

incose requirements writing guide

incose requirements writing guide is an essential resource for professionals involved in systems engineering and project management. This guide focuses on the best practices and methodologies outlined by the International Council on Systems Engineering (INCISE) for writing clear, concise, and verifiable requirements. Effective requirements writing ensures that stakeholders' needs are accurately captured and communicated, minimizing ambiguity and enhancing project success. This article delves into the principles of writing high-quality requirements, the structure and characteristics recommended by INCISE, and practical tips for validation and verification. Understanding these elements is crucial for engineers, analysts, and managers aiming to deliver systems that meet expectations and comply with industry standards. The following sections will explore the core concepts, techniques, and tools that form the foundation of the incose requirements writing guide.

- Principles of Effective Requirements Writing
- INCISE Requirements Characteristics
- Structuring and Formatting Requirements
- Common Pitfalls and How to Avoid Them
- Validation and Verification of Requirements

Principles of Effective Requirements Writing

The foundation of the incose requirements writing guide lies in understanding the core principles that ensure requirements are useful, clear, and implementable. Effective requirements writing facilitates communication between stakeholders and technical teams, reducing misunderstandings and enabling efficient project execution.

Clarity and Precision

Requirements must be stated clearly and precisely to avoid ambiguity. Each requirement should convey a single, well-defined need without room for multiple interpretations. Using straightforward language and avoiding jargon or complex phrasing helps maintain clarity.

Completeness and Consistency

Complete requirements cover all necessary aspects of the system or component, leaving no critical details unaddressed. Consistency means requirements do not conflict with one another and align with stakeholder objectives and system constraints.

Traceability

Traceability ensures that each requirement can be linked to its origin, such as stakeholder needs, higher-level requirements, or design elements. This connection supports impact analysis, change management, and verification processes.

Testability

Testable requirements enable verification through objective methods such as inspections, demonstrations, or tests. Requirements should specify measurable criteria or conditions that can be evaluated to confirm compliance.

INCOSE Requirements Characteristics

INCOSE defines a set of characteristics that high-quality requirements should exhibit. These characteristics serve as a checklist to assess the quality and effectiveness of requirements throughout the development lifecycle.

Unambiguous

Requirements must be unambiguous, meaning they have only one interpretation. This reduces confusion and ensures all stakeholders share the same understanding.

Feasible

Feasibility refers to the practicality of implementing the requirement within given constraints such as technology, cost, and schedule.

Necessary

A necessary requirement addresses an essential need or constraint. Avoid including unnecessary or "nice-to-have" requirements that do not add real value.

Verifiable

Requirements should be verifiable through inspection, analysis, test, or demonstration. This characteristic ensures that the requirement's fulfillment can be confirmed objectively.

Prioritized

Prioritization helps allocate resources effectively by ranking requirements according to their importance or urgency.

Structuring and Formatting Requirements

The incose requirements writing guide emphasizes proper structuring and formatting to enhance readability and manageability of requirements documentation.

Requirement Identification

Each requirement should have a unique identifier to facilitate traceability and reference. This identifier often follows a structured format reflecting the system hierarchy or project phase.

Use of Active Voice and Consistent Terminology

Using active voice improves clarity by specifying who is responsible for carrying out an action. Consistent terminology avoids confusion and ensures uniform understanding throughout the documentation.

Standardized Templates

Employing standardized templates for requirements helps maintain uniformity. A typical template includes the requirement ID, statement, rationale, acceptance criteria, and any related notes or references.

Example of a Well-Structured Requirement

- **ID:** REQ-001
- **Statement:** The system shall provide real-time temperature data with an accuracy of $\pm 0.5^{\circ}\text{C}$.

- **Rationale:** Accurate temperature data is critical for system performance and safety.
- **Acceptance Criteria:** Temperature data shall be validated against calibrated sensors under operational conditions.

Common Pitfalls and How to Avoid Them

Writing quality requirements involves avoiding common errors that can undermine the effectiveness of the documentation. The incose requirements writing guide highlights several pitfalls and offers strategies to prevent them.

Ambiguity and Vagueness

Using vague terms such as "appropriate," "user-friendly," or "fast" can lead to multiple interpretations. Replace these with specific, measurable criteria.

Overloading Requirements

A single requirement should focus on one need or condition. Combining multiple requirements into one can cause confusion and complicate verification.

