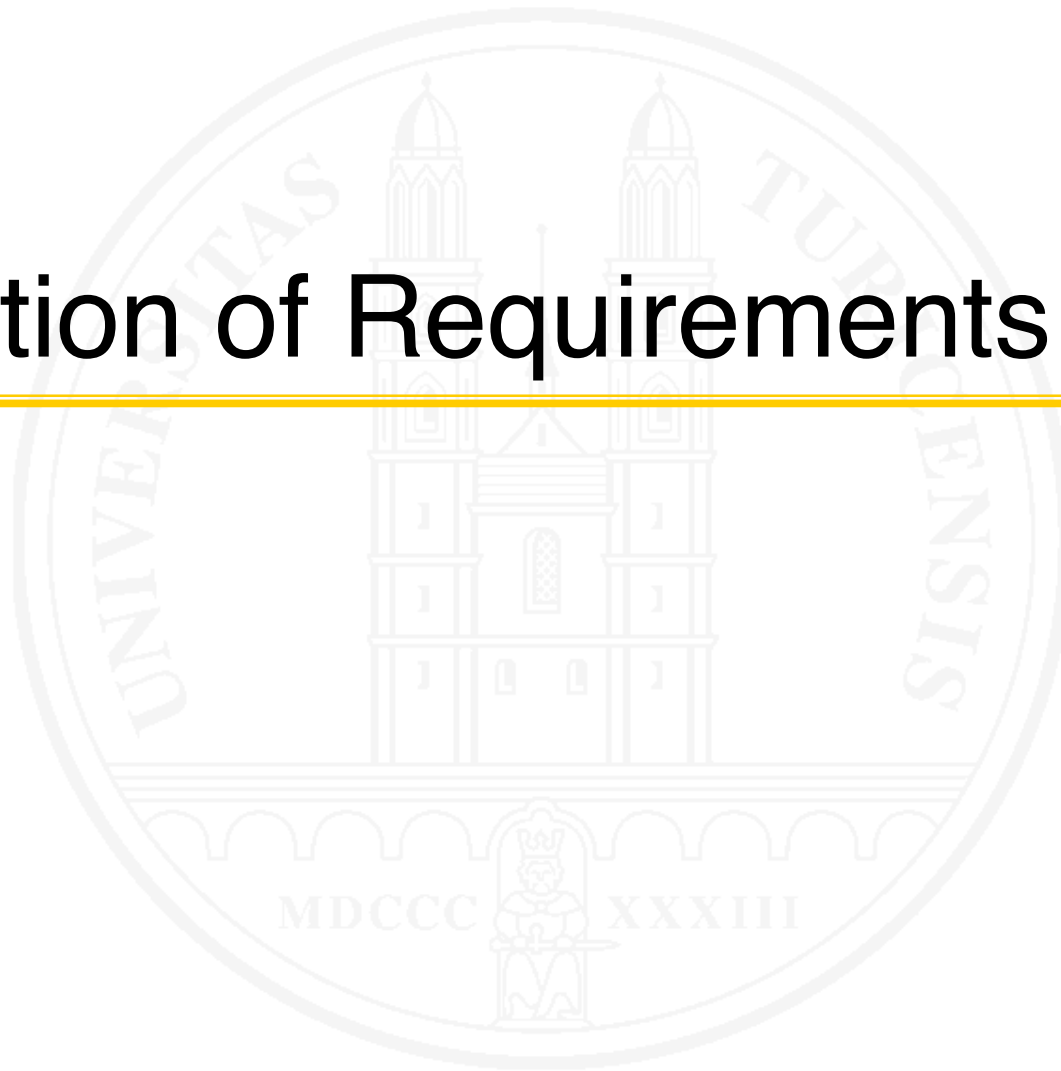


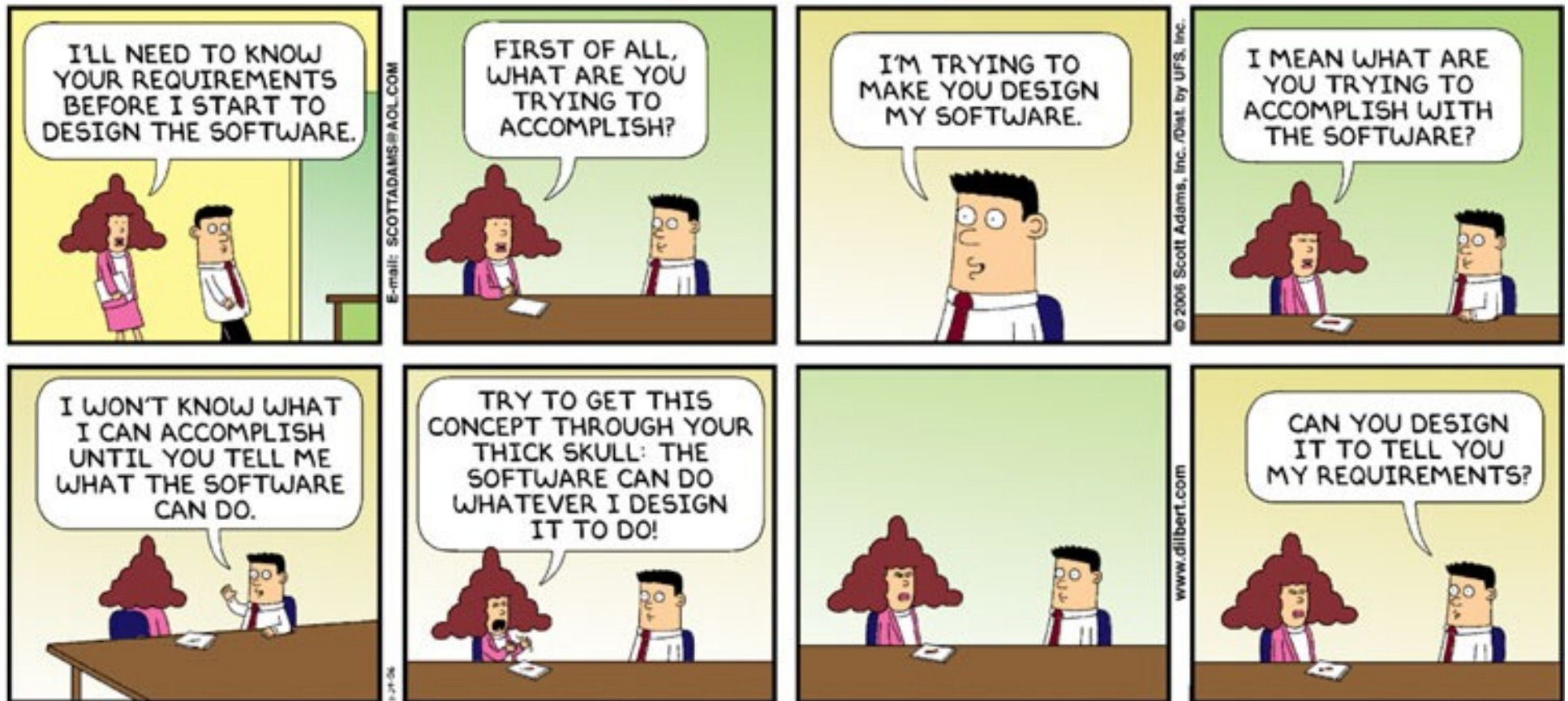
Requirements Engineering I

Chapter 4

Elaboration of Requirements



The Problem



What to do

The prerequisites

- Knowing and tapping the **information sources**
- Knowing the **goals**
- Considering the **context**

The tasks

- **Elicit, analyze and document** requirements
- **Negotiate**
- **Validate** (→ Chapter 9)

