Today's Agenda – Introduction to Business Analysis

In the first session we would only provide Overview and get familiar with the terms

- Common terms
- Understanding Requirements
- 6 Knowledge Areas
- Relation between Knowledge Area

Let's get familiar with the common terms

The course is as per the guidelines from - CBAP Training on BABOK v 2.0

Naseha Sameen

BA profession is new, started during the technology boom in 1980s and early 1990s.

Initially Systems Analysts were the BAs, who documented Processes, identify problems, gather requirements and automate them through computer systems.

Today Business Analysis demands expertise and strong grip on the subject matter

What is Business Analysis?

Business Analysis: *Business Analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.*

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What is required of a Business Analyst:

- Business Analysts need to understand the way a particular organization functions before they can determine how best it can achieve its goals.

- Business Analysts need to understand what capability an organization has and what they need in order to provide products and services to its external stakeholders.

Who are Business Analysts?

Business Analyst: *Business Analyst is the person responsible for determining solutions an organization needs to implement. Requirement engineers, product and project managers, business architects or management consultants may all perform Business Analysis.*

The main role of a Business Analyst is to analyze, document and facilitate business requests as they pertain to a particular project or initiative. Business requests are made by particular project's or initiative's stakeholders.

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Identifying Goals

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Aligning to Goals & Objective

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Identifying Task

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Determining how stakeholders interact

Four main steps in the process of Business Analysis

- Identifying the organizations' goals

- Aligning the organization's goals and objectives

What are the steps involved in Business Analysis?

- Identifying the tasks required for an organization to reach its goals and objectives

- Determining how external stakeholders and the organizational units within the organization interact

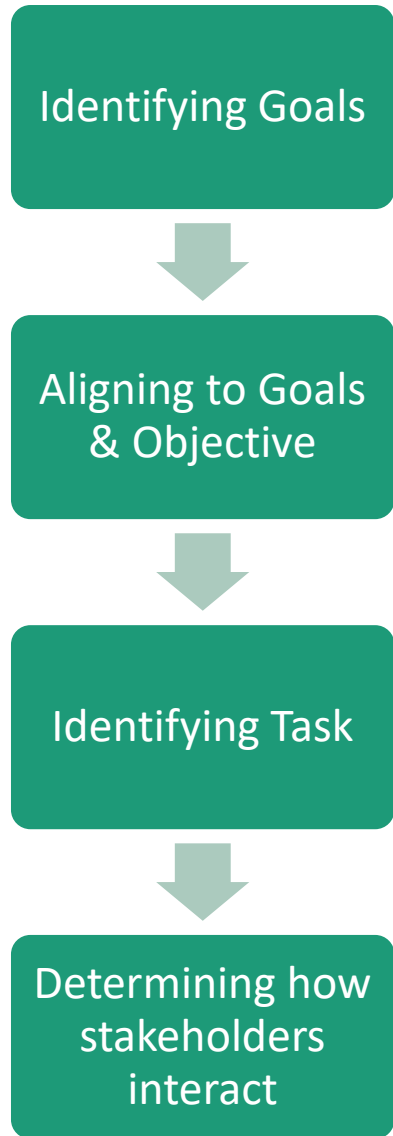Naseha Sameen

Redefining Business Analysis and Business Analyst

With respect to the tasks

Redefining Terms …

Business Analysis helps to identify the solutions that an organization needs to implement to achieve its goals. Also, it can help determining the organization's current state and also to identify its future needs.

Business Analyst gathers, analyzes and compile stakeholder's requests and uses them to determine an organization's requirements. They also need to differentiate between the actual needs and desires of the stakeholders. Business Analyst acts as a communication channel between different organizational units within a business. They often need to translate the needs of the organizational units and align them with available information technology capabilities.

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Responsibility of a Business Analyst

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│   Identifying Goals   │
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│  Aligning to Goals    │
│     & Objective       │
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│   Identifying Task    │
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│   Determining how     │
│     stakeholders      │
│      interact         │
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A Business Analyst will need to:

- Identify Business problems and opportunities
- Elicit, analyze, communicate and validate requirements for changes to business processes and systems

- Document business requirements
- Recommend solutions to help businesses achieve their goals

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BA Responsibilities:

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│       Gathers         │
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│ Document an initiative's│
│     requirements      │
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│   Project Managers    │
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│    Review the         │
│    requirements       │
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│  Adjust their Project │
│  Plans as necessary   │
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A Business Analyst Vs. A Project Manager

Similarities: Both work on
- Developing goals
- Identifying risks
- Developing a strategic plan

Overlapping Responsibilities

Business Analysts are concerned with ensuring Projects can be completed correctly and according to plan

Project Managers are responsible for ensuring that Projects are completed on time and within Budget.

