. Mastering the Requirements Process: Getting Requirements Right, Third Edition, sets out an industry-proven process for gathering and verifying requirements, regardless of whether you work in a traditional or agile development environment. In this sweeping update of the bestselling guide, the authors show how to discover precisely what the customer wants and needs, in the most efficient manner possible. Features include The Volere requirements process for discovering requirements, for use with both traditional and iterative environments A specification template that can be used as the basis for your own requirements specifications Formality guides that help you funnel your efforts into only the requirements work needed for your particular development environment and project How to make requirements testable using fit criteria Checklists to help identify stakeholders, users, non-functional requirements, and more Methods for reusing requirements and requirements patterns New features include Strategy guides for

different environments, including outsourcing Strategies for gathering and implementing requirements for iterative releases "Thinking above the line" to find the real problem How to move from requirements to finding the right solution The Brown Cow model for clearer viewpoints of the system Using story cards as requirements Using the Volere Knowledge Model to help record and communicate requirements Fundamental truths about requirements and system development

New techniques and tools for database and database technologies are continuously being introduced. These technologies are the heart of many business information systems and can benefit from theories, models, and research results from other disciplines. Innovations in Database Design, Web Applications, and Information Systems Management presents ideal research in the areas of database theory, systems design, ontologies, and many more. Including examples of the convergence of ideas from various disciplines aimed at improving and developing the theory of information technology and management of information resources, this book is useful for researchers and practitioners in the IT field.

A must-have resource for anyone preparing for the version 2.0 of the CBAP exam As organizations look to streamline their production models, the need for qualified and certified business analysts is growing. The Certified Business Analyst Professional (CBAP) certification is the only certification for this growing field and this study guide is an essential step towards preparation for the CBAP

exam. With this resource, you?ll benefit from coverage of both the CBAP as well as the CCBA (Certification in Competency in Business Analysis) exam. Each chapter covers the Business Analysis standards and best practices and includes a list of exam topics covered, followed by in-depth discusses of those objectives. Real-world, hands-on scenarios help take the learning process a step further. Covers Version 2 of the Business Analyst Body of Knowledge (BABOK) Offers invaluable preparation for both the CBAP and CCBA exams Includes a list of exam topics and presents detailed discussions of each objective Features real-world scenarios, best practices, key terms, and a wide range of helpful topics that will prepare you for taking the exams Shares practice exam questions, topic summaries, and exam tips and tricks, all aimed at providing a solid foundation for achieving exam success This valuable study guide provides you with the preparation you need to confidently take the CBAP and CCBA exams. This book constitutes the refereed proceedings of ten international workshops held in Innsbruck, Austria, in conjunction with the 13th International Conference on Business Process Management, BPM 2015, in September 2015. The seven workshops comprised Adaptive Case Management and other Non-workflow Approaches to BPM (AdaptiveCM 2015), Business Process Intelligence (BPI 2015), Social and Human Aspects of Business Process Management (BPMS2

2015), Data- and Artifact-centric BPM (DAB 2015), Decision Mining and Modeling for Business Processes (DeMiMoP 2015), Process Engineering (IWPE 2015), and Theory and Applications of Process Visualization (TaProViz 2015). The 42 revised papers presented were carefully reviewed and selected from 104 submissions. In addition, four short papers and one keynote (from TAProViz) are also included in this book.

Determining Project Requirements, Second EditionMastering the BABOK® and the CBAP® ExamCRC Press

Consistent success does not happen by chance. It occurs by having an understanding of what is happening in the environment and then having the skills to execute the necessary changes. Ideal for project, IT, and systems development managers, IT Best Practices: Management, Teams, Quality, Performance, and Projects details the skills, knowledge, and a

This book frames business analysis in the context of digital technologies. It introduces modern business analysis techniques, including a selection of those in the Business Analysis Body of Knowledge (BABOK) by the International Institute of Business Analysis (IIBA), and exemplifies them by means of digital technologies applied to solve problems or exploit new business opportunities. It also includes in-depth case studies in which business problems and

opportunities, drawn from real-world scenarios, are mapped to digital solutions. The work is summarized in seven guiding principles that should be followed by every business analyst. This book is intended mainly for students in business informatics and related areas, and for professionals who want to acquire a solid background for their daily work. It is suitable both for courses and for self-study. Additional teaching materials such as lecture videos, slides, question bank, exams, and seminar materials are accessible on the companion web-page. Three years have passed since the second edition of this book was published. The field of IT outsourcing continues to grow in practice as well as in academia and draws further attention in both domains. Aspects of traditional outsourcing (Part II) have remained pronounced but are becoming more mature. While o-sourcing determinants are still important, they are now of less interest to researchers. Relationship management (Chap. 1) and capability management (Chap. 2) continue to be of interest; so too are outsourcing outcomes (Chap. 3) and, as a new focus, innovation aspects (Chap. 4). These are motivating more and more research activities, complementing the lifecycle of traditional o-sourcing. We note significant growth in the field of IT offshoring (Part II). In our third edition, we offer research results on offshoring patterns and trends (Chap. 5), the crucial aspect of knowledge sharing (Chap. 6), vibrant examples for

offshoring dynamics (Chap. 7), and some new contributions on the deter- nants of offshoring success (Chap. 8). The last part of our book investigates the field of business process outsourcing (Part III). In this section, issues such as standardization, process outsourcing to India and deinstitutionalization patterns in the health-care sector are presented. Given these new subjects, we believe that Enduring Themes, Global Challenges, and Process Opportunities is an appropriate subtitle for this third edition of the monograph. Again, we have thoughtfully compiled contem- rary outsourcing research as a primer and a platform for scientific discourse.

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