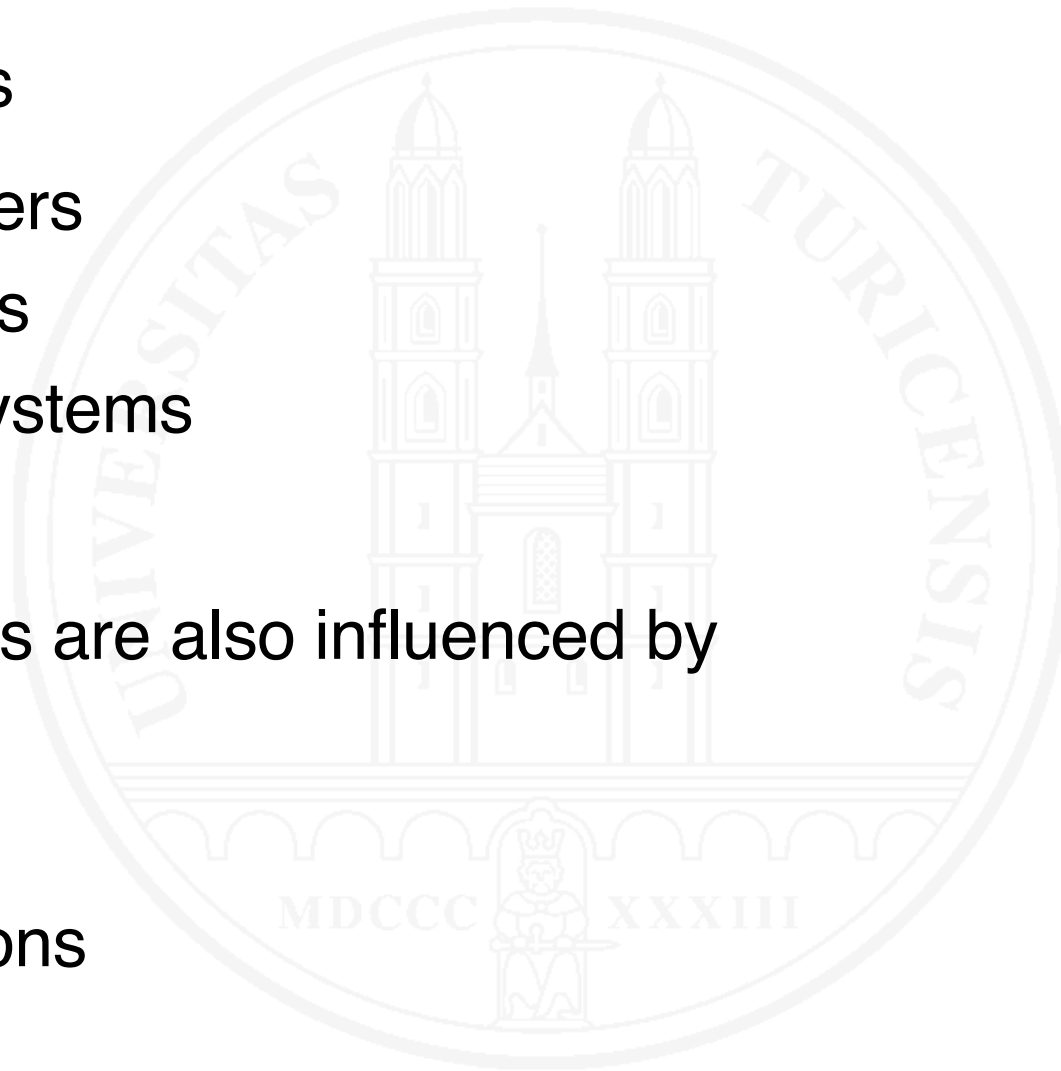
4.1 Information sources

Main sources

- Stakeholders
- Documents
- Existing systems

Requirements are also influenced by

- Context
- Goals
- Observations



Stakeholder analysis

Identify stakeholder **roles**

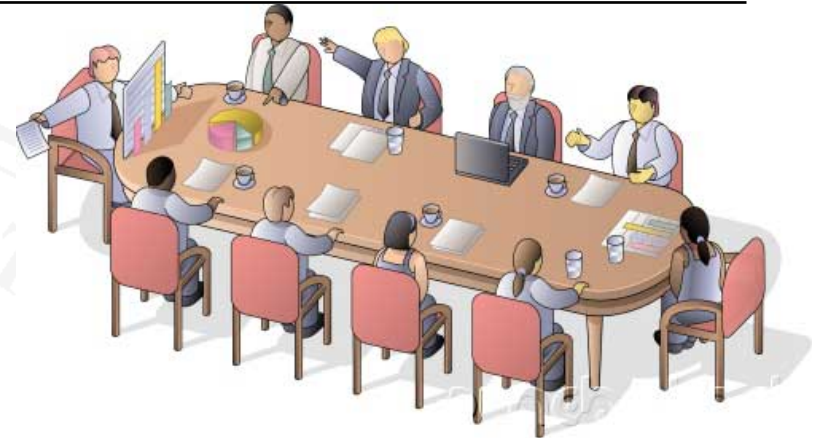
End user, customer, operator,
project manager, regulator,...

