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Software Testing Day 3 – Requirements

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Agenda

- Introduction to Requirements
- Why Requirements
- Challenges faced in Requirement Gathering
- What happens if you don't get requirements right
- Characteristics of Requirements
- Cover Types of Requirements
- What is Requirements Gathering
- SRS/FSD/BRD document/scope Matrix



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Why Requirements

Market Research shows

- “Flawed Requirements Trigger 70% of project failures” – Infotech Research 2005
- “Gaps in Technical Requirements accounted for more than 70% of program problems.” – United States Government Accountability Office, 2008
- “Requirements errors account for 70 to 85% of rework” – Littingwell , 1997,
- “Between 40 and 60 per of all software defects can be attributes to bad requirements ”, Abbott 2001
- “Poor requirements account for 71 % of project failures” Grady 1999

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Challenges faced in Requirement gathering

- It is difficult to articulate and envision what is needed
- Users do not clearly understand what they want or need
- Multiple stakeholders take time to freeze on business requirements
- Bridging the gap between requirements understood between domain experts and product specialists or technical personnel
- Focusing and influencing solutions to the business need rather than defining the need
- Changes in requirements after scope and budgets are fixed
- Analysis Paralysis

Notes



What happens if you don't get requirements right

- Consequences of not beginning right
- Expensive rework and cost overruns
- A poor-quality product
- Late delivery
- Dissatisfied customers
- Exhausted and demoralized team members

Begin right to finish right !!

Notes



Cost of fixing defects escalates as the project progresses !

Phase	Relative cost of defect fix
Requirements	x
Design	3 – 6x
Coding	10x
Testing	15 – 40 x
After go-live	40 – 100x

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What is a Requirement

Requirement Definition

- **A well-formed requirement as a statement that**
- **States a customer's business problem – achieves stated objectives**
- **States system functionality – must be met or possessed by the system**
- **Can be validated Is qualified by measurable conditions and bounded by constraints**

Requirements



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What is a Requirement

Type**Business****Example**

- reduce incorrectly processed orders by 50% by the end of next quarter
- increase repeat orders from customer by 10% within six months after deployment

User/Stakeholder

- add new customer account
- view order history
- check order status
- create new order

Functional/Solution

- display customer last name as a link to account history
- allow sorting by account opening date

Non-Functional

- allow up to 200 concurrent users
- require strong passwords of at least 8 characters in length containing a minimum of one non-alphabet character

Implementation/Transition

- must run on all Java platforms including 64-bit versions
- users must pass an online certification before being allowed to use the system

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What is a Requirement

Characteristics of a good requirement

- Must be achievable within realistic or definable budgets
- Must be verifiable, avoid defining by words such as excessive, sufficient, reasonable
- Must be unambiguous – have one possible meaning
- Must be expressed in terms of need, not solution
- Must be consistent with other requirements and conflicts resolved
- Must be documented and expressed in a language understandable to everyone

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Requirements Basics - Business Analysis and Analyst

What is Business Analysis?

“Business Analysis is the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders.”

- IIBA BABOK

High Level Tasks of BA

- Identify the problems
- Determine and documents the requirements
- Test the solution to verify the requirements have been met
- Validate the end results achieves the original problem

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Requirements Basics

- **Business Analysis and Analyst**
- **Initiating a Project – Business Use Case; Stakeholder; RACI Matrix**
- **Types of Requirements – Functional and Non-Functional**
- **Requirement Phases – Elicitation, Analysis, Specification, Approval**
- **Requirement Traceability Matrix**
- **Types of Requirements Documents**

Notes



Requirements Basics - Business Analysis and Analyst

Business Analysis Roles

- **Business Process Analyst** -- models Business process 'As-is' – 'to-be'. Use workflow and process engines.
- **Requirements Analyst** – Gap between Business and IT. Functional design
- **Systems Analyst** – gets requirements; works with IT. Defines 'how' a system will do 'what'
- **Data Analyst** – performs logical data modelling; identifies patterns in data ; design & create report
- **User Experience Analyst** – Designs UI look and interaction; Focus on efficacy & ease; understands end user behavior

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Requirements Basics – Initiate a Project

Understanding the Business Objective of a Project

1. Always ask 3 key questions to understand the purpose of goal of the project
 - a. Ask sponsor – what is the purpose of project
 - b. What is ROI
 - c. What is being targeted to solve with this project
 - d. What is success of this project measured

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Requirements Basics – Initiate a Project

Business case

What is a Business Case?