Unrealistic or Unverifiable Requirements

Requirements must be achievable and testable. Avoid specifying capabilities beyond current technology or without clear verification methods.

Lack of Stakeholder Involvement

Ensuring all relevant stakeholders participate in requirements elicitation and review reduces the risk of missing critical needs or introducing conflicting requirements.

Validation and Verification of Requirements

Validation and verification (V&V) are fundamental processes in the incose requirements writing guide to ensure that requirements meet stakeholder needs and are properly implemented.

Requirements Validation

Validation confirms that the documented requirements accurately reflect stakeholder intentions and expectations. Techniques include reviews, walkthroughs, and prototyping.

Requirements Verification

Verification ensures the system or component meets the specified requirements. This process involves testing, inspections, and analyses based on the acceptance criteria defined in each requirement.

Traceability Matrices

Traceability matrices link requirements to their source and verification methods, providing a systematic approach to track and manage requirements throughout the project lifecycle.

Continuous Review and Updates

Requirements should be regularly reviewed and updated to reflect changes in project scope, technology, or stakeholder needs. This iterative process supports maintaining accuracy and relevance.

Frequently Asked Questions

What is the INCOSE Requirements Writing Guide?

The INCOSE Requirements Writing Guide is a best practice document published by the International Council on Systems Engineering (INCOSE) that provides guidelines and recommendations for writing clear, concise, and effective system requirements.

Why is the INCOSE Requirements Writing Guide important for systems engineers?

The guide is important because it helps systems engineers write requirements that are unambiguous, testable, and feasible, which ultimately improves communication among stakeholders and increases the likelihood of project success.

What are some key principles emphasized in the INCOSE Requirements Writing Guide?

Key principles include writing requirements that are clear, concise, consistent, traceable, verifiable, and written in a way that avoids ambiguity and subjectivity.

How does the INCOSE Requirements Writing Guide recommend handling requirement ambiguity?

The guide recommends using precise and specific language, avoiding subjective terms, and ensuring each requirement can be objectively verified to minimize ambiguity.

Can the INCOSE Requirements Writing Guide be applied to agile development environments?

Yes, while originally designed for traditional systems engineering, the guide's principles for clear and testable requirements can be adapted and applied to agile development to improve requirement quality and stakeholder communication.

Additional Resources

1. INCOSE Systems Engineering Handbook: A Guide for System Life Cycle Processes and Activities

This handbook provides comprehensive guidance on the systems engineering process, including detailed approaches to requirements elicitation, analysis, and management. It is widely used by systems engineers to align requirements with project goals and stakeholder needs. The book also covers best practices and standards, making it a fundamental resource for INCOSE members and systems engineering professionals.

2. Writing Effective Requirements for Engineers and Managers

This book offers practical advice on how to write clear, concise, and testable requirements. It emphasizes the importance of good requirements in project success and provides techniques for avoiding common pitfalls such as ambiguity and inconsistency. The text is accessible to both engineers and project managers involved in requirements development.

3. Requirements Engineering: From System Goals to UML Models to Software Specifications by Axel van Lamsweerde

A thorough exploration of requirements engineering, this book bridges the gap between high-level system goals and detailed software specifications. It introduces formal methods and modeling techniques, including the use of UML, to ensure requirements are well-structured and verifiable. The book is valuable for those seeking to deepen their understanding of requirements analysis and validation.

4. *Mastering the Requirements Process: Getting Requirements Right* by Suzanne Robertson and James Robertson

This guide focuses on practical strategies for capturing and managing requirements effectively throughout the project lifecycle. It introduces the Volere Requirements Specification Template, a widely adopted framework for requirements documentation. Readers will find numerous examples and exercises to enhance their skills in writing high-quality requirements.

5. *Software Requirements* by Karl Wiegers and Joy Beatty

A comprehensive resource on software requirements engineering, this book covers techniques for eliciting, analyzing, specifying, and validating requirements. It highlights the importance of collaboration between stakeholders and developers to produce clear and actionable requirements. The updated edition includes new topics such as agile requirements and managing changing requirements.

6. *System Engineering and Analysis* by Benjamin S. Blanchard and Wolter J. Fabrycky

This classic text covers a broad range of systems engineering topics, including requirements development and analysis. It provides foundational concepts and practical examples to help engineers understand system behavior and requirements traceability. The book is valuable for both students and practicing engineers involved in complex system projects.

