Foundations of Business Analysis

Module 1: Introduction to Business Analysis

Instructor Introduction
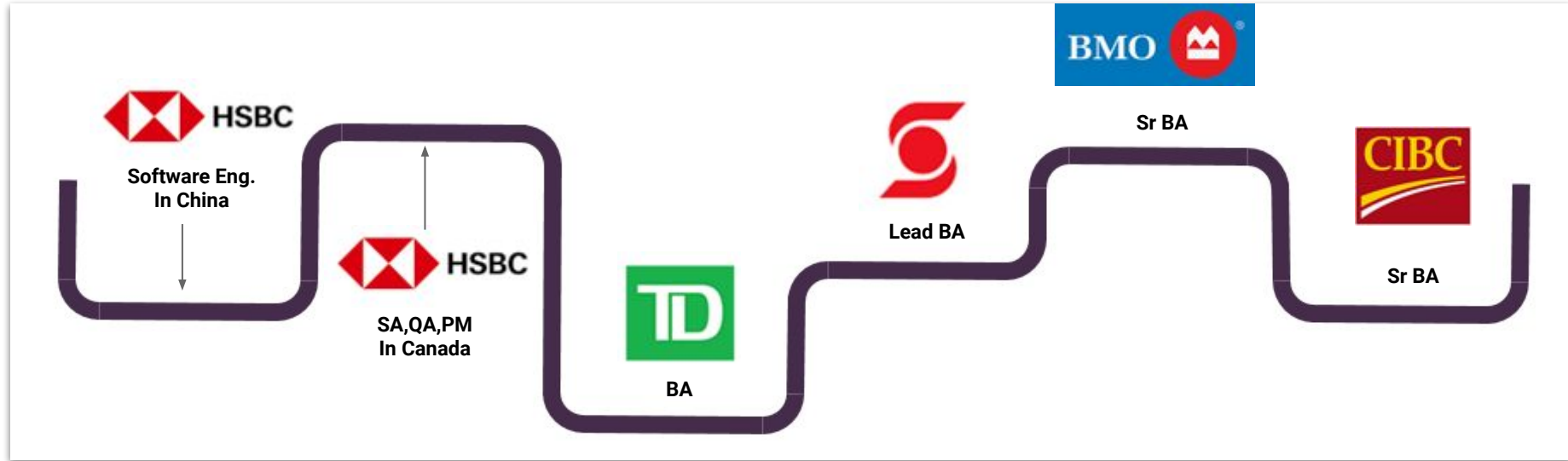
Course Intro

Business Analysis Foundations:
The course is based on International Institute of Business Analysis™ (IIBA®) **BABOK V3** (A Guide to the Business Analysis Body Knowledge®), and focuses on explaining the areas of knowledge and tools that business analysts should master.

Objectives:
- Help students to understand business analysis, solution design methods, and master **basic skills for business analysis**
- Understand the **certification system** for business analysts and prepare for passing the professional certification exam
- Practical exercises and **case studies** to master common business analysis and modeling skills
- Technical, behavioral **interview questions**, and practical work experience and skills

Relevant position:
- Business analyst
- Data Analyst
- Project manager
- And various analyst positions

Course Outline

1 | Introduction to Business Analysis and underlying competencies

High level introduction to Business Analysis practices and **underlying competencies** for students or professionals who are interested in Business Analyst career

2 | BA techniques I

- Strategy Analysis
- Elicitation & Collaboration
- Requirements Analysis & Design Definition

3 | BA techniques II

- Requirements Life Cycle Management
- Solution Evaluation
- BA Planning & Monitoring

Learning Outcome

You'll Learn to:

- Have basic understanding and communicate business analysis tools, skills, and knowledge to stakeholders and prospective employers

- Identify technical and people skills to define and scope business problems and facilitate solutions

- Build a plan for enhancing your own BA product offering by examining the BA competencies

- Gain confidence by preparing for future opportunities and professional designations (eg. CBAP, PMI-PBA)

Readings

Recommended:

A Guide to the Business Analysis Body of Knowledge®

(BABOK® Guide) v3
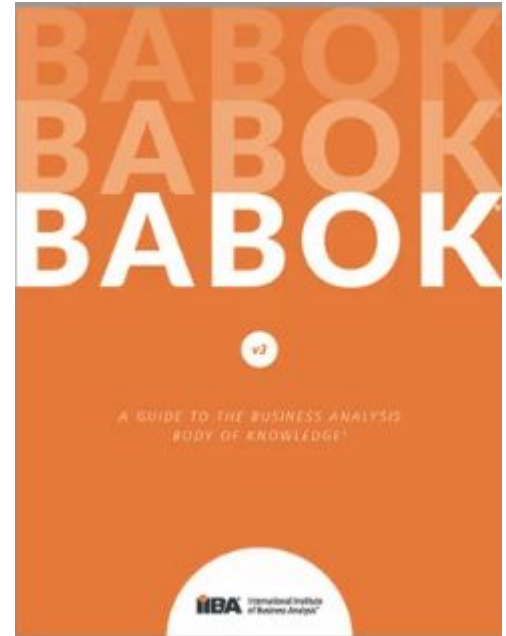
Topics for Module 1

1.1 The Business Analyst Role and Responsibilities

1.2 Professional Certifications

1.3 Key Business Analysis Terms

1.4 Business Analysis Knowledge Areas

1.5 Underlying Competencies

1.1 The Business Analyst Role & Responsibilities

Business Analysts

Why Are They Growing in Importance?

Project success is achieved by effective requirement management

• An idea is worth $0 until it is realized as an executed requirement

• Requirements Management can achieve goals better, cheaper, and faster

• Outsourcing creates a greater need for universally understood requirements

Who Does Business Analysis?

BA's come with many titles….

- Product Manager

- Business Systems Analyst

- Process Analyst

- Business Architect

- Project Manager

- Data Analyst

- Others?