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Let's get familiar with other terms

Domain
Area within an organization that will undergo Business Analysis. Might be an organizational unit or may be the entire organization. It may also include stakeholders outside organization, known as external stakeholders.
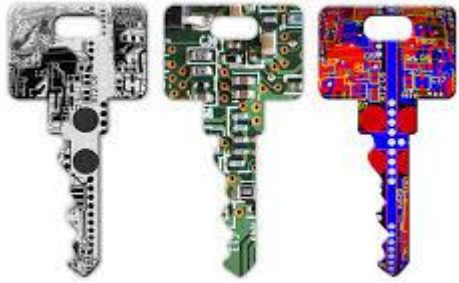
Other Key Concept

Solution
A Change that is implemented to alter the current state of an organization to meet its needs, solve problems or seize opportunities. Solutions may be constituted of several components; some of these components might be Solutions in its own credit. Business Analysis is concerned with finding the best possible solution for an organization given its particular constraints.

Some examples of Solutions (or components of a larger solution) might be software applications, business processes, a revised organizational structure and outsourcing. Project Managers are responsible for ensuring that Projects are completed on time and within Budget.

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The building blocks of any Analysis

Requirements
Requirement is also a key concept. It is simply a necessary attribute. In Business Analysis, a requirement describes what needs to be done in order to provide a solution.
The implementation of the solution enables an organization to achieve goals and objectives specified by its stakeholders.

What is Requirement?

Types of Requirement:

- A condition/capability needed by a stakeholder to solve problem/achieve an objective

- A condition/capability that must be met/possessed by a system component to satisfy a contract, standard, specification or other formally imposed constraint

- A documented representation of a condition/capability, needed by stakeholder or that must be met by a system or system component

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Types of Requirement

Business Requirements

Higher level requirements that focus on goals, needs and objectives of an organization as a whole.

Stakeholder Requirements

They describe the features and capabilities that a solution should possess, or how the stakeholders must be able to use or interact with the solution.

Solution Requirements

They identify the aspects of a Solution that must meet Business and Stakeholders Requirements.

- *Functional Requirements*
- Solution must possess to achieve the required end result.
- *Non – Functional Requirement*
- Quality or Supplementary Requirements

Transition Requirements

Capabilities that a system must possess in order to transform an organization from its current state into its intended future state.

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Business Analysis is divided into 6 main Knowledge Areas.

Although each of the Knowledge Areas involves separate activities, the areas are interconnected and overlap.

During the course of a Project, there will also be significant overlapping of the Business Analyst's responsibilities.

Overview of Knowledge Areas

Each Knowledge Areas depend either directly or indirectly on the others.

The areas are related through deliveries and handoffs, also known as inputs and outputs.

Business Analysts should be aware of the six Knowledge Areas and the relationships between them.

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Our 6 Knowledge Areas

Business Analysis Planning and Monitoring

Determine which activities are needed to perform Analysis.

Requirements Elicitation

Understand stakeholders' underlying needs and disregard any superficial desires.

Requirements Management and Communication

Involves communicating requirements and any changes to requirements, to stakeholders.

Enterprise Analysis

It involves analyzing an organization as a whole and any external environmental factors that might influence a Project

Requirements Analysis

How solution is develops solution requirements so that solution can be implemented

Solution Assessment and Validation

Concerned with the assessment of Solutions.