7. *Agile Requirements: Lean Requirements Practices for Teams, Programs, and the Enterprise* by Dean Leffingwell

This book adapts traditional requirements practices to agile development environments, emphasizing lean and iterative approaches. It explains how to write user stories and acceptance criteria that serve as effective requirements in agile projects. The text is particularly useful for teams transitioning from waterfall to agile methodologies.

8. *Discovering Requirements: How to Specify Products and Services* by Ian F. Alexander and Ljerka Beus-Dukic

Focused on the early stages of requirements gathering, this book offers techniques for uncovering and understanding stakeholder needs. It discusses methods such as interviews, workshops, and prototyping to ensure comprehensive and accurate requirements capture. The authors also address the challenges of requirements communication and negotiation.

9. *Requirements Engineering Fundamentals: A Study Guide for the Certified Professional for Requirements Engineering Exam – Foundation Level – IREB Compliant* by Klaus Pohl and Chris Rupp

This study guide provides a solid foundation in requirements engineering principles aligned with the IREB certification syllabus. It covers the entire requirements process, including elicitation, documentation, validation, and management. The book includes exercises and examples to prepare professionals for certification and improve their practical skills in requirements writing.

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incose requirements writing guide: INCOSE Needs and Requirements Manual Louis S. Wheatcraft, Michael J. Ryan, Tami Edner Katz, 2024-10-18 Complete and comprehensive manual for eliciting, defining, and managing needs and requirements, integration, verification, and validation across the lifecycle The INCOSE Needs and Requirements Manual presents product development and systems engineering practices, activities, and artifacts from the perspective of needs, requirements, verification, and validation across the system lifecycle. Composed of 16 chapters, this book provides practical guidance to help organizations understand the importance of lifecycle concepts, needs, requirements, verification, and validation activities, enabling them to successfully and effectively implement these activities during product development, systems engineering, and project management. The parent handbook published by Wiley, INCOSE Systems Engineering Handbook, divides the system lifecycle into a series of processes, with each process described in terms of a series of activities. This Manual provides more detail needed by practitioners to successfully implement these activities, with guidance and lessons learned from hundreds of years of collective experience of the authors, contributors, and reviewers. For example, while the Handbook mentions the need to define the problem statement, mission, goals, and objectives for a system, the Manual provides detailed guidance on doing so. Sample topics covered in the INCOSE Needs and Requirements Manual include: Defining the problem, opportunity, or threat and defining a mission statement, goals, objectives, and measures. Identifying external and internal stakeholders, eliciting stakeholder needs and requirements, defining drivers and constraints, and assessing risk. Performing lifecycle concept analysis and maturation and defining an integrated set of needs that represents the scope of the project. Transforming the integrated set of needs into well-formed design input requirements. Using attributes to manage needs and requirements across the lifecycle. Continuous integration, verification, and validation across the lifecycle. Moving between levels of the architecture, flow down and allocation of requirements, and budgeting performance, resource, and quality requirements. Defining the system verification and system validation success criteria, method, strategy, and responsible organizations. Planning and executing successful system verification and validation programs. Managing needs, requirements, verification, and validation across the lifecycle. Understanding the importance of an integrated, collaborative project team and effective communication between team members The INCOSE Needs and Requirements Manual is an essential accompanying reference to the INCOSE Systems Engineering Handbook for novice and seasoned system engineers, software engineers, project managers, product developers, tool vendors, course developers, educators, trainers, customers, suppliers, non-SE stakeholders , as well as researchers and students studying systems engineering and systems design.

incose requirements writing guide: INCOSE Systems Engineering Handbook INCOSE, 2023-07-06 SYSTEMS ENGINEERING HANDBOOK A comprehensive reference on the discipline and practice of systems engineering Systems engineering practitioners provide a wide range of vital functions, conceiving, developing, and supporting complex engineered systems with many interacting elements. The International Council on Systems Engineering (INCOSE) Systems Engineering Handbook describes the state-of-the-good-practice of systems engineering. The result is a comprehensive guide to systems engineering activities across any number of possible projects. From automotive to defense to healthcare to infrastructure, systems engineering practitioners are at the heart of any project built on complex systems. INCOSE Systems Engineering Handbook readers

will find: Elaboration on the key systems life cycle processes described in ISO/IEC/IEEE 15288:2023; Chapters covering key systems engineering concepts, system life cycle processes and methods, tailoring and application considerations, systems engineering in practice, and more; and Appendices, including an N2 diagram of the systems engineering processes and a detailed topical index. The INCOSE Systems Engineering Handbook is a vital reference for systems engineering practitioners and engineers in other disciplines looking to perform or understand the discipline of systems engineering.