BA has many stakeholders
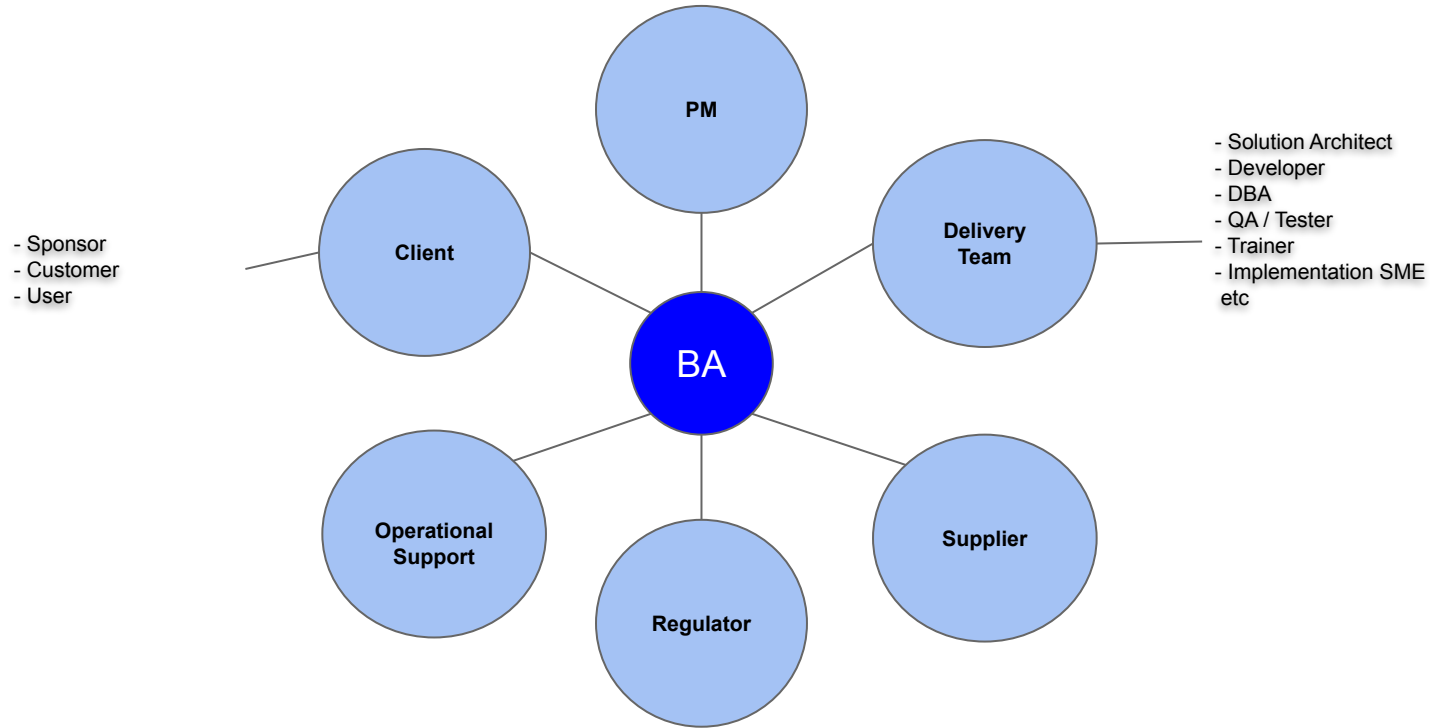
Where do BA's fit?

BA's act as a bridge between the business and the solution team to ensure usability of the product (solution)
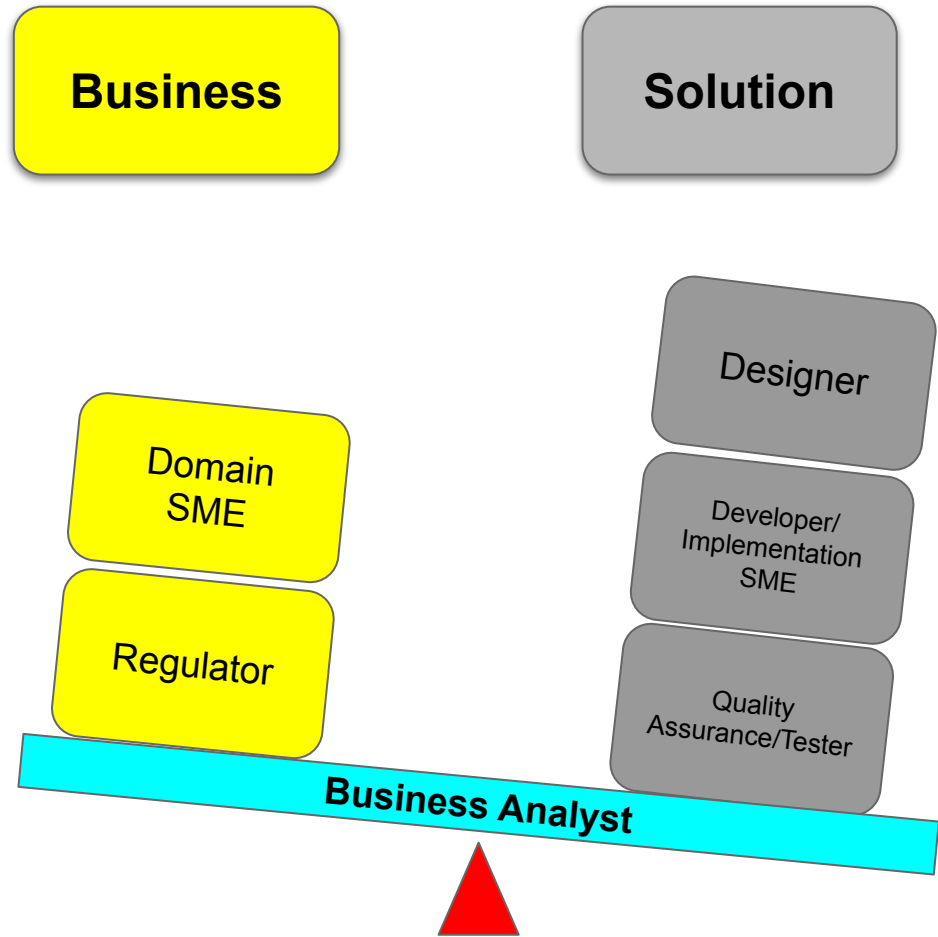
The BA's Role (Master of Requirements)