A decision-making tool used to determine the effects a particular decision will have on profitability.

5 Phases to an Effective Business Case

- Phase 1 - Initial Analysis
- Phase 2 - Determine Potential Solutions
- Phase 3 - Write the Business Case
- Phase 4 - Review Business Case
- Phase 5 - Present the Business Case

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Requirements Basics – Initiate a Project

Stake holders

Identifying Stakeholders

- What is a stakeholder?
 - Project team members
 - Customer
 - Suppliers
 - Employees
 - City/Community
 - Professional organizations
 - Any individual impacted by the project
 - Any individual to support the project

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Requirements Basics – Initiate a Project

RACI matrix - Assigning Responsibilities to Stakeholders using RACI Matrix – Responsible ; Accountable ; Consulted and Informed

RACI Matrix: Why is it used?

Critical tool to understand and align the responsibilities of stakeholders.

RACI Matrix: An Overview

Responsible Accountable Consulted Informed	Business Analyst	Field Rep	Sales Administrator	Sales Manager	IT Manager	CRM Software Developer	Website Developer	Company Executives
Project Planning	R,A			C	C			I
Elicit/Analyze Requirements	R,A	C	C	C				I
Solution Design	R,A				I	C	C	
Solution Design Approval	C	C	C	R,A	I	C	C	I
CRM Changes	I				A	R		
Website Changes	I				A		R	
Test Solution	R,A	C	C	C	I	I	I	I
Final Solution Approval	I	C	C	R,A				I

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Types of Requirements

There are three types of software requirements as follows:

- **Business**
- **User**
- **Functional requirements**
- **Non-Functional requirements**
- **Domain requirements**

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Types of Requirements

Types of software requirements

Business requirements	User requirements	Software requirements
Outline measurable goals for the business.	Reflect specific user needs or expectations.	Identify features, functions, non-functional requirements and use cases.
Define the why behind a software project.	Describe the who of a software project.	Delve into the how of a software project.
Match project goals to stakeholder goals.	Highlight how users interact with it.	Describe software as functional modules and non-functional attributes.
Maintain a BRD with requirements, updates or changes.	Create a URS, or make them part of the BRD.	Compose an SRS, and, optionally, an FRS.

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Functional Requirements

- Functional requirements are statements or goals used to define system behavior.
- Functional requirements define *what* a software system must do or not do.
- They are typically expressed as responses to inputs or conditions.
- A functional requirement can express an if/then relationship, as in the example below:
- *If an alarm is received from a sensor, the system will report the alarm and halt until the alarm is acknowledged and cleared.*
- Functional requirements are relatively easy and straightforward to test because they define how the system behaves.
- A test fails when the system does not function as expected.

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Non-Functional Requirements

- Nonfunctional requirements relate to software usability.
- Nonfunctional software requirements define *how* the system must operate or perform.
- A system can meet its functional requirements and fail to meet its nonfunctional requirements.
- NFRs define the software's characteristics and expected user experience (UX). They cover:
 - Performance
 - Usability
 - Scalability
 - Security
 - Portability
- An example nonfunctional requirement related to performance and UX could state:

The pages of this web portal must load within 0.5 seconds.

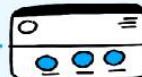
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Requirements Basics

FUNCTIONAL REQUIREMENTS

the website will have a homepage

examples of



NON-FUNCTIONAL REQUIREMENTS

the homepage should load within 1.5 seconds

the website will store customer data



customer data will be encrypted to level 4 encryption standards

website customers can log into their accounts



the website has the capacity for 5,000 logged-in users at any one time

the website will always be available to customers



the website must have a 99.7% uptime

customers can access the websites on their phones



the website will be compatible with iOS 12.8 and above



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WHAT IS REQUIREMENTS GATHERING?

- A Process of Collecting the user needs to Solve a problem or issues and Achieve an objective
- Requirements gathering is the process of identifying your project's exact requirements from start to finish.
- This process occurs during the project initiation, but you'll continue to manage your project requirements throughout the entire project timeline
- Some questions include:
 - How long will our project schedule be?
 - Who will be involved in the project?
 - What risks may we face in this project?
- An important phase in project life cycle. If the requirement gathering is not done properly all the other phased of SDLC get incomplete, no matter how good the design is.