incose requirements writing guide: Requirements Engineering Jeremy Dick, Elizabeth Hull, Ken Jackson, 2017-08-23 Written for those who want to develop their knowledge of requirements engineering process, whether practitioners or students. Using the latest research and driven by practical experience from industry, Requirements Engineering gives useful hints to practitioners on how to write and structure requirements. It explains the importance of Systems Engineering and the creation of effective solutions to problems. It describes the underlying representations used in system modeling and introduces the UML2, and considers the relationship between requirements and modeling. Covering a generic multi-layer requirements process, the book discusses the key elements of effective requirements management. The latest version of DOORS (Version 7) - a software tool which serves as an enabler of a requirements management process - is also introduced to the reader here. Additional material and links are available at: <http://www.requirementsengineering.info>

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incose requirements writing guide: Controlled Natural Language Brian Davis, Kaarel Kaljurand, Tobias Kuhn, 2014-07-21 This book constitutes the refereed proceedings of the 4th International Workshop on Controlled Natural Language, CNL 2014, held in Galway, Ireland, in August 2014. The 17 full papers and one invited paper presented were carefully reviewed and selected from 26 submissions. The topics include simplified language, plain language, formalized language, processable language, fragments of language, phraseologies, conceptual authoring, language generation, and guided natural language interfaces.

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comprehensive nature, providing core frameworks directly applicable to real-world projects.

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incose requirements writing guide: Handbook of Systems Engineering and Analysis of Electro-Optical and Infrared Systems William Wolfgang Arrasmith, 2025-06-30 There has been a lot of innovation in systems engineering and some fundamental advances in the fields of optics, imaging, lasers, and photonics that warrant attention. This volume focuses on concepts, principles, and methods of systems engineering-related topics from government, industrial, and academic settings such as development and operations (DevOps), agile methods, and the concept of the “digital twin.” Handbook of Systems Engineering and Analysis of Electro-Optical and Infrared Systems: Concepts, Principles, and Methods offers more information on decision and risk analysis and statistical methods in systems engineering such as design of experiments (DOX) methods, hypothesis testing, analysis of variance, blocking, 2k factorial analysis, and regression analysis. It includes new material on systems architecture to properly guide the evolving system design and bridge the gap between the requirements generation and design efforts. The integration of recent high-speed atmospheric turbulence research results in the optical technical examples and case studies to illustrate the new developments is also included. A presentation of new optical technical materials on adaptive optics (AO), atmospheric turbulence compensation (ATC), and laser systems along with more are also key updates that are emphasized in the second edition 2-volume set. Because this volume blends modern-day systems engineering methods with detailed optical systems analysis and applies these methodologies to EO/IR systems, this new edition is an excellent text for professionals in STEM disciplines who work with optical or infrared systems. It’s also a great practical reference text for practicing engineers and a solid educational text for graduate-level systems engineering, engineering, science, and technology students.

incose requirements writing guide: *The Proceedings of the 2024 Conference on Systems Engineering Research* Alejandro Salado, Ricardo Valerdi, Rick Steiner, Larry Head, 2024-07-25 The 22nd International Conference on Systems Engineering Research (CSER 2024) pushes the boundaries of systems engineering research and responds to new challenges for systems engineering. CSER was founded in 2003 by Stevens Institute of Technology and the University of Southern California. In 2024 the conference was hosted by the University of Arizona, home to the first-ever established Department of Systems Engineering. The following foundational research topics are included: • Scientific Foundations of Systems Engineering • Digital Engineering, Digital Twins • Digital Transformation • Advances in Model-Based Systems Engineering (MBSE) • Value-based and Agile Systems Engineering • Artificial Intelligence for Systems and Software Engineering (AI4SE) • Systems and Software Engineering for Artificial Intelligence (SE4AI) • Cybersecurity and System Security Engineering • Uncertainty and Complexity Management • Trust and Autonomous Systems • Human-Systems Integration • Systems of Systems • Social Systems

