

## About the Authors

Ronald G. Ross is renowned internationally as an expert in information system development including business rules, data modeling, methodologies, planning and IRM. He is the editor of the DataTo-Knowledge Newsletter (formerly DataBase Newsletter), as well as the author of six successful books. Mr. Ross works closely with companies to provide expertise and guidance in developing business rule solutions. He is widely recognized as the earliest proponent of the Business Rule Approach and has provided leadership to IT since the early stages of database technology.

Gladys S. W. Lam is an expert IT project manager, consultant and seminar leader. She has extensive experience in various business contexts, including BPR, strategic IT planning, and managing and implementing information systems. She works closely with companies in developing business rule solutions. Ms. Lam has gained a reputation for fostering positive professional relationships with principal and support staff in projects.

(Component #4, page 142)

### CATEGORIZATION OF BUSINESS RULES

#### Business Category

##### Core Business Rule:

A rule established to achieve business objectives.

**Productivity-Enhancing Rule:** A rule that is not central to achieving business objectives, but rather is specified primarily to streamline and accelerate worker interactions with an information system and/or to enhance workflow.

**Decision-Making Rule:** A rule that supports, guides or enhances a decision-making task in conducting work for the business.

**Regulatory Rule:** A rule that arises where the product/service of the business is literally the enforcement, evaluation, or support of rules (e.g., an inspection agency, government body, etc.). Such rules pertain to the target of regulation, rather than to the business itself.

Only 5% (or less) of rules may actually be core to the business. A core business rule satisfies one of more of the following tests:

- Addresses a significant risk to the business.
- Has direct impact on customer service.
- Relates to cost-effective use of corporate resources.
- Affects the company's competitive standing.

A Decision-Making rule adds subject-matter intelligence and/or codifies knowledge that the business seeks to apply in performing certain kinds of

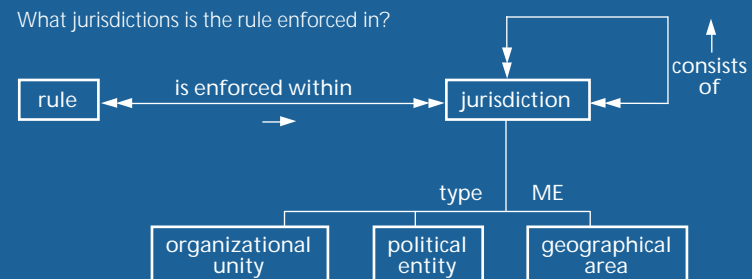
tasks. Such tasks may be aimed at either or both of the following:

- Choosing between alternatives (e.g., allocating rental cars to rental requests).
- Automating the underlying reasoning (e.g., which is the best customer representative to assign to a customer in a given situation).

All enterprises have core business rules, productivity-enhancing rules, and decision-making rules. Only those enterprises involved in regulation or inspection will have regulatory rules.

(Component #4, page 142)

### THE BRS RULETRACK META MODEL SEGMENT



Guideline: A rule should be related to the highest level jurisdiction across which it is comprehensively enforced.

ME: mutually-exclusive

A jurisdiction can be any of the following:

- An organizational body within the company itself (e.g., an organizational unit as defined by the organizational chart).
- An external political unit (e.g., confederation of nations, nation, state, province, etc.).
- A geographical area (e.g., North America).

"A JURISDICTION IS ANY ORGANIZATIONAL AND/OR GEOGRAPHICAL AREA WITHIN WHICH A RULE MAY BE ENFORCED."

Visit our website: [www.BRSolutions.com](http://www.BRSolutions.com)

# Prospectus

THE BUSINESS RULE SOLUTIONS, INC.



## Practitioner's Guide for Rule Management

"A business rule is a directive that is intended to influence or guide business behavior. Such directives exist in support of business policy, which is formulated in response to risks, threats or opportunities. From a systems perspective... an atomic piece of reusable business logic, specified declaratively."