- To act as the intermediary between the business unit(s), (clients), stakeholders, and the solution delivery team
- Solutions usually are focused on:
  – Improving efficiency
  – Addressing customer expectations
  – Delivering necessary capability

The BA's Responsibilities:

- Understands:
  - Current and future state
  - Stakeholders impacted by the future state
  - Stakeholders that will contributing to the future state

- BA Tasks:
  - Business Need Development
  - Gathers, analyzes, documents requirements
  - Communicates requirements in their various states
  - Prepares BA deliverables

What Does a BA Do?

Goals and Objectives
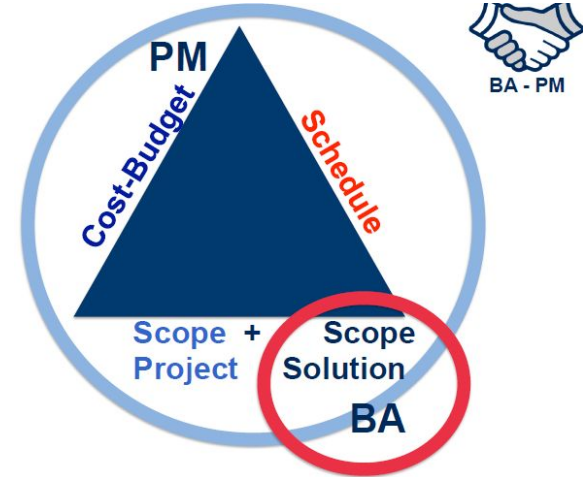
Form Business Case

Requirements

Document in BRD

Solutions

works with business domain within constraints of time cost and regulations

PM

Cost-Budget

Schedule

Scope + Project

Scope Solution

BA

BA - PM

My road on certifications

1.2 BA professional Certifications

What's the Value of certifications?

For hiring managers:

• It is a good reference for validation on candidates' skills and knowledge of business analysis

• Unified team language, process, principles, methodology

For individuals:

• Improve professional capability – quick and systematic approach to acquire knowledge, processes, method templates and tools in the field of business analysis

• Opportunities for career advancement – Recognized and high-value certificates can bring career development potential

BA professional Certifications Organizations

The International Institute of Business Analysis™ (IIBA®) is a non-profit professional association serving the growing field of business analysis. As the global thought leader and voice of the business analysis community, IIBA® actively supports the recognition of the profession, and works to maintain global standards for the ongoing development of the practice and certifications.

https://www.iiba.org/

Project Management Institute (PMI) is the world's leading association for those who consider project, program or portfolio management their profession.

https://www.pmi.org/

IIBA vs PMI

Requirements	PMI-PBA	IIBA-CBAP	IIBA-CCBA	IIBA- ECBA
Educational Background	Bachelor's degree or higher degree (or global equivalent).	High school or equivalent education.	High school or equivalent education.	n/a
Business Analysis Experience	4,500 hours (~3 years) working as a practitioner of business analysis. This experience must have been earned in the last 8 years.	Minimum 7500 hours (4~5 Years) of BA work experience aligned with the BABOK® Guide in the last 10 years. Minimum 900 hours in each of four of the six knowledge areas.	Minimum 3750 hours(2~3 Years) of BA work experience aligned with the BABOK® Guide in the last seven years. Minimum 900 hours in each of two of the six knowledge areas, or 500 hours in each of four of the six knowledge areas	n/a
Training in Business Analysis	35 contact hours. Hours must have been earned in business analysis	minimum of 35 hours of Professional Development in the past four years	Minimum of 21 Professional Development (PD) hours within the last four years.	Minimum of 21 Professional Development (PD) hours within the last four years.
Other	Started 2014	Started 2006 Two references from a career manager, client or CBAP® recipient, Signed Code of Conduct	Started 2016 Provide References from a career manager, client or CBAP® recipient, Signed Code of Conduct	Started 2016
Exam	200 multiple-choice questions Four hours	120 multiple choice questions 3.5 Hours	130 multiple choice scenario-based questions formulated from the BABOK® Guide 3 hours	50 multiple choice questions One Hour
Cost	$405 Member $555 Non-Member	Application Fee (non-refundable) $125 Exam Fee - English and Japanese $325 Member $450 Non-Member	Application Fee (non-refundable) $125 Exam Fee - English and Japanese $325 Member $450 Non-Member	Application Fee (non-refundable) $60 $110 Member $235 Non-Member
Recertification requirement	60 BA PDU/3 yrs	60 BA CDU/Yrs	60 BA CDU/Yrs	n/a
Recertification cost	$60 Member $150 Non-Member	IIBA members is $85 USD and $120 USD for non-members	IIBA members is $85 USD and $120 USD for non-members	IIBA members is $85 USD and $120 USD for non-members

1.3 Key Business Analysis Terms

What Is a Requirement?