Engineering • Systems Thinking • Advances in requirements engineering, systems architecture, systems integration, and verification and validation. The 21st Annual Conference on Systems Engineering Research (CSER 2024) was poised to push the boundaries of systems engineering, embracing a wide array of themes from its scientific underpinnings to the forefront of digital engineering transformation and the seamless integration of artificial intelligence within systems and software engineering. Delving into cutting-edge topics such as Model-Based Systems Engineering (MBSE), cybersecurity, and the management of uncertainty and complexity, CSER 2024 tackled the varied challenges and seize the opportunities emerging in the field. The conference's commitment to blending theoretical insights with practical innovations makes it a pivotal event for the systems engineering community.

incose requirements writing guide: Handbook of Model-Based Systems Engineering

Azad M. Madni, Norman Augustine, Michael Sievers, 2023-07-25 This handbook brings together diverse domains and technical competences of Model Based Systems Engineering (MBSE) into a single, comprehensive publication. It is intended for researchers, practitioners, and students/educators who require a wide-ranging and authoritative reference on MBSE with a multidisciplinary, global perspective. It is also meant for those who want to develop a sound understanding of the practice of systems engineering and MBSE, and/or who wish to teach both introductory and advanced graduate courses in systems engineering. It is specifically focused on individuals who want to understand what MBSE is, the deficiencies in current practice that MBSE overcomes, where and how it has been successfully applied, its benefits and payoffs, and how it is being deployed in different industries and across multiple applications. MBSE engineering practitioners and educators with expertise in different domains have contributed chapters that address various uses of MBSE and related technologies such as simulation and digital twin in the systems lifecycle. The introductory chapter reviews the current state of practice, discusses the genesis of MBSE and makes the business case. Subsequent chapters present the role of ontologies and meta-models in capturing system interdependencies, reasoning about system behavior with design and operational constraints; the use of formal modeling in system (model) verification and validation; ontology-enabled integration of systems and system-of-systems; digital twin-enabled model-based testing; system model design synthesis; model-based tradespace exploration; design for reuse; human-system integration; and role of simulation and Internet-of-Things (IoT) within MBSE.

incose requirements writing guide: Project Management for Research and Development

Lory Mitchell Wingate, 2025-04-03 Research and development (R&D) activities do not fit the traditional project model. They may seem difficult to manage because of their inherent ambiguity, the need for creative exploration, and often the lack of having defined milestones and outcomes. However, project management methods, along with systems engineering as a complementary discipline, provide the ability to categorize R&D activities, bound them, and then assess progress along a defined course of action. They also provide information about status and progress, visibility into opportunities and challenges that might otherwise be missed, allowing timely course corrections. Project Management for Research and Development: Guiding Innovation for Positive R&D Outcomes, Second Edition, provides methods for optimizing results in R&D by using structured processes that come from project management and are intertwined with the key complementary discipline of systems engineering. It provides processes, tools, and techniques to assess and manage creative activities in an optimal way. The core of the book is a flexible framework, which lifts the burden off organizations that do not want to invest heavily in implementing a significant number of often conflicting processes. It is a lightweight, flexible structure to help organizations and individuals meet their most important goals, no matter how complicated or complex these goals may be. Each chapter in the book includes Apply Now exercises, which allow immediate application of fundamental concepts, summarizes key points of concepts and terms, and provides templates to apply the ideas from each chapter to a real-life situation. The book also features unique and creative case studies to demonstrate the application of project management to various R&D projects.

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Process Industries Fabienne-Fariba Salimi, Frederic Salimi, 2017-11-28 A Systems Approach to Managing the Complexities of Process Industries discusses the principles of system engineering, system thinking, complexity thinking and how these apply to the process industry, including benefits and implementation in process safety management systems. The book focuses on the ways system engineering skills, PLM, and IIoT can radically improve effectiveness of implementation of the process safety management system. Covering lifecycle, megaproject system engineering, and project management issues, this book reviews available tools and software and presents the practical web-based approach of Analysis & Dynamic Evaluation of Project Processes (ADEPP) for system engineering of the process manufacturing development and operation phases. Key solutions proposed include adding complexity management steps in the risk assessment framework of ISO 31000 and utilization of Installation Lifecycle Management. This study of this end-to-end process will help users improve operational excellence and navigate the complexities of managing a chemical or processing plant. - Presents a review of Operational Excellence and Process Safety Management Methods, along with solutions to complexity assessment and management - Provides a comparison of the process manufacturing industry with discrete manufacturing, identifying similarities and areas of customization for process manufacturing - Discusses key solutions for managing the complexities of process manufacturing development and operational phases