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WHAT IS REQUIREMENTS GATHERING?

Characteristics for gathering requirements

- **Impertinence – Question everything**
- **Impartiality - Find the best organizational solution**
- **Relaxation of constraints**
- **Attention to details**
- **Reframing**
- **View the organization in new ways**

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WHAT IS REQUIREMENTS GATHERING?

Techniques

- **Interviews**
- **Questionnaires**
- **Other means of gather requirements**
- **Joint Application Design (JAD)**
- **Prototyping**

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WHAT IS REQUIREMENTS GATHERING?

Interviews

- **Gather facts, opinions and speculations**
- **Observe body language and emotions**
- **Guidelines**

Plan

Checklist

Appointment

- **Be neutral**
- **Listen**
- **Seek a diverse view**

Notes



WHAT IS REQUIREMENTS GATHERING?

Interviews Steps

- **Selecting Interviewees**
- **Based on information needs**
- **Best to get different perspectives**
 - Managers
 - Users
 - Ideally, all key stakeholders

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WHAT IS REQUIREMENTS GATHERING?

Designing Interview Questions

- **Types of Questions**
- **Closed-Ended Questions**
- **Open-Ended Questions**
- **Probing Questions**
- **Structured interview useful later in process**

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WHAT IS REQUIREMENTS GATHERING?

Interview Preparation Steps

- **Prepare general interview plan**
- **Schedule**
- **Inform of reason for interview**
- **Inform of areas of discussion**

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WHAT IS REQUIREMENTS GATHERING?

- **Conducting the Interview**
- **Appear professional and unbiased**
- **Record all information**
- **Check on organizational policy regarding tape recording**
- **Be sure you understand all issues and terms**
- **Separate facts from opinions**
- **Give interviewee time to ask questions**
- **Be sure to thank the interviewee**
- **End on time**

Notes



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WHAT IS REQUIREMENTS GATHERING?

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WHAT IS REQUIREMENTS GATHERING?

Conducting the Interview Practical Tips

- Take time to build rapport
- Pay attention
- Summarize key points
- Be succinct
- Be honest
- Watch body language

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WHAT IS REQUIREMENTS GATHERING?

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Post-Interview Follow-Up

- Prepare interview notes
- Prepare interview report
- Have interviewee review and confirm interview report
- Look for gaps and new questions

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WHAT IS REQUIREMENTS GATHERING?

Joint Application Development

- A structured group process focused on determining requirements
- Involves project team, users, and management working together
- May reduce scope creep by 50%
- Very useful technique

Notes



WHAT IS REQUIREMENTS GATHERING?

Joint Application Development

- A structured group process focused on determining requirements
- Involves project team, users, and management working together
- May reduce scope creep by 50%
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WHAT IS REQUIREMENTS GATHERING?

JAD Participants

- **Facilitator**
- **Scribe(s)**
- **Users and managers from business area with broad and detailed knowledge**

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WHAT IS REQUIREMENTS GATHERING?

JAD Sessions

- **Time commitment – $\frac{1}{2}$ day to several weeks**
- **Strong management support is needed to release key participants from their usual responsibilities**
- **Careful planning is essential**
- **e-JAD can help alleviate some problems inherent with groups**

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WHAT IS REQUIREMENTS GATHERING?

Managing Problems in JAD Sessions

- Reducing domination
- Encouraging non-contributors
- Side discussions
- Agenda merry-go-round
- Violent agreement
- Unresolved conflict
- True conflict
- Use humor

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WHAT IS REQUIREMENTS GATHERING?

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Questionnaires

- A set of written questions, often sent to many people
- Mostly closed-ended questions
- May be paper-based or electronic
- Select participants using samples of the population
- Design the questions for clarity and ease of analysis
- Administer the questionnaire and take steps to get a good response rate
- Questionnaire follow-up report

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WHAT IS REQUIREMENTS GATHERING?

Administering Questionnaires

- Choosing respondents
 - Should be representative of all users
 - Types of samples
 - Convenient
 - Random sample
 - Purposeful sample
 - Stratified sample

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WHAT IS REQUIREMENTS GATHERING?