Definition:

"A usable representation of a need"

Source: IIBA

" A condition or capability required to be present in a product, service, or result to satisfy a contract or other formally imposed specification"

Source: PMI

What Is a Requirement? (cont'd)

Requirement Type	KA	Description	Example
Business Requirement	SA	High Level Statement of Goals/Objectives Outcome	Profit margins should not fall below 40%.
Stakeholder Requirement	RADD	Needs of Stakeholders that must be met in order to meet the Business Requirements	Reduce monthly cost by 20% within one year
Solution Requirement	RADD	Characteristics of the Solution	
• Functional	RADD	Solutions behavior	The solution will enable confirmed customer orders to be sent automatically to warehouse
• Non-Functional	RADD	Conditions for the solution to remain effective	80% of transactions processed in less than 5 seconds
Transition Requirement	SE	Capabilities need to get from current state to future state	Transition warehouse staff must attend 3 training sessions on new system

BA Outputs: Examples

- Business Case development
- Elicitation Plan
- Sourcing Activities – RFPs
- BA's Activity planning - Estimating
- Requirements documents - BRD
- Modelling – Data Flow
- Charting – Process Flow (As is, To Be)
- Ensure Requirements are validated through testing
- BA Plan, Requirements Management Plan, BA Communication Plan

1.4 Business Analysis Knowledge Areas:

Set of tasks performed to identify business needs & recommend relevant solutions to business problems.

BA Planning & Monitoring				
Strategy Analysis	Elicitation & Collaboration	Requirements Analysis & Design Definition	Requirements Life Cycle Management	Solution Evaluation

Strategy Analysis

- Look at the Big Picture
- Analyze what the business needs to satisfy its goals
- Look into potential options and evaluate them for feasibility and profitability
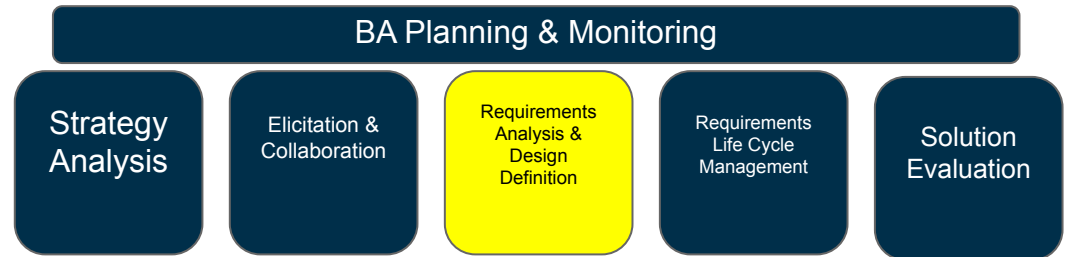- Provide the change strategy to direct future activities

BA Planning & Monitoring				
Strategy Analysis	Elicitation & Collaboration	Requirements Analysis & Design Definition	Requirements Life Cycle Management	Solution Evaluation
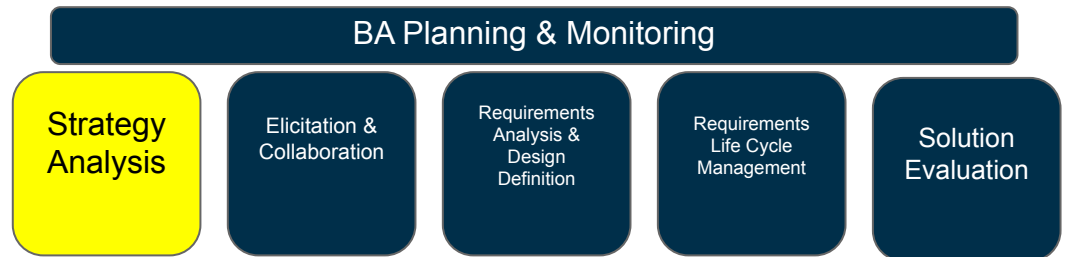
Elicitation & Collaboration

• Utilizes variety of elicitation activities
• Gathers requirements by executing against the elicitation plan as well as informal as-needed sessions
• Conduct iterative activities as needs evolve
• Communicate BA information
• Engage Stakeholders in BA process

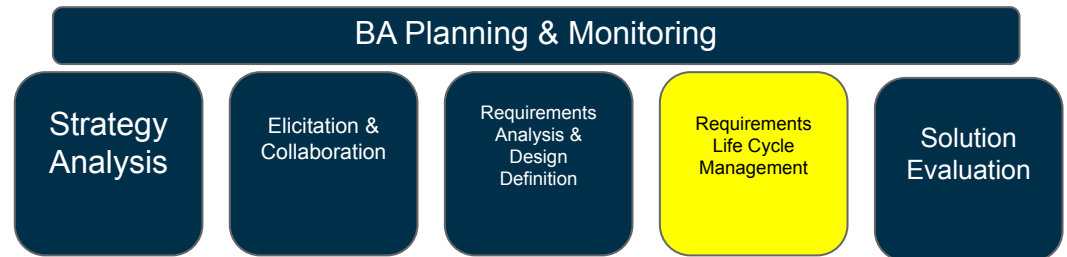| BA Planning & Monitoring				
Strategy Analysis	Elicitation & Collaboration	Requirements Analysis & Design Definition	Requirements Life Cycle Management	Solution Evaluation
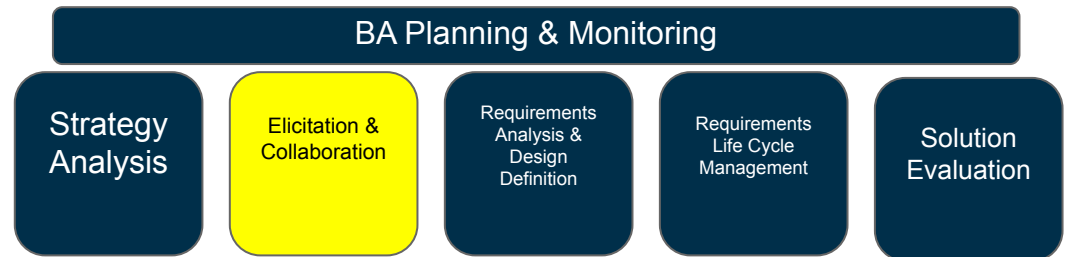
Requirements Analysis & Design Definition

