

Business Requirements Document

System Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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| **Comments:** | **Note: Appendices (models and diagrams) should be completed when there is value added as determined by the project and review teams.** |

# Part 1: Executive Summary

|  |  |
| --- | --- |
| Functional Requirements Summary  |       |
| Next Steps |       |
| Lessons Learned | 1.      2.      3.       |
| Analysis Duration (Planned and Actual) | Planned Duration:      Actual Duration:      Reason for Variance:       |
| Analysis Cost (Planned and Actual, in Currency) | Planned Cost:      Actual Cost:      Reason for Variance:        |

# Part 2: Approvals

This document has been approved as the official business requirements document for the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ project, and accurately reflects the current understanding of business requirements. Following approval of this document, requirements changes will be governed by the project’s change management process, including impact analysis, appropriate reviews, and approvals under the general control of the project plan and according to company policy.

# Part 3: Purpose

This Business Requirements Document template conforms to industry best practices in business analysis, and is the primary tool for structuring requirements-gathering activities. Interim feedback loops and approvals for business requirements document sections are achieved in an iterative manner, as requirements become clear over successive meetings with project stakeholders, both primary and secondary users. This facilitates the final review and approval of the overall document, which by then will contain “no surprises.”

**Prepared by:** Business Analyst: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
**Approved by:** Business Sponsor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Section 3.1: Different Types of Requirements

Functional requirements can be derived only following elicitation and documentation of business and user requirements. The distinctions between these different requirements levels are important.

1. **Regulatory Requirements:** encompass all the restrictions, licenses, and laws applicable to a product or business. They may be internal (driven by the company itself) or external (driven by a government or other regulatory body), and are usually nonnegotiable.
2. **Business Requirements:** place the business at the center of focus and tie the project to documented strategic, tactical, and operational goals. If developing products or services as part of the overall direction of the company, product or service features need to be covered at a high level in this section, then in detail under User Requirements.
3. **User Requirements:** place the user at the center of focus and describe—with flowcharts, use case diagrams, use case scenarios, and other process models—the TO-BE user experience with the new system. In some cases, especially where business processes are being modified, it may also be necessary to document the AS-IS state of user experience with the current system.
4. **Functional Requirements:** place the proposed system at the center of focus and provide a prioritized list of capabilities the system must demonstrate in order to satisfy business and user requirements.
5. **Nonfunctional Requirements:** refer to system characteristics that must be fulfilled related to things like the user interface, access security, availability, robustness, system failure, integration, migration, and documentation. As such, they do not deal with the actual functionality of the system, but nevertheless represent key project success factors.
6. **Implementation (Transition) Requirements:** describe requirements needed for the transition to the new system but will not be needed once the solution is in place.

## Section 3.2: Prioritizing Requirements

The following interpretations regarding the prioritization of requirements have been used:

* **Requirements that determine project success** (must have)—will be included in this release. These items represent core functionality and must be present. Absence of any “must have” functionality represents project failure.
* **Requirements that add value** (should have)—will be included in this release provided that all “must have” requirements have been met and sufficient project resources and time remain.
* **Requirements that add convenience** (nice to have)—will be included in this release provided that all “must have” and “should have” requirements have been met and sufficient project resources and time remain.

## Section 3.3: Intended Audience

In priority order, the main reviewers of this document are—

1. **Business Sponsor:** review and approve
2. **Project Manager**: review and integrate into construction project phase
3. **Systems Analyst**: review and translate into system specifications
4. **Stakeholders**: review and provide feedback to business sponsor
5. **Users**: optional review and provide feedback to stakeholders

## Section 3.4: Analysis Approach

**Describe the overall project management approach for the project**, including all organizations, such as service providers, system integrators, and external vendors, and the roles they will play.

**Describe the approach that was used for business analysis activities within this project**. These may include, but are not limited to, interviews, focus groups, requirements joint application design (JAD) sessions, surveys, and questionnaires. (These components comprised the requirements work plan.)

**Describe the choice of modeling technique**. The system applications group will use one of two methods in developing systems: "Traditional Structured Analysis: Functional Decomposition," or "Business Object-Oriented Modeling: Use Case"

# Part 4: Solution Scope

Restate, in summary form, the project vision and scope statements from prior project documentation to reconfirm the understanding of project objectives, and allow for clarification of those statements that may be required due to the passage of time. Should scope have changed, previous project activities must be reopened because the reality represented by the official documentation and the signatures they contain are no longer valid.

## Section 4.1: Summary of Regulatory, Business, and User Requirements

All project initiatives consumer organizational resources and must be tied to regulatory, strategic, tactical, and operational goals. If the business goals or their relative priorities change during the project, your project’s goals and priorities will likewise change.

### Section 4.1.1: Regulatory Requirements

### Section 4.1.2: Business Requirements

#### Section 4.1.2.1: Strategic

#### Section 4.1.2.2: Tactical

#### Section 4.1.2.3: Operational

### Section 4.1.3: User Requirements

## Section 4.2: Assumptions, Dependencies, and Constraints

In this part, document that which cannot be ascertained in advance.

### Assumptions

Ex. Resources, timeframe, and cost

### Dependencies

Ex. Other projects such as the availability of project resources, applications and systems that interact with this one, hardware, facilities, equipment, business processes, regulatory approvals, the availability of project stakeholders and users, and conformance to approval and change management processes

### Constraints

Ex. Regulatory, technological, or business realities that legitimately constrain solution development

## Section 4.3: Solution Options

As requirements are elicited and documented, discussion about solution options will occur. Document those options which have been considered to date, rejected, or approved for further investigation. Include rejected entries for the historical record. Solution options must be derived based on clear understanding of project requirements, assumptions, dependencies, and constraints.