In complex cases: Build model of stakeholder **goals, dependencies** and **rationale**

Classify stakeholders

- Critical
- Major
- Minor

Identify/determine **concrete persons** for each stakeholder role



[Yu 1997]

[van Lamsweerde 2001]

[Glinz and Wieringa 2007]

Identifying stakeholders / stakeholder roles

- Start with the **obvious ones**: end user, customer, ...
- Consider all people, organizations, systems who will **directly interact** with the system
- Consider further people and organizations in the system context who **influence** the system, e.g., regulators
- Ask already identified stakeholders (**snowballing**)
- **Keep a list** of your stakeholders (name, role, contact data, degree of influence, availability)

Personas

What if no concrete persons can be determined for a stakeholder role? → Define **personas**

DEFINITION. **Persona** – A fictitious character representing a **group of users with similar needs, values and habits** who are expected to use a system in a similar way.

A persona typically comprises

- Personal info: Name, photo, age, gender, family, profession,...
- Personality: Introvert/extrovert, conservative/open, ...
- Values, goals, frustrations, motivations

A sample persona

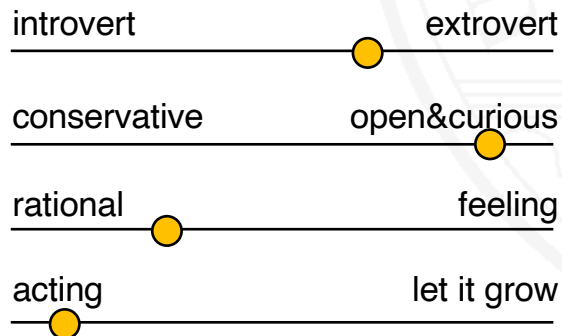
Personal



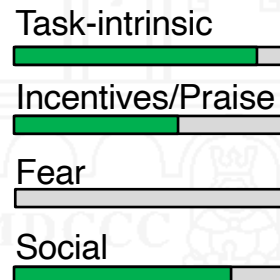
Name: Anna Schneider
Age: 30
Gender: female (she/her)
Family: Married, a son (2 y.)
Education: MSc in Informatics
Profession: Software Engineer
Works: 60%

“Do things well and enjoy it”

Personality



Motivation



Goals

Develop good&useful products
Become a digital design expert
Have her own company in 6-8 years
Good family life, have a 2nd child

Frustrations

Unrealistic expectations
Ignorant bosses / colleagues
Routine tasks

Values

Work-life balance over high income
Quality over speed
Analytic thinking over hacking

Bio [here](#)

Documents as sources for requirements

Documents can be a rich source for requirements

- Artifacts produced or consumed in business processes
 - Process or procedure descriptions
 - Regulatory documents
 - Company guidelines
 - ...
-
- Keep a list of identified documents, their relevance and where to find them

Existing systems as sources for requirements

- Existing systems as a source of requirements:
 - **Renewing/renovating** legacy systems
 - **Copying/mimicking** successful parts of an existing system
("The user interface shall look and feel the same as the order processing interface of system xxx")
 - Developing a new product shall **beat** an existing product of a **competitor**
- Existing system as partial **specifications by example**
- Beware: Existing legacy systems can also be a source of **negative requirements**: what stakeholders do **not** want

Context analysis

Determine the system's **context** and the context **boundary**

Identify context constraints

- Physical, legal, cultural, environmental
- Embedding, interfaces



Photo © Universitätsklinikum Halle (Saale)

Identify assumptions about the context of your system and make them **explicit**

Map real world phenomena adequately on the required system properties and capabilities (and vice-versa)

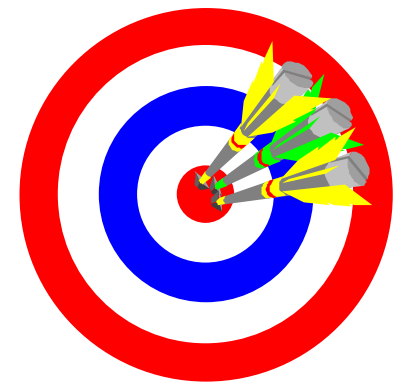
Determine the **system scope** (cf. Chapter 2.4)

Goal analysis

Knowing your destination is more important than the details of the timetable.

Before eliciting detailed requirements, the general **goals** and **vision** for the system to be built must be clear

- What are the main goals?
- How do they relate to each other?
- Are there goal conflicts?



The role of (informal) observations

When interacting with stakeholders, keep an open eye on **informal observations**, such as

- Stakeholder **behavior** (who is open for change, who is afraid of change, who is central in the social network, who dominates,...)
 - **Conflicts** and power **relationships** between stakeholders
 - Coffee break **chats**
- Can be a **source** for requirements and also helps when **negotiating** requirements **conflicts**

Mini-Exercise

Consider the chairlift access control case study.