- Review the requirements and designs (models) to ensure that they are complete,comprehensive, and add value
- Ensure that any conflicting requirements are resolved between the stakeholders
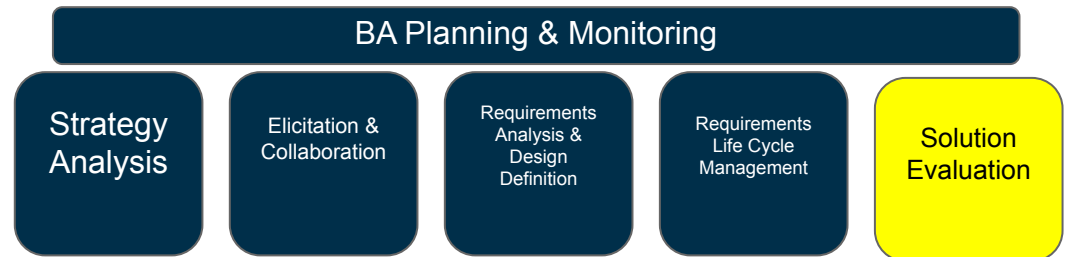- Define and assess solution options and alternatives

BA Planning & Monitoring				
Strategy Analysis	Elicitation & Collaboration	Requirements Analysis & Design Definition	Requirements Life Cycle Management	Solution Evaluation

Requirements Life Cycle Management

• Conduct traceability activities to ensure that the all requirements are aligned and delivered throughout the project phases
• Ensure that no extra functionality is allowed to be included in the scope without going through the change management process
• Ensure that sign-off is achieved prior to commencing the next stage of work

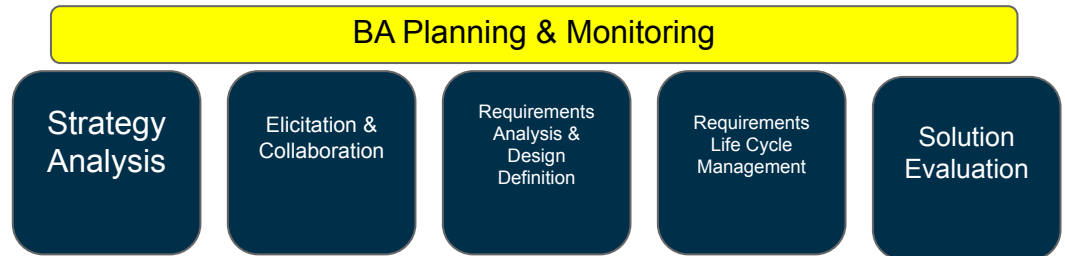| BA Planning & Monitoring				
Strategy Analysis	Elicitation & Collaboration	Requirements Analysis & Design Definition	Requirements Life Cycle Management	Solution Evaluation

Solution Evaluation

- Measure and assess solution performance to determine if they meet the business need and deliver potential value
- Recommend corrective actions to enhance solution performance
- Performed to assess and validate prototypes, pilot and beta releases, and components of solution

BA Planning & Monitoring				
Strategy Analysis	Elicitation & Collaboration	Requirements Analysis & Design Definition	Requirements Life Cycle Management	Solution Evaluation

BA Planning & Monitoring

- Specify the deliverables that the BA will be responsible to produce
- Identify the time and cost elements of BA activities for the project plan
- Outline how the requirements will be tracked and managed
- Ensure BA work is efficient and adds value

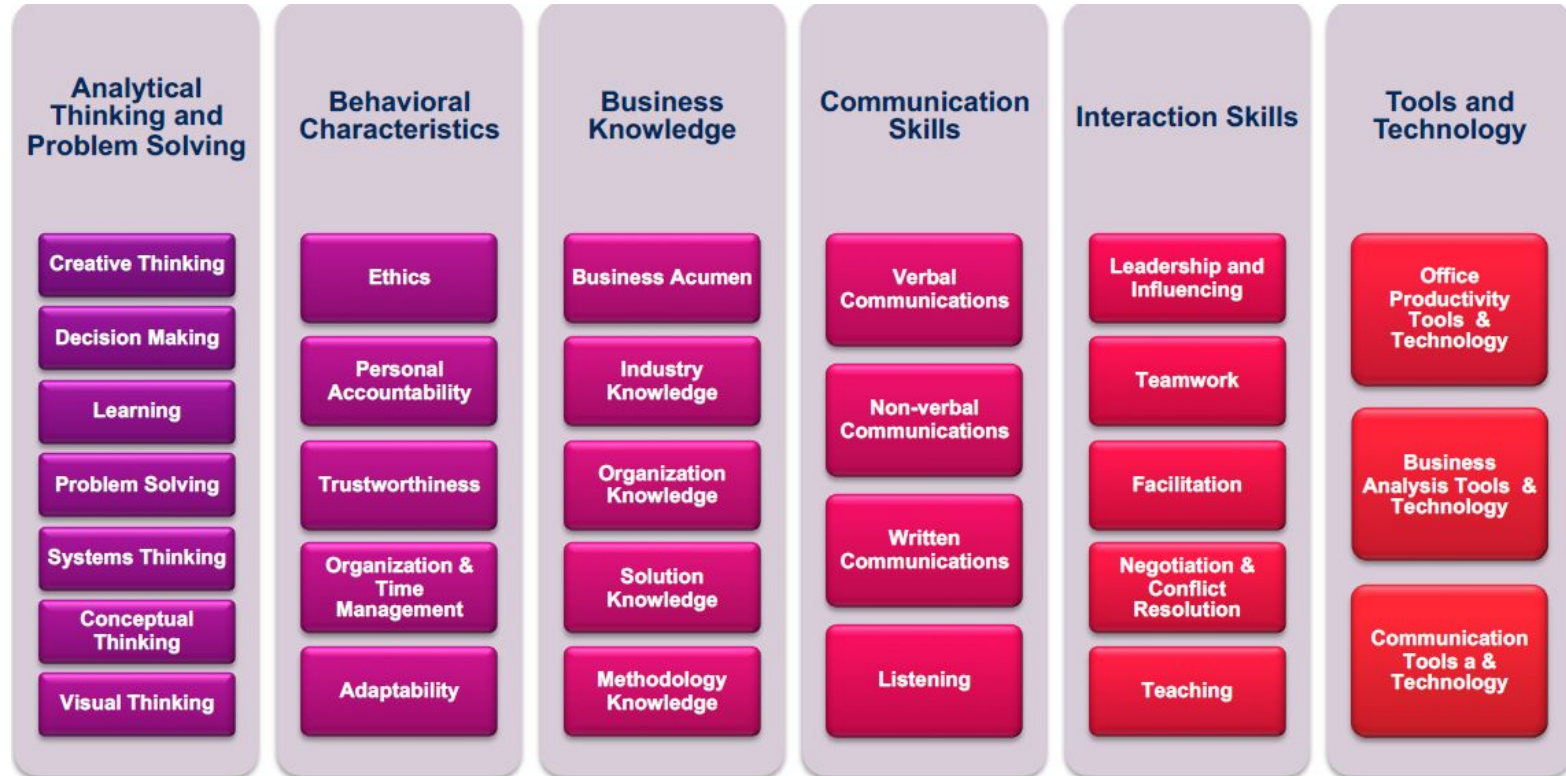| BA Planning & Monitoring				
Strategy Analysis	Elicitation & Collaboration	Requirements Analysis & Design Definition	Requirements Life Cycle Management	Solution Evaluation