### ORDER FORM

Yes, please send me a copy of the BRS RMSolutions

Practitioner's Guide at US\$995.00 (plus shipping and handling - US\$9.95)

No. of copies ordered: \_\_\_\_\_ US\$995.00 = \_\_\_\_\_

Visa/MC No. \_\_\_\_\_ Exp. \_\_\_\_\_

Check enclosed

Just add me onto your mailing list and keep in touch!

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State/Prov.: \_\_\_\_\_

Zip/Postal Code: \_\_\_\_\_ Country: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Visit our website: [www.BRSolutions.com](http://www.BRSolutions.com)

Business Rule Solutions, Inc.  
Tel: (604) 899-5452

Fax: (604) 681-7223  
Email: [Info@BRSolutions.com](mailto:Info@BRSolutions.com)



DOING BUSINESS IN THE 21ST CENTURY REQUIRES A HIGHLY ADAPTIVE ORGANIZATION. BUSINESS RULES ARE THE KEY TO A COMPANY'S ABILITY TO REMAIN EFFICIENT AND ADAPTABLE TO CHANGE RESULTING FROM EITHER EXTERNAL OR INTERNAL FACTORS. THEY ARE INTENDED TO ASSERT BUSINESS STRUCTURE AND TO GUIDE THE BEHAVIOR OF A COMPANY.

BRS RULE MANAGEMENT PRACTITIONER'S GUIDE IS A COMPREHENSIVE, EASY-TO-FOLLOW GUIDE THAT IMPROVES YOUR REQUIREMENTS PROCESS, SUPPORTS KNOWLEDGE MANAGEMENT INITIATIVES, AND INTEGRATES I/T WITH THE BUSINESS MORE FULLY. THINK OF RULE MANAGEMENT AS ONE ASPECT OF KNOWLEDGE MANAGEMENT.

THIS PROSPECTUS PROVIDES IN-DEPTH INFORMATION ABOUT THE CONTENT OF BRS RULE MANAGEMENT PRACTITIONER'S GUIDE.

(Practitioner's Guide, page 2)

## TABLE OF CONTENTS

**Preface:**  
What is Rule Management?

### Rule Management Component #1 Organizing the Rule Management Function

The Rule Management Function

Roles and Responsibilities

Start-Up Tasks and Milestones

### Rule Management Component #2 Rule Management Techniques

BRS Harvest Methodology

BRS FastTrack Business Rules

### Rule Management Component #3 Rule Statement Guidelines

BRS RuleSpeak

### Rule Management Component #4 BRS RuleTrack

BRS Definition of Business Rules

BRS Categorization of Rules

BRS Meta Model

"THE MISSION IS WHAT RULE MANAGEMENT DOES ON A DAY-TO-DAY BASIS. OBJECTIVES ARE THE EFFECTS THAT RULE MANAGEMENT SEEKS TO ACHIEVE THROUGH PERFORMING ITS MISSION."

(Component #4, page 142)

## THE COMPONENTS OF RULE MANAGEMENT

BRS RMSolutions covers four areas essential to success with Rule Management...

### 1. Organizing the Rule Management Function.

This component covers the organizational issues and a plan of action for establishing Rule Management in your company.

### 2. Rule Management Techniques.

This component presents techniques for harvesting rules and for conducting facilitated sessions to capture business rules interactively in group sessions.

### 3. BRS RuleSpeak.

This component provides guidelines for expressing business rules in clear, unambiguous, well-structured business English.

### 4. BRS RuleTrack Meta Model.

This component provides a comprehensive data model for organizing and recording business rules.

"THIS CONSULTING WORK OFFERS IN-DEPTH EXPLANATION AND GUIDELINES FOR EACH OF THESE FOUR COMPONENTS."

## EXAMPLE OF RULE MANAGEMENT COMPONENT #1:

### Organizing the Rule Management Function

**Name**  
Rule Management Group

**Mission**  
To support specification, organization and improvement of business rules for the benefit of company business practices.