- (a) Perform a stakeholder analysis.
- (b) How can you map the context property that a skier passes an unlocked turnstile to a system property which can be sensed and controlled by the system?
- (c) Identify some business goals.

4.2 Elicitation practices

DEFINITION. **Requirements elicitation** – The process of **seeking**, **capturing** and **consolidating** requirements from available sources, potentially including the **re-construction** or **creation** of requirements.

- Determine the stakeholders' **desires** and **needs**
- Elicit information from all available **sources** and **consolidate** it into **well-documented requirements**
- Make stakeholders **happy**, not just satisfy them
- Every elicited and documented requirement must be **validated** and **managed**
- Work **value-oriented** and **risk-driven**

Elicitation techniques

Ask

- Interview stakeholders
- Use questionnaires and polls
- Reply/follow-up to user feedback

Collaborate

- Hold requirements workshops
- Provide community platforms

Build and play

- Build, explore and discuss prototypes (cf. Chapter 3)
- Perform role playing



[Zowghi and Coulin 2005]
[Dieste, Juristo, Shull 2008]
[Gottesdiener 2002]
[Hickey and Davis 2003]
Kolpondinos and Glinz 2019]
[Goguen and Linde 1993]

Elicitation techniques – 2

Observe

- Observe stakeholders in their work context

Analyze

- Analyze work products
- Analyze user feedback
 - Direct feedback: problem/bug reports, app reviews, tweets, explicit feedback channels, ...
 - Indirect feedback: user forums, system usage monitoring, ...
- Conduct market studies
- Perform benchmarking

Which technique for what?

Technique	Suitability for			
	Express needs	Demonstrate opportunities	Analyze system as is	Explore market potential
Interviews	+	-	+	0
Questionnaires and polls	0	-	+	+
Workshops, Community platforms	+	0	0	0
Explorative prototypes	0	+	-	0
Role play	+	0	0	-
Stakeholder observation	0	-	+	0
Work product analysis	0	-	+	-
User feedback analysis	+	-	-	0
Market studies	-	-	0	+
Benchmarking	0	+	-	+

Typical problems

Inconsistencies among stakeholders in

- needs and expectations
- terminology

Stakeholders who know their needs, but can't express them

Stakeholders who don't know their needs

Stakeholders with a hidden agenda

Stakeholders thinking in solutions instead of problems

Stakeholders frequently neglect quality requirements and constraints

→ Elicit them explicitly

Who should elicit requirements?

- Stakeholders must be involved
- Domain knowledge is essential
 - Stakeholders need to have it (of course)
 - Requirements engineers need to know the main domain concepts
 - A “smart ignoramus” can be helpful [Berry 2002, Sect. 7]
- Don’t let stakeholders specify themselves without professional support
- Best results are achieved when stakeholders and requirements engineers collaborate

Eliciting functional requirements

- Who wants to achieve what with the system?
- For every identified function
 - What's the desired result and who needs it?
 - Which transformations and which inputs are needed?
 - In which state(s) shall this function be available?
 - Is this function dependent on other functions?
- For every identified behavior
 - In which state(s) shall the system have this behavior?
 - Which event(s) lead(s) to this behavior?
 - Which event(s) terminate(s) this behavior?
 - Which functions are involved?

Eliciting functional requirements – 2

- For every identified **data** item
 - What are the required **structure** and the **properties** of this item?
 - Is it **static** data or a data **flow**?
 - If it's static, must the system keep it **persistently**?
- Analyze **mappings**
 - How do real world functions/behavior/data map to system functions/behavior/data and vice-versa?
- Specify **normal and exceptional** cases

Eliciting quality requirements

Stakeholders frequently state quality requirements in qualitative form:

“The system shall be fast.”

“We need a secure system.”