1.5 Underlying Competencies

- Analytical Thinking and Problem Solving

- Behavioral Characteristics

- Business Knowledge

- Communication Skills

- Interaction Skills

- Tools and Technology

Underlying BA Competencies: Overview

- Competence is defined as – "a standardized requirement for an individual to properly perform a specific job"
- Many of us go into BA roles without any formal training or competence on being successful in Business Analysis
- The range of skills required by a BA is very wide and even the best BA might not have all the skills necessary for every situation
- The BA at minimum needs to elicit the business needs, analyze what they elicit, document what is necessary and communicate what they elicited to ensure they understood the true need
- What will you do to develop these skill-sets? What are some of the tactical things that could be done to enhance your 'Product Offering'?

Skills That Support Business Analysis

Analytical Thinking and Problem Solving	Behavioral Characteristics	Business Knowledge	Communication Skills	Interaction Skills	Tools and Technology
Creative Thinking	Ethics	Business Acumen	Verbal Communications	Leadership and Influencing	Office Productivity Tools & Technology
Decision Making	Personal Accountability	Industry Knowledge	Non-verbal Communications	Teamwork	
Learning	Trustworthiness	Organization Knowledge	Written Communications	Facilitation	Business Analysis Tools & Technology
Problem Solving	Organization & Time Management	Solution Knowledge	Listening	Negotiation & Conflict Resolution	
Systems Thinking	Adaptability	Methodology Knowledge		Teaching	Communication Tools a & Technology
Conceptual Thinking					
Visual Thinking					

Analytical Thinking and Problem Solving

Creative Thinking
Decision Making
Learning
Problem Solving
Systems Thinking
Conceptual Thinking
Visual Thinking

Creative Thinking

–The ability to:

- Generate new ideas, concepts and alternatives
- Be Innovative
- Apply new ideas to resolve existing problems
- Promote acceptance of new approaches

Analytical Thinking and Problem Solving

Creative Thinking
Decision Making
Learning
Problem Solving
Systems Thinking
Conceptual Thinking
Visual Thinking

Decision Making

−The ability to:

- Focus the decision making process
- Understand the stakeholders' various points of view
- Focus the decision into rational business criteria
- Quantify the rating scale for decision making
- Clarify the decision
- Promote action to deliver benefit to the organization

Analytical Thinking and Problem Solving

Learning

–The ability to:

- Increase your degree of BA competence by continually develop BA skills
- Take opportunities to stretch your application of business skills
- Maintain contact with organizations which promote learning and advancing the BA field(eg. IIBA)
- Mentor less experienced BAs

Analytical Thinking and Problem Solving

Problem Solving

−The ability to:

- Correctly identify the business need
- Identify available solution options
- Evaluate the associated benefits and risks
- Outline the business considerations for each option
- Promote action to deliver benefit to the organization
- Promote complete solutions − "do it right the first time"

Analytical Thinking and Problem Solving

System Thinking

−The ability to:

- Put the area of investigation into context
- Identify the larger picture when assessing an issue
- Discuss all aspects of an issue with a broad range of stakeholders to get a 360 view of how an issue is perceived
- Separate symptoms from their root cause before investigating possible solution options

Analytical Thinking and Problem Solving

Conceptual Thinking

−The ability to:

- connect disparate information and acting to better understand the relationship,
- confirm the confidence and understanding of the concept being communicated with stakeholders,
- formulate abstract concepts using a combination of information and uncertainty
- draw on past experiences to understand the situation.

https://psychology.wikia.org/wiki/Conceptual_thinking

Analytical Thinking and Problem Solving
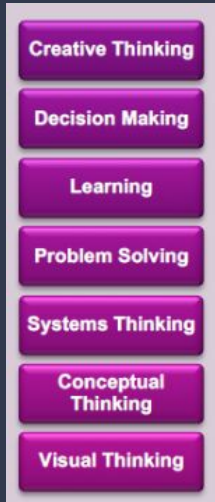
Visual Thinking

- Communicate complex information in a visual model which is understandable by stakeholders,
- visuals allow for comparisons, pattern finding, and idea mapping with participants,
- Increase productivity due to increased learning, quick memory, and follow through from effective visuals,
- Engage stakeholders at a deeper level than with text alone, and
- Help stakeholders understand critical information which may have been missed if presented in textual content alone.