**Objectives**  
Ensure consistency of business rule across functions, geographical areas, and systems.

Identify relevant business rules quickly whenever required.

Maintain traceability for all business rules.

Understand the motivation for every business rule.

Support impact analysis for revising or replacing business rules.

(Component #2, page 57)

## FAST-TRACKING BUSINESS RULES

**Objectives**  
To capture and express business rules in a compressed timeframe.

To use facilitated methods to support direct user participation in specifying business rules.

To provide a structured forum where participants are motivated to focus on core business issues rather than on current procedures and systems.

"FACILITATED METHODS (JAD-LIKE APPROACHES) HAVE A PROVEN TRACK RECORD WHERE CERTAIN CRITERIA ARE SATISFIED (I.E. STRONG FACILITATOR, WELL-DEFINED APPROACH, ADEQUATE PREPARATION, CLEARLY-DEFINED DELIVERABLES, VISIBLE SPONSORSHIP, KNOWLEDGEABLE PARTICIPANTS, ETC.)"

(Component #3, page 90)

## BRS RULESPEAK

BRS RuleSpeak is a set of practical guidelines for...

- Expressing rules in clear, unambiguous, well-structured business English.
- Improving communication about business rules between the business side and IT.
- Finding a middle ground between high level policy directives, and technical specification of rules at an implementation level.
- Bridging between analysis and design.

BRS RuleSpeak is aimed at the Business Expression of rules.

(Component #2, page 57)

## DAY1 - LOW HANGING RULES DAY

Task	Tips and Hints
Kick-off (1 hr)	Review business and session objectives, scope, and schedule.  Introduce participants, set expectations, review approach, and explain roles and responsibilities.
Workflow Walkthrus (1 hr)	Concentrate on principal external events. Walkthru and revise strawman workflow model. Concentrate on normal scenarios. If there is disagreement over special steps of the workflow, the facilitator should quickly propose a general solution and not allow too much time to be devoted about how the workflow is specifically structured.
Harvest Low-Hanging Rules	Think about... • Which task must / must not be performed under different conditions. • Which actor must / must not perform a task under different conditions. For decision-making tasks, brainstorm the rules required to make the decision (e.g., how does an adjuster know how much to compensate for a claim?).

## BRS RULESPEAK EXAMPLE

Getting the Rule Hidden Facts...are not good!

Example:  
301. A team must have a manager.  
Ask: What does "to have" mean?  
• be managed by a manager?  
• be sponsored by a manager?  
• be approved by a manager?

Revised version:  
Fact: A team is managed by a manager.  
302. A team must be managed by a manager.

Use the facts explicitly in the rules!

"ANOTHER CHRONIC PROBLEM IS THE DIFFICULTY OF FINDING A COMMON LANGUAGE TO ASSURE...BUSINESS CLIENTS, ANALYSTS AND DEVELOPERS CAN TRULY COMMUNICATE. ASKING CLIENTS TO SIGN-OFF ON A PROJECT IS MEANINGLESS IF THE PROPOSED BUSINESS OR PROCESS LOGIC IS PRESENTED IN A FORM THAT THEY ARE NOT TRAINED TO UNDERSTAND. FOR DEVELOPERS, THE COMMUNICATION MEDIUM MUST ALLOW SUFFICIENT RIGOR TO SUPPORT SYSTEM DESIGN AND THE CREATION OF CODE."

## DEFINITION OF A BUSINESS RULE

**A Business Rule is...**  
A term, fact, or rule concerning the business.

### A Business Rule Statement...

- is a natural-language sentence that specifies the intent or meaning of a Business Rule.
- has one of three types: Definition, Fact Statement or Rule Statement.
- may be considered to be a requirement.
- is always strictly procedural (and non-technical).
- generally describes some discrete operational business policy, practice or behavior.