Problem: Such requirements are

- Ambiguous
- Difficult to achieve and verify

○ Classic approach:

- Quantification → ⊕ measurable ⊖ maybe too expensive
- Operationalization → ⊕ testable ⊖ implies premature design decisions

New approach to eliciting quality requirements

[Glinz 2008]

Represent quality requirements such that they deliver **optimum value**

Value of a requirement = **benefit** of development risk reduction
minus **cost** for its specification

- Assess the criticality of a quality requirement
- Represent it accordingly
- Broad range of possible representations

The range of adequate representations

Situation	Representation	Verification
1. Implicit shared understanding	Omission	Implicit
2. Need to state general direction Customer trusts supplier	Qualitative	Inspection
3. Sufficient shared understanding to generalize from examples	By example	Inspection, (Measurement)
4. High risk of not meeting stake- holders' desires and needs	Quantitative in full	Measurement
5. Somewhere between 2 and 4	Qualitative with partial quantification	Inspection, partial measurement

Eliciting performance requirements

Things to elicit

- **Time** for performing a task or producing a reaction
- **Volume** of data
- **Throughput** (data transmission rates, transaction rates)
- **Frequency** of usage of a function
- **Resource consumption** (CPU, storage, bandwidth, battery)
- **Accuracy** (of computation)

Eliciting performance requirements – 2

- What's the meaning of a performance value:
 - Minimum?
 - Maximum?
 - On average?
 - Within a given interval?
 - According to some probability distribution?
- How much deviation can be tolerated?

Eliciting specific quality requirements

- Ask stakeholders explicitly
- A quality model such as ISO/IEC 25010:2011 (formerly ISO/IEC 9126) can be used as a checklist
- Quality models also help when a specific quality requirement needs to be quantified

Eliciting constraints

- Ask about **restrictions** of the potential **solution space**
 - **Technical**, e.g., given interfaces to neighboring systems
 - **Legal**, e.g., restrictions imposed by law, standards or regulations
 - **Organizational**, e.g. organizational structures or processes that must not be changed by the system
 - **Cultural, environmental, ...**
- Check if a requirement is **concealed** behind a constraint
 - Constraint stated by a stakeholder: **“When in exploration mode, the print button must be grey.”**
 - Actual requirement: **“When the system is used without a valid license, the system shall disable printing.”**

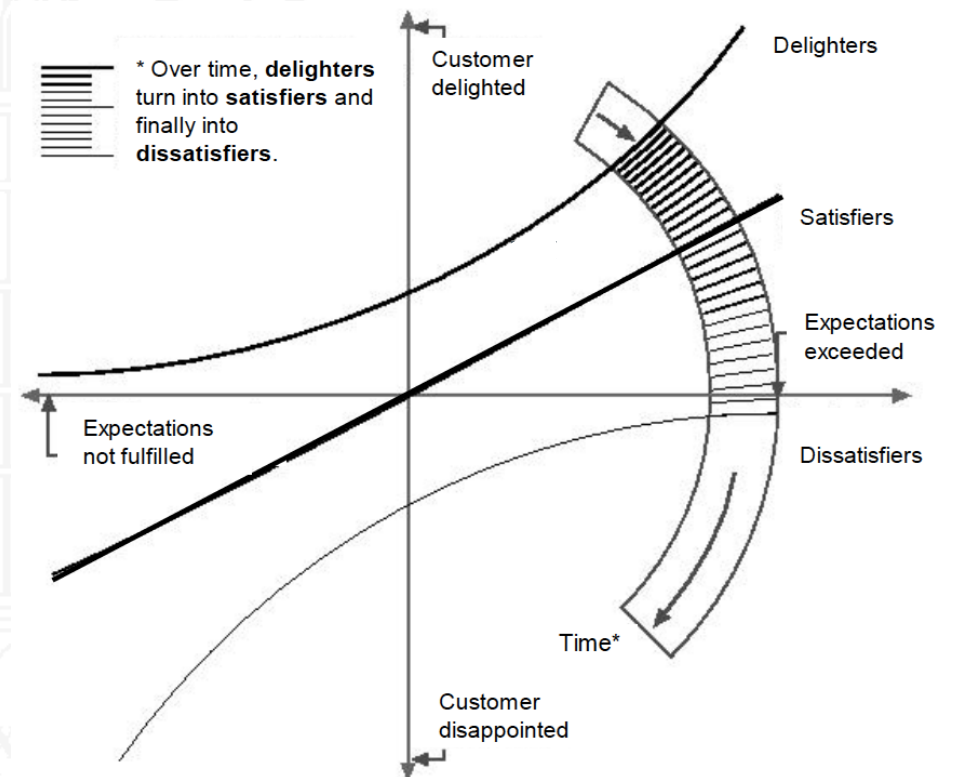
Eliciting innovative requirements

Satisfying stakeholders is not enough
(see Principle 8 in Chapter 2)

Kano's model helps identify...

