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The following questions are taken from Chapters Five and Six of your textbook.

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4. *During the scope definition phase, what is one question that you should never lose sight of? And how do you answer this question? What five tasks should occur during the scope definition phase?*

The Scope Definition phase must always keep the question of whether the project is worth looking at in focus. Answering this question requires defining the project scope and the problems, opportunities, and directives that instantiated the project as they are perceived by the system owners.

During this phase the following five tasks should occur:

Identify the baseline problems and opportunities: list and prioritize the problems the project needs to address, and the opportunities the project presents. This is led by the System Analyst or Project Manager.

Negotiate the baseline scope: determine what aspects of the business will be included in this project as far as data, processes, and interface are concerned. This is the responsibility of the System Analyst.

Asses baseline project worthiness: determine whether the potential benefits from the system outweigh the costs. This is determined by the System Owners.

Develop baseline schedule and budget: Determine the resources required to accomplish the project and a schedule for completing the next phase. This is the responsibility of the Project Manager.

Communicate the Project Plan: Communicate the project goals and schedule to the rest of the business community. Submit the project to a steering committee for approval. A kickoff meeting hosted by the executive sponsor and project manager lend credibility and support to the project.

8. *What is the difference between functional and nonfunctional requirements, and what is the purpose of categorizing them into these categories? What are two formats that an analyst can use to document the functional system requirements?*

Functional requirements are concrete details about the system, such as forms, data types, and report displays. Nonfunctional requirements are not as tangible, they involve easy of use, efficiency, and adequate system performance. Functional requirements are important details that the system designers must translate into programming logic, while the

nonfunctional requirements are overall goals that the project must achieve through best practices, user satisfaction, and system refinement.

Analysts can use an outline of the inputs, processes, outputs, and stored data to document the functional system requirements, or they can model use cases, or business scenarios that the system must handle.

*15. You are a systems analyst and have been asked to facilitate the analysis and evaluation of several candidate system solutions for their feasibility. What sets of criteria would you typically use? Who do you involve in this task? Should you compare the candidate solutions against each other at this point? Why or why not? What is the typical deliverable coming out of this task?*

The system analyst must evaluate the technical feasibility, practicality of the solution and how well it conforms to the staff's technical expertise, the operational feasibility, how well the solution meets the users' needs and how easily, the economic feasibility, the affordability of the solution, and the schedule feasibility, how quickly the solution can be implemented. System Owners and users are involved in determining the operational, economic, and schedule feasibility, while system designers and builders are involved in evaluating the technical aspects of the solution. Candidate solutions should not be compared, but each should be evaluated on its own to avoid making a decision prematurely. A list of candidates with their various feasibilities and options are then made ready for the next phase, comparing the candidate solutions.

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*2. You have learned the importance of making sure that requirements are correctly identified. But how do you know when you have a correct requirement--that is, what criteria must each requirement meet in order to be considered correct?*

In order to establish the validity and veracity of requirements, they must be consistently defined and not conflict with other requirements, they must be completely defined and not leave out any inputs or responses, they must fall within feasible resources and constraints, they must be required to fulfill the system's purpose, they must be accurate, they must trace directly to the functions and features of the system, and they must be verifiable during quality assurance testing.

*3. What ethical issues might arise during the fact-finding process, and how should they be handled?*

The system analyst is often entrusted with proprietary or sensitive data in order to establish the accuracy of and find requirements. It is the system analyst's job to protect such data and prevent other employees from accessing it. Should a breach occur, the system analyst has a responsibility to make management aware so that they may take damage-control actions.

Similarly, a system analyst has the opportunity to closely observe all employees and ascertain that they are doing their job properly. If an employee is performing their job differently than management describes their responsibilities, the system analyst has the duty to resolve the discrepancy. Either the employee must adhere to the actual business policy, or management must redefine the requirement in response to the reality in the field.

*13. What one thing should an analyst not do when beginning the fact-finding portion of requirements-discovery, no matter how tempting?*

The analyst should avoid jumping right into the interviewing portion of the fact-finding process. Instead the system analyst should take the time to research as much existing documentation as possible, familiarize themselves with the system online, observe how the system operates in the work environment, and submit questionnaires to the employees to gather as many facts and as much understanding of the system as possible. This way, when the system analyst does conduct interviews, they will be familiar enough with the system to ask intelligent questions about it and not waste employees' valuable time with more basic research.