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Business Planning & Monitoring include:

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Identifying Stakeholders

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Selecting the techniques to use for Business Analysis
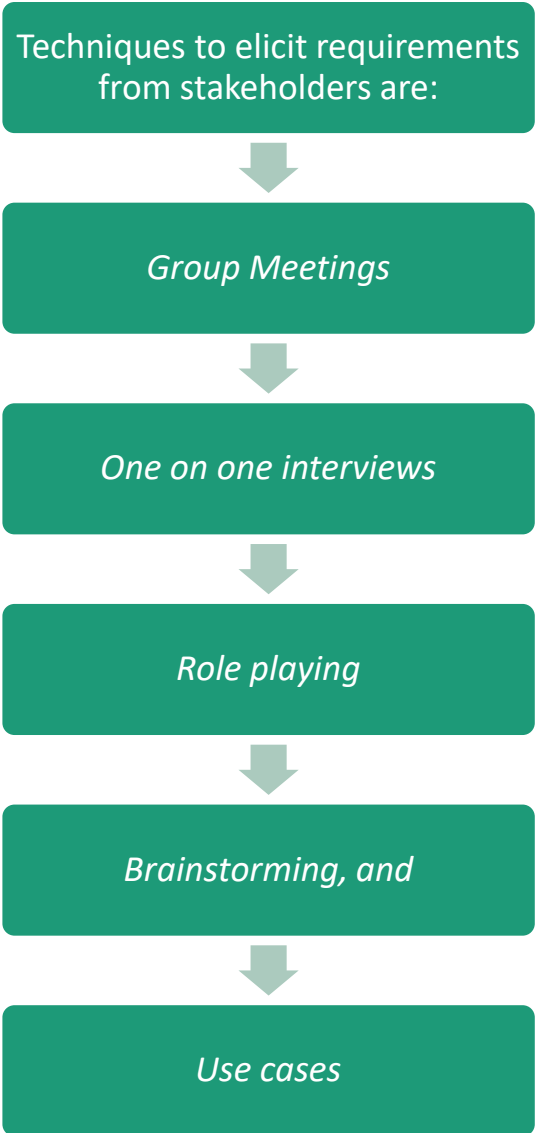
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Choosing a Process to manage Requirements

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Planning the Evaluation of work progress

Knowledge Area 1:

Business Analysis Planning & Monitoring

This area enables Business Analysts to determine which activities are needed to perform Analysis. These activities determine how all of the other Business Analysis tasks will be performed.

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Techniques to elicit requirements from stakeholders are:

Group Meetings

One on one interviews

Role playing

Brainstorming, and

Use cases

Knowledge Area 2:

Requirements Elicitation

This knowledge area involves the process of determining stakeholders' requirements. A Business Analyst must understand stakeholders' underlying needs and disregard any superficial desires. The Business Analyst then communicates these needs to everyone involved in a Project.

It is important for Business Analysts to recognize the different types of requirements and the techniques for eliciting them. They should also use their conflict resolution skills and be able to determine when consensus can be reached.

is area enables Business Analysts to determine which activities are needed to perform Analysis. These activities determine how all of the other Business Analysis tasks will be performed.

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It includes activities that meet the below purpose:

Determine how to express requirements to stakeholders to ensure that they share a common understanding

Enable stakeholders and the Project team to share a common understanding of the solution and its scope, and

Describe how the knowledge that a Business Analyst gains can be maintained for future use

Knowledge Area 3:

Requirements Management & Communication

This knowledge area is concerned with managing conflicts, issues and Project challenges. It also involves communicating requirements and any changes to requirements, to stakeholders.

Business Analysts should ensure that all stakeholders share a common understanding of requirements. They therefore require knowledge of communication and facilitation techniques and must understand how to present requirements in a format appropriate for the intended audience.

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│ Enterprise Analysis │
│      involves:      │
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│    Defining and     │
│ Analyzing problems  │
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│     Developing      │
│   Business Cases    │
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│  Defining Solution  │
│        Scope        │
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Knowledge Area 4:

Enterprise Analysis

It involves analyzing an organization as a whole and any external environmental factors that might influence a Project. It also involves identifying the opportunities and benefits associated with a Project or initiative.

Business Analysts need to have a thorough understanding of the Organizations they assess and the know-how to analyze and solve problems.

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Requirement Analysis involves:

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Analyzing stakeholders' needs in order to identify the solutions that will meet those needs

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Assessing an organization's current state in order to recommend appropriate improvements, and

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Verifying and validating the resulting requirements

Knowledge Area 5:

Requirement Analysis

This knowledge area is concerned with using the data that has been collected to elaborate on and prioritize stakeholder and solution requirements.

It describes how the Business Analyst develops solution requirements so that s solution can be implemented.