- what is **implicitly expected** (dissatisfiers)
- what is **explicitly required** (satisfiers)
- what the stakeholders don't know, but will **delight** them if they get it: **innovative requirements**

[Kano et al. 1984]



Caution: Over time, delighters **degrade** to plain expectations

How to create innovative requirements?

Encourage **out-of-the-box thinking**

- Stimulate the stakeholders' **creativity**
 - Imagine/ make up scenarios for possible futures
 - Imagine a world without constraints and regulators
 - Find and explore metaphors
 - Study other domains
- **Involve solution experts** and **explore what's possible** with available and future technology
- Involve **smart people without domain knowledge**

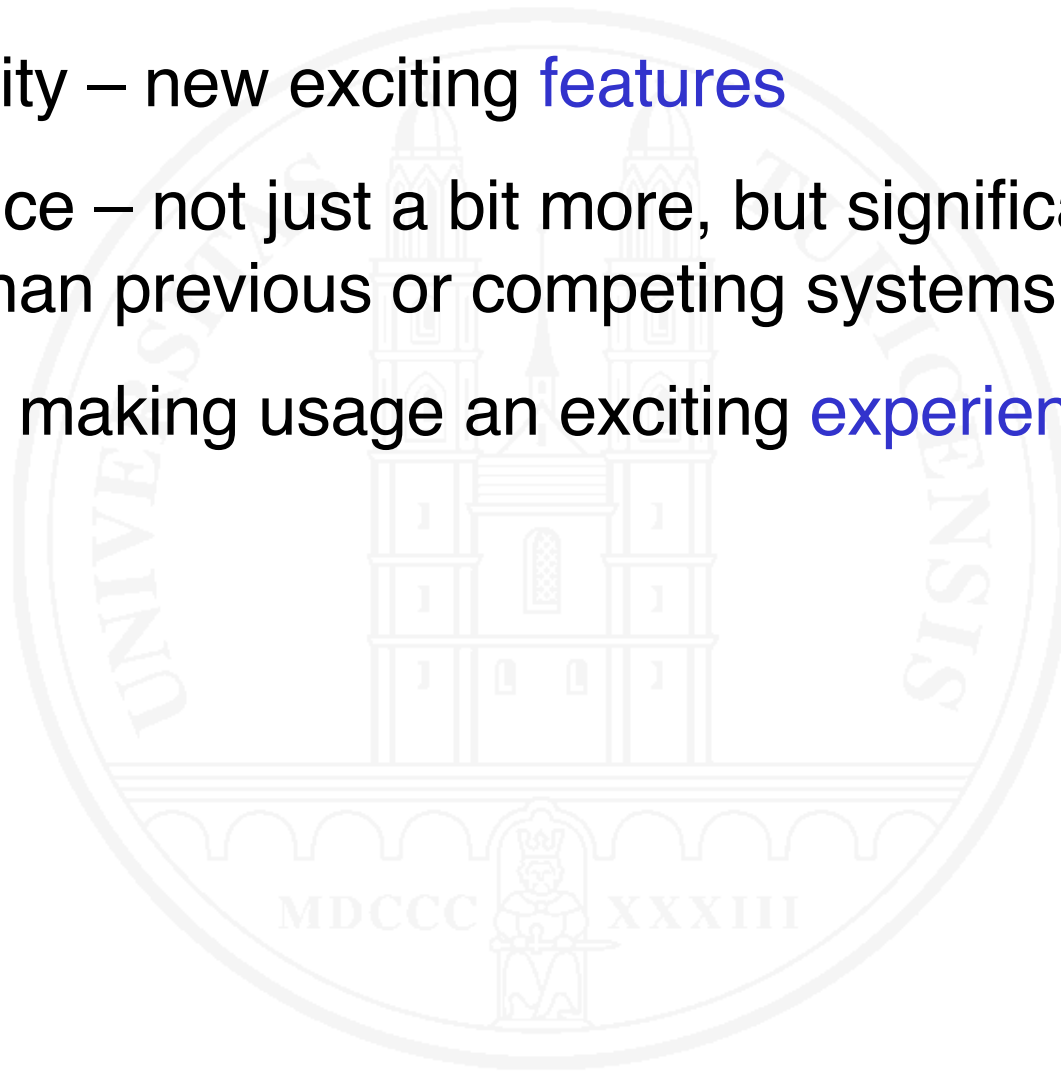


[Maiden, Gitzikis and Robertson 2004]

[Maiden and Robertson 2005]

Where to innovate

- Functionality – new exciting **features**
- Performance – not just a bit more, but significantly **more powerful** than previous or competing systems
- Usability – making usage an exciting **experience**



Mini-Exercise

Consider the chairlift access control case study.