Good Questionnaire Design

- Begin with non-threatening and interesting questions
- Group items into logically coherent sections
- Do not put important items at the very end of the questionnaire
- Do not crowd a page with too many items
- Avoid abbreviations
- Avoid biased or suggestive items or terms
- Number questions to avoid confusion
- Pretest the questionnaire to identify confusing questions
- Provide anonymity to respondents

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WHAT IS REQUIREMENTS GATHERING?

Document Analysis

- Study of existing material describing the current system
- Forms, reports, policy manuals, organization charts describe the formal system
- Look for the informal system in user additions to forms/report and unused form/report elements
- User changes to existing forms/reports or non-use of existing forms/reports suggest the system needs modification
- Types of information to be discovered

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WHAT IS REQUIREMENTS GATHERING?

Prototyping

- **Prototyping**
- **Quickly converts requirements to working version of system**
- **Once the user sees requirements converted to system, will ask for modifications or will generate additional requests**
- **Most useful when**
- **Drawbacks**

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WHAT IS REQUIREMENTS GATHERING?

Observation

- Watch processes being performed
- Serves as a good method to supplement interviews
- Users/managers often don't accurately recall everything they do
- Checks validity of information gathered other ways
- Be aware that behaviors change when people are watched
 - Often difficult to obtain unbiased data
 - Be unobtrusive
 - Identify peak and lull periods

Notes



SRS/FSD/BRD document/scope Matrix

SRS

A software requirements specification (SRS) is a document that describes what the software will do and how it will be expected to perform. It also describes the functionality the product needs to fulfill the needs of all stakeholders (business, users).

The elements that comprise an SRS can be simply summarized into four Ds:

- Define your product's purpose.
- Describe what you're building.
- Detail the requirements.
- Deliver it for approval.

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 - 1.1 Purpose
 - 1.2 Document Conventions
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 - 1.4 Project Scope
 - 1.5 References
- 2. Overall Description**
 - 2.1 Product Perspective
 - 2.2 Product Features
 - 2.3 User Classes and Characteristics
 - 2.4 Operating Environment
 - 2.5 Design and Implementation Constraints
 - 2.6 Assumptions and Dependencies
- 3. System Features**
 - 3.1 Functional Requirements
- 4. External Interface Requirements**
 - 4.1 User Interfaces
 - 4.2 Hardware Interfaces
 - 4.3 Software Interfaces
 - 4.4 Communications Interfaces
- 5. NonFunctional Requirements**
 - 5.1 Performance Requirements