Behavioral Characteristics

Ethics

−Understand the ethical and behavioral norms within the organization

−Establish standards of behavior so that the organization has an accepted pattern to follow

−Identify where standards are in conflict so they can be resolved

−Lead by example

Behavioral Characteristics

Personal Accountability
- work effort is planned and easily articulated to others,
- work is completed as planned or re-planned with sufficient reasoning and lead time,
- status of both planned and unplanned work is known,
- stakeholders feel that work is organized,
- risks and issues are identified and appropriately acted on,
- completely traceable requirements are delivered on time, and stakeholder needs are met.

Ethics

Personal Accountability

Trustworthiness

Organization & Time Management

Adaptability

Behavioral Characteristics

Trustworthiness

−Gain trust by being trusting

−Remain objective

−Respect individual points of view

−Keep confidences

−Ensure that the team understands where confidentiality is crucial

−Be the model for the team – trusting and trusted

Ethics

Personal Accountability

Trustworthiness

Organization & Time Management

Adaptability

Behavioral Characteristics

Organization & Time Management

−Prepare plans of action that are easy to understand and comprehensive

−Provide standards for gathering, recording, storing and disseminating information

−Adhere to timelines and quality standards

−Be the GO-TO person for the team related to the business solution and its requirements

−Be the role model for the team for professionalism

- Ethics
- Personal Accountability
- Trustworthiness
- Organization & Time Management
- Adaptability

Behavioral Characteristics

Adaptability

−ability to change techniques, style, methods, and approach.

−demonstrate a willingness to interact with and complete tasks in a manner preferable to the stakeholders,

Business Knowledge

Business Acumen

Understanding of:

- Financial Planning and Forecasting
- Marketing and Sales
- Customer Care and Service
- Order Mgmt
- Operations and Distribution
- Product Development and Service
- Financial Reporting

Business Knowledge

Industry knowledge

– Understand what is going on in your industry
– Participate in Industry surveys and research
– Join industry associations
– Keep up to date through reading and personal research
– Become an expert in your field
– Represent your organization in industry panels

Business Knowledge

Organization knowledge
- Know the strategic direction of your organization
- Understand the Organizations' Key Performance Indicators
- Know the executives and key decision makers
- Consider getting a mentor or becoming a mentor
- Know your competitors, their product, strength and weaknesses
- Volunteer for key projects

Business Knowledge

Solution knowledge
- Understand the business needs of the organization (The critical few)
- Keep up to date with the strategy of the organizations (Short, Medium and Long Term)
- Understand the key attributes of the solution
- and how they meet the needs of the business
- Remain objective in evaluating the solution

Business Knowledge

Methodology knowledge
- the ability to adapt to changes in methodologies,
- the willingness to use or learn a new methodology,
- the successful integration of business analysis tasks and techniques to support the current methodology,
- familiarity with the terms, tools, and techniques prescribed by a methodology, and
- the ability to play multiple roles within activities prescribed by a methodology.

Communication Skills

Verbal Communication

–Use Clear, concise, concrete, and complete messages

–Speak with confidence

–Know your material and audience

–Anticipate audience concerns

–Use the language of the audience

–Less is better than more

–Keep a set of "B" slides if elaboration is requested

Verbal Communications

Non-verbal Communications

Written Communications

Listening

Communication Skills

Non-Verbal Communication
- being aware of body language in others, but not assuming a complete understanding through non-verbal communication,
- intentional awareness of personal non-verbal communication,
- improving trust and communication as a result of non-verbal communication, and
- effectively addressing and resolving situations when a stakeholder's nonverbal communication does not agree with their verbal message.

Communication Skills
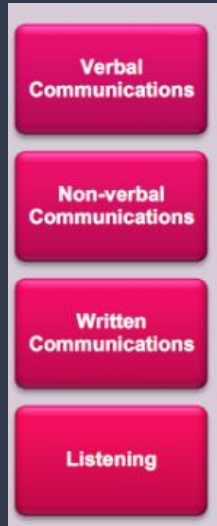
Written Communication

- Organize the material for easy access
- Provide a roadmap to guide the reader
- Know the audience and write to satisfy their needs
- Use business terms and provide a glossary of terms
- Provide summarizations early in the text
- Use graphs/ pictures instead of words
- Use appendices to show detailed information

Communication Skills

Assess Presentation Options

Determine level of detail, language and format appropriate for each stakeholder group

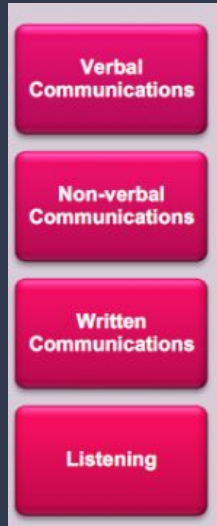| Stakeholder	Presentation Options
Executives	High level summaries
Business stakeholders	Requirements written in their own language
Developers	Detailed information of the user interface and technical requirements
External vendors	Technical interface instructions to construct network and security protocols

Communication Skills

Listening

−give the speaker undivided attention,

−acknowledge the speaker with verbal or non-verbal encouragement,

−provide feedback to the person or the group that is speaking to ensure there is an understanding,

−use active listening skills by deferring judgment and responding appropriately.