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Solution Assessment and Validation activities include:

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Verifying that the proposed solutions are correct

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Identifying possible implementation problems

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Supporting the quality assurance process, and

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Managing the execution of solutions.

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Knowledge Area 6:

Solutions Assessment & Validation

This knowledge area is concerned with the assessment of Solutions. It involves determining whether proposed solutions are viable and whether they will meet an organization's needs.

This knowledge area is also concerned with assessing solutions that have already been deployed to determine their performance and effectiveness.

Our 6 Knowledge Areas

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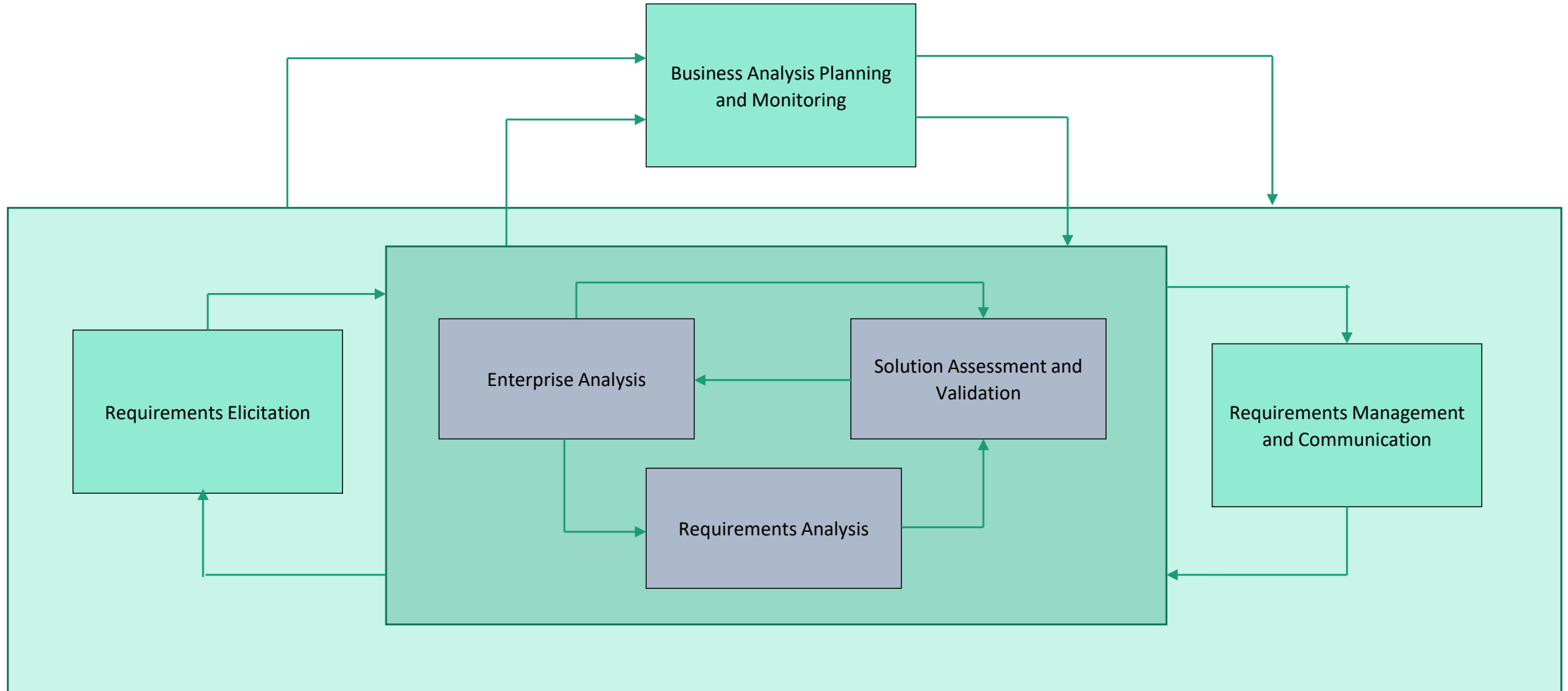
Recap of our Session Today & Questions

- Common terms
- Understanding Requirements
- 6 Knowledge Areas
- Relation between Knowledge Area

Thank You

Naseha Sameen