- (a) Which technique(s) would you select to elicit requirements from the chairlift ticket office clerks?
- (b) How, for example, can you achieve consensus among the ski resort management, the technical director of chairlifts, the ticket office clerks, and the service employees?
- (c) Identify some constraints for the chairlift access control system.

4.3 Analyzing and documenting

Elicited information is often unstructured.

→ Information must be **analyzed**
and
shaped into proper requirements
that will be **documented**.

Analyzing elicited information

Structure-oriented

Analyze terminology /
domain properties
Build glossary

Analyze business
and data objects
Build object and
class models

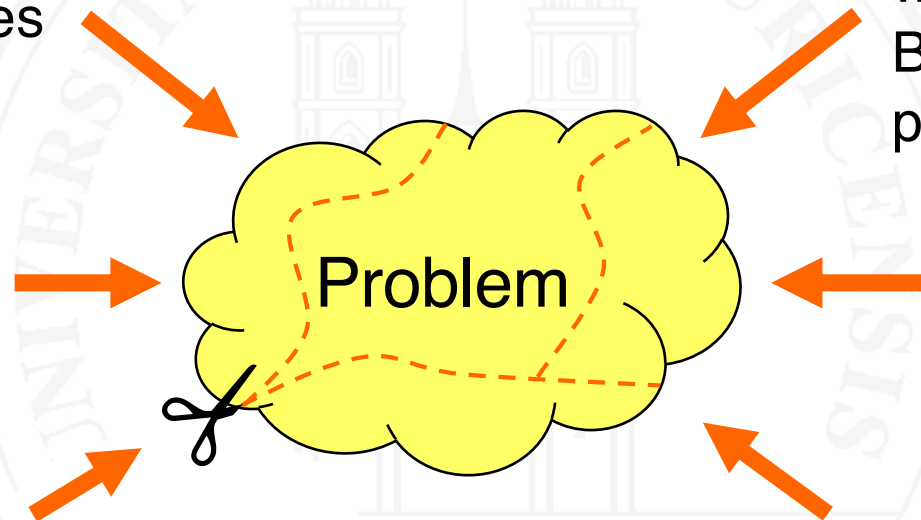
Decompose problem
Build hierarchical structure

Process-oriented

Analyze processes /
workflows
Build activity /
process models

Analyze dynamic
system behavior
Build behavior
model

Analyze actor-system interaction
Build scenarios / use cases



Note: requirements are about a future state of affairs; analyze the current state only when necessary

Documenting elicited requirements

Build specification **incrementally** and **continuously**

Document requirements in **small units**

End over means: Result → Function → Input

Consider the **unexpected**: specify non-normal cases

Quantify critical attributes

Document critical **assumptions explicitly**

Avoid **redundancy**

Build a **glossary** and stick to terminology defined in the glossary

4.4 Requirements negotiation

Stakeholders may have conflicting requirements.

→ Negotiation of requirements needed

○ Requirements negotiation implies

- Identification of conflicts
- Conflict analysis
- Conflict resolution
- Documentation of resolution

○ Requirements negotiation can happen

- While eliciting requirements
- When validating requirements



Conflict analysis

Identifying the underlying reasons of a conflict helps select appropriate resolution techniques

Typical underlying reasons are

- **Subject matter** conflict (divergent factual needs)
- **Data** conflict (different interpretation of data, inconsistent data)
- **Interest** conflict (divergent interests, e.g., cost vs. function)
- **Value** conflict (divergent values and preferences)
- **Relationship** conflict (emotional problems in personal relationships between stakeholders)
- **Organizational** conflict (between stakeholders on different hierarchy and decision power levels in an organization)

Conflict resolution

- Various strategies / techniques
- Conflicting stakeholders must be involved in resolution
- Win-win techniques
 - Agreement
 - Compromise
 - Build variants
- Win-lose techniques
 - Overruling
 - Voting
 - Prioritizing stakeholders (important stakeholders override less important ones)

Conflict resolution – 2

- Decision support techniques
 - PMI (Plus-Minus-Interesting) categorization of potential conflict resolution decisions
 - Decision matrix (Matrix with a row per interesting criterion and a column per potential resolution alternative. The cells contain relative weights which can be summarized per column and then compared)