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Lee, 2024-12-14 Digital twin technologies, currently at the forefront of development, play a crucial role in integrated systems, industrial design, manufacturing, data analytics, and decision-making processes. As we move forward, digital twin technologies, along with their enabling technologies such as Artificial Intelligence, Machine Learning, Internet of Things (IoT), metaverse, and advanced visualization features, will continue to drive digital transformation and innovation across various societal contexts. This book presents a conceptual framework that examines critical perspectives on digital twins across diverse disciplines. It evaluates the contributions of leading thinkers to the broader discourse about digital twins. The introductory chapter provides an overview of the entire book, summarizing all subsequent chapters. Chapter 2 delves into the fundamentals of digital twins, covering theories, definitions, and enabling technologies. Chapters 3 to 10 explore various application areas, including smart cities, manufacturing, healthcare, infrastructure, and supply chain. Chapter 10 specifically focuses on socio-technical aspects related to the design, development, and implementation of digital twins. It emphasizes the significance of digital twins as a public good and identifies opportunities, gaps, and challenges. The final chapter addresses the current and future need for skills in training, education, and awareness, proposing collaborative approaches for industry and academia.

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incose requirements writing guide: Enterprise Interoperability VI Kai Mertins, Frédérick Bénaben, Raúl Poler, Jean-Paul Bourrières, 2014-02-19 In 2007 INTEROP-VLab defined Enterprise Interoperability as "the ability of an enterprise system or application to interact with others at a low cost with a flexible approach". Enterprise Interoperability VI brings together a peer reviewed

selection of over 40 papers, ranging from academic research through case studies to industrial and administrative experience of interoperability. It shows how, in a scenario of globalised markets, the capacity to cooperate with other firms efficiently becomes essential in order to remain in the market in an economically, socially and environmentally cost-effective manner, and that the most innovative enterprises are beginning to redesign their business model to become interoperable. This goal of interoperability is vital, not only from the perspective of the individual enterprise but also in the new business structures that are now emerging, such as supply chains, virtual enterprises, interconnected organisations or extended enterprises, as well as in mergers and acquisitions. Establishing efficient and relevant collaborative situations requires managing interoperability from a dynamic perspective: a relevant and efficient collaboration of organizations might require adaptation to remain in line with potentially changing objectives, evolving resources, and unexpected events, for example. Many of the papers contained in this, the seventh volume of Proceedings of the I-ESA Conferences have examples and illustrations calculated to deepen understanding and generate new ideas. The I-ESA'14 Conference is jointly organised by Ecole des Mines Albi-Carmaux, on behalf of PGSO, and the European Virtual Laboratory for Enterprise Interoperability (INTEROP-VLab) and supported by the International Federation for Information Processing (IFIP). A concise reference to the state of the art in systems interoperability, Enterprise Interoperability VI will be of great value to engineers and computer scientists working in manufacturing and other process industries and to software engineers and electronic and manufacturing engineers working in the academic environment.

incose requirements writing guide: Advanced Information Systems Engineering

Workshops Marcela Ruiz, Pnina Soffer, 2023-06-12 This book constitutes the thoroughly refereed proceedings of the international workshops associated with the 35th International Conference on Advanced Information Systems Engineering, CAiSE 2023, which was held in Zaragoza, Spain, during June 12-16, 2023. The workshops included in this volume are: · 1st International Workshop on Hybrid Artificial Intelligence and Enterprise Modelling for Intelligent Information Systems (HybridAIMS) · 1st Workshop on Knowledge Graphs for Semantics-Driven Systems Engineering (KG4SDSE) · Blockchain and Decentralized Governance Design for Information Systems (BC4IS and DGD) They reflect a broad range of topics and trends ranging from blockchain technologies via digital factories, ethics, and ontologies, to the agile methods for business and information systems. The theme of this year's CAiSE was "Cyber-Human Systems". The 10 full papers and 9 short paper presented in this book were carefully reviewed and selected from 25 submissions.

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