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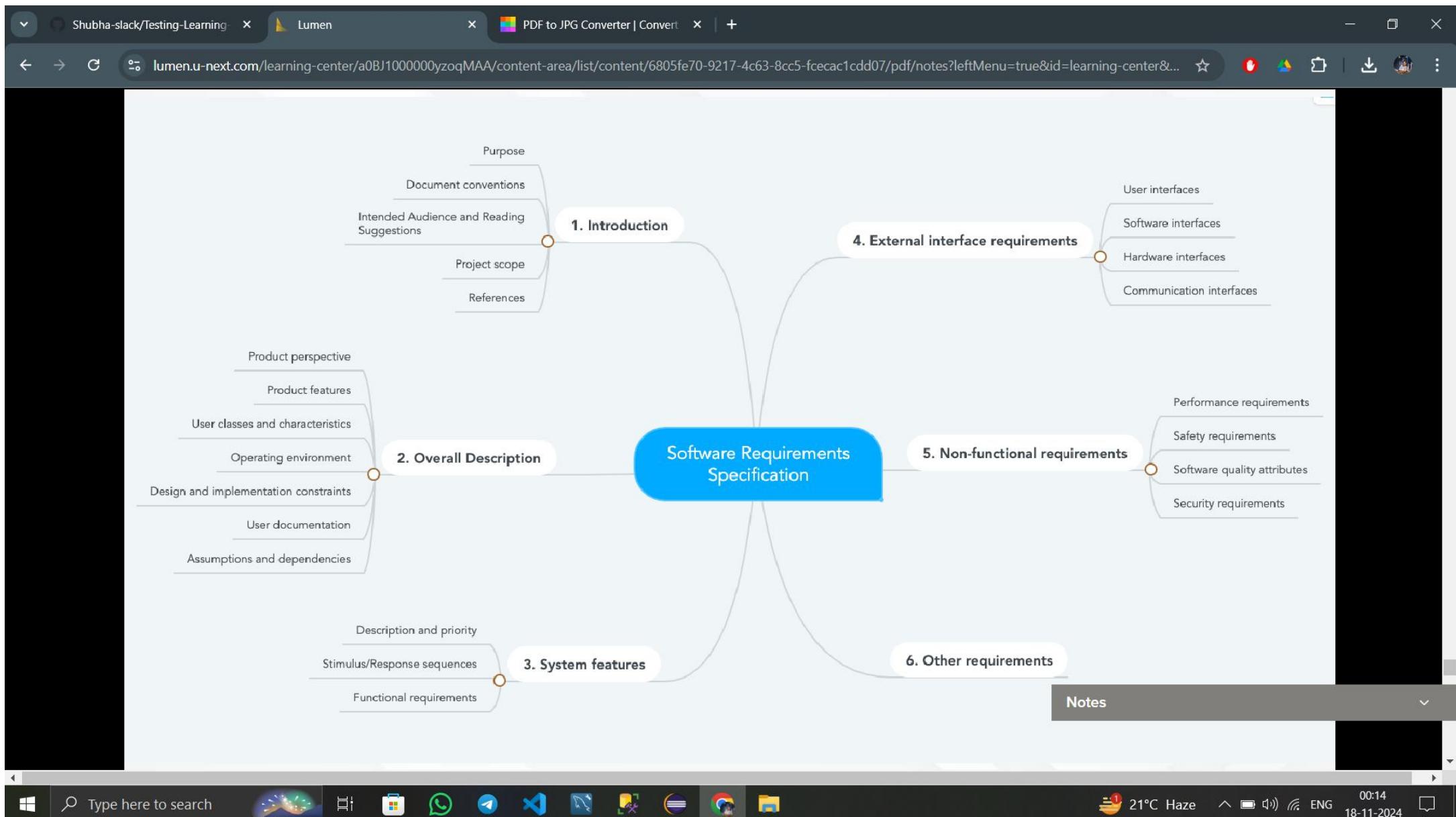
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 - 4.3 Software Interfaces
 - 4.4 Communications Interfaces
- 5. NonFunctional Requirements**
 - 5.1 Performance Requirements
 - 5.2 Safety Requirements
 - 5.3 Security Requirements
 - 5.4 Software Quality Attributes

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FSD scope

The Functional Specification Document (FSD) is written by the project's Business Analyst and provides detailed information on how the system solution will function based on what the requested behavior is.

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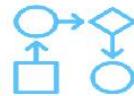
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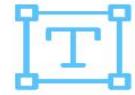
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FSD scope

STAKEHOLDERS 

USE CASES 

NON-FUNCTIONAL SPECS 

APPROVALS 

REQUIREMENTS SPECS 

ERROR REPORTING 

PROJECT AND SCOPE 

SOLUTION OVERVIEW 

TICKETING SYSTEM REQUIREMENT 

RISKS AND ASSUMPTIONS 

SYSTEM CONFIGURATIONS 

Notes

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FSD scope

<https://roksdevelopment.ru/en/articles/fsd-frd-template/>

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BRD Scope

What is a Business Requirements Document (BRD)?

BRD definition: “A Business Requirement Document (BRD) focuses on the business perspective as it holds the details of the business solution for a project.”

Business requirements document also emphasizes on the needs and expectations of the customer. In simpler terms, BRD indicates what the business wants to achieve. The BRD indicates all the project deliverable and the inputs and outputs associated with each process function.

Notes



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BRD Scope

KEY SECTIONS OF BUSINESS REQUIREMENTS DOCUMENT

Cost-benefit analysis

Schedule and deadlines

Functional requirements

Financial statements

Executive summary

Project objectives

Project scope

Stakeholders

SWOT analysis

Business requirements document

Notes

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BRD Scope

Objectives of a business requirement document:

- To get an agreement among stakeholders
- Communicate to the technology server provider, the business needs, the customer needs, and what the solution needs to do to satisfy business and customer needs
- To determine the input to the next phase of the project
- Describe in details of the needs of the customer and business that the solution intends to meet
- <https://reqtest.com/requirements-blog/business-requirements-document-brd/>

Notes