# Part 5: Functional Requirements: Solution Behaviors in Priority Order

Detail user and functional requirements information through text and process modeling using flowcharts and diagrams, use case diagrams and scenarios, activity process workflow diagrams, and process models

Quality conforms to documented and approved requirements and specifications. Nonconformance of deliverables is frequently tied to insufficient levels of detail in the documentation of requirements. Identification, definition, elicitation, and documentation of quantitative measures versus qualitative descriptions is a key element of functional requirement definition.

## Section 5.1: Requirements that Determine Project Success (must have)

## Section 5.2: Requirements that Add Value (should have)

## Section 5.3: Requirements that Add Convenience (nice to have)

# Part 6: Nonfunctional Requirements: Solution Characteristics

Document characteristics of the solution not directly related to the functionality of the proposed system. Clear, quantitative definitions of these requirements feed the project’s quality plan.

## Section 6.1: Operational Environment

## Section 6.2: User Interface Requirements

## Section 6.3: User Access/Security Requirements

## Section 6.4: Service Level/Performance/Capacity Requirements

## Section 6.5: Business Continuity and Recovery Requirements

## Section 6.6: Integration/Migration Requirements

## Section 6.7: Administrative/Backup/Archive Requirements

## Section 6.8: Expected Life Span Requirements

## Section 6.9: Documentation Requirements

## Section 6.10: Training Requirements

## Section 6.11: Other Nonfunctional Requirements

# Part 7: Implementation Requirements: Transition Requirements

Documents characteristics of the solution not directly related to the functionality of the proposed system but needed to facilitate the implementation of the solution: these requirements are temporary, transition-specific requirements and will not be needed once the solution is in place.

## Section 7.1: Requirements for the Generation of Production Data

## Section 7.2: Requirements for the Conversion and Migration of Production Data

## Section 7.3: Other Implementation Requirements

# Part 8: Traceability Matrix

Fill in the matrix tracing all functional requirements to higher-level requirements. This will ensure that all functions support the business/user requirements.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** | **I** |
| **Requirement** | **Source** | **Business Need** | **Business Rule(s)** | **Model(s)** | **Test Scenario(s)** | **Test Case(s)** | **Notes** |
| **RequirementIdentifier** | **Name and Location** | **Project Docs.** | **Individuals/Group** | **HistoricalDocs.** |
|       |       |       |       |       |       |       |       |       |       |       |
|       |       |       |       |       |       |       |       |       |       |       |
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# Part 9: Risks

Documents project risks that the business analysis uncovered, and that relate to the business analysis itself (such as not having adequate time to perform required analysis and non-availability of key requirements voices.) List each risk event, qualitative probability rating, a qualitative impact rating, a response strategy, and a person responsible for the risk.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Risk Event** | **Probability**high, medium, low | **Impact**high, medium, low | **Strategy**avoid, transfer, mitigate, accept | **Responsi-bility** | **Status/ Action Date** |
|  |  |  |  |  |  |
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# Part 10: Revision Log

Document requirements that change over the course of successive iterations of business analysis activities. Requirements with ongoing adjustment are high-risk areas that may represent a lack of clear business process definition, unclear reporting requirements, areas of regulatory flux, unclear secondary user hand-off points, unclear governance related to specific requirements.

|  |  |  |  |
| --- | --- | --- | --- |
| **Revision Number** | **Revision Date** | **Revision** | **Revision made by** |
|       |       |       |       |
|       |       |       |       |
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# Part 11: Glossary

Identify any industry or line of business jargon, acronyms, common words used in special context, and special terms that are used within the project and the business requirements document itself.

# Part 12: Appendixes

## Appendix A: User Class Profiles and Key Delegations

Users are categorized by functional groups, then by job titles as appropriate. Actual names of key individuals are supplied. The following groups are identified and described:

**Sponsorship and stakeholders**

**Primary users**: Those who will interact with the proposed system on a daily or regular basis and whose job functions are directly involved with it

**Secondary users**: Organizations, groups, departments, and individuals who benefit from, provide input to, or derive output from the proposed system without direct involvement in its daily processes. This group also involves business or system administration personnel who must support the proposed system.

## Appendix B: Logical Data Model

A very high-level, requirements-oriented set of diagrams that will be elaborated upon by database analyst personnel during solution design. Identify database systems and their interactions with project applications. You may include actual database schema diagrams and descriptions.

## Appendix C: State Models

Describe the various state changes of an entity as it proceeds through the business process. A food order follows these states:

## Appendix D: Online Query and Printed Reporting

Describe the requirements of primary and secondary users related to online and print output from the proposed system. Examples: Ad hoc queries, Scheduled/batch reports, Audit or control reports. Also include: "Recipient information maps"—who gets what information (need to know, should know, want to know,) and "Business rules that govern output generation"—who, what, where, when, why, how much

## Appendix E: Business Rules Catalog

Describes the rules (extracted from the management interviews, policy and procedure documents, and data and use case models) followed by the business.

|  |  |  |
| --- | --- | --- |
| **Identification Number** | **Business Rule** | **Source of Rule** |
|       |       |       |
|       |       |       |
|       |       |       |
|       |       |       |
|       |       |       |
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## Appendix F: Decision Tables

Describe the various conditions that occur in the business workflow. Each set results in a business action. Note that the number of sets is determined by the formula (2 to the Nth power, where N is the number of conditions).

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Condition 1** | Y | N | Y | N |
| **Condition 2** | Y | Y | N | N |
| **Result** | A | B | C | D |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |       |       |       |       |
|  |       |       |       |       |
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## Appendix G: Use Case Models

Use case diagrams and scenarios. The analysis draws user and functional requirements from this model.