Communication Skills
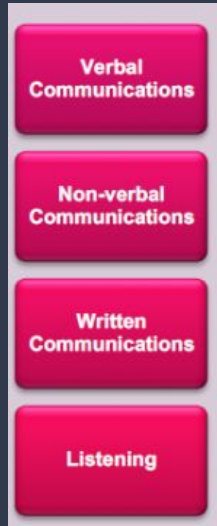
Communication skills / techniques

1. Meeting etiquettes / techniques
   - How to arrange /invite a meeting
   - What resources/ materials needed
   - Who should be invited
   - How to chair the meeting
   - How to end the meeting
   - Follow ups post meeting
2. Email / writing techniques
   - Salute
   - Opening/Objectives
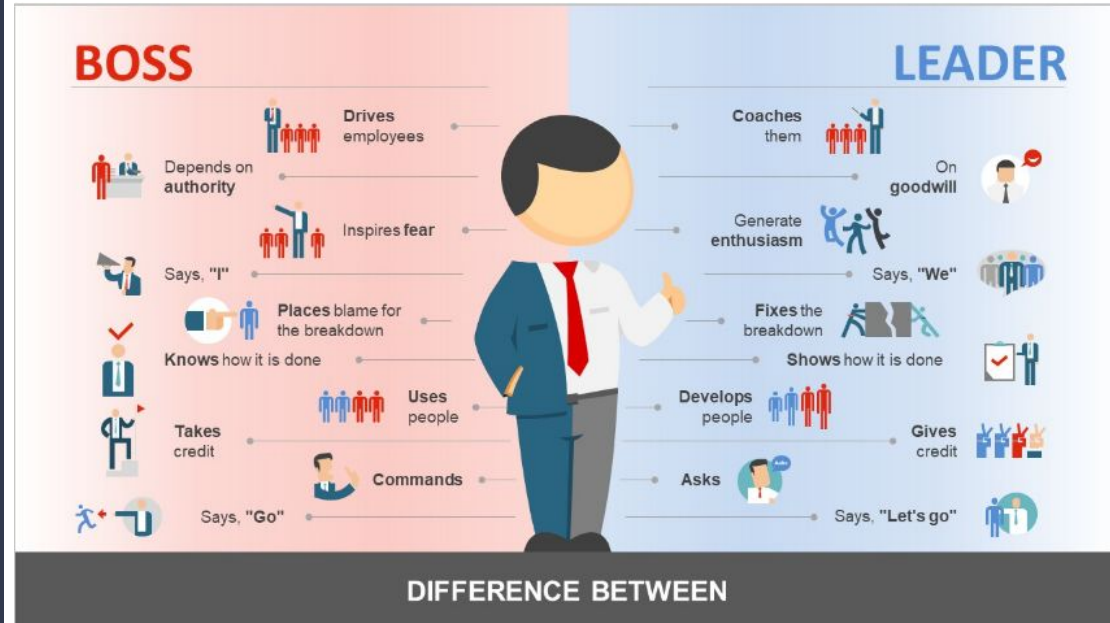   - Facts
   - Actions
   - Response

Interaction Skills

Leadership and Influencing
−Provide direction to all requirements related activities
−Use your skills, knowledge, clout, contacts and charisma to get the requirements through all of the stages of evolution and delivery
−Be seen as a value generating individual, unbiased in action and intent

Interaction Skills

- Leadership and Influencing
- Teamwork
- Facilitation
- Negotiation & Conflict Resolution
- Teaching

Boss(Manager) vs Leader

Interaction Skills

Leadership and Influencing

Teamwork

Facilitation

Negotiation & Conflict Resolution

Teaching

Where does Power come from?

Legitimate Power - the ability to gain support because project personnel perceive the business analyst as being officially empowered to issue orders.

Reward Power - the ability to gain support because project personnel perceive the business analyst as capable of directly or indirectly dispensing valued organizational rewards (i.e., salary, promotion, bonus, future work assignments).

Expert Power - the ability to gain support because personnel perceive the business analyst as possessing special knowledge or expertise (that functional personnel consider as important).

Information Power - the ability to gain support because personnel perceive the business analyst as possessing specific information

Interaction Skills

Earning Your Power – You earn power by

Your **Expertise** – with the work to be done, with your ability in managing the processes to get the work done.

Your **Reputation** – how well have you managed people in the past, how successful have been your projects/outcomes.

Your **Connections** – who do you know, more important sometimes – who knows you!

Your **Experience** – what have you done before that links to what you have to do know

Your **Knowledge** – how much do you know about the content, and about the process you need to put in place?

Your **Personality** – Charisma counts, so does working for someone who knows you, pays attention to you, is fun to be with, is likeable.

Your **Education** – What you have now, and what you are acquiring.

Your **Appearance and Presentation of Self** – How you dress, and how you carry yourself matters. Remember – 55% of all communication is non-verbal.

Your **Language and Listening Skills** – clear, clean, spoken with the recipient in mind, listen first to understand – not to respond.

Your **Network of Friends and Associates** – who can you call on when you need help.

Your **Physical Condition** – top physical condition gives you energy to get things done – and it shows.

Anything else that matters to you?

Interaction Skills

Teamwork

–Understand where the team is in its evolution

Forming, Storming, Norming, Performing

–Encourage cooperation and innovation

A helping, supportive, forgiving environment

–Encourage openness and trust

Speak without reservation, consideration for others

–Be the role model for the team

–Be diplomatically demanding

Set expectations and address unforeseen issues

Interaction Skills

Tuckman (1960s) Stages of Team Evolution

1. FORMING: Orientation Phase
Quiet – Guarded – Impersonal – Business like - High morale

2. STORMING: Dissatisfaction Phase
Conflict over control – Confrontations - Opting out - Stuck with situation – Morale drops to lowest point

3. NORMING: Organizing Phase
Procedures established - Team skills developed - Issues confronted - Morale rebuilt

4. PERFORMING: Productivity Phase
Trust – Flexibility - Care and support - Mature closeness - Morale high

Leadership and Influencing

Teamwork

Facilitation

Negotiation & Conflict Resolution

Teaching

Interaction Skills

Facilitation

facilitate interactions between stakeholders in order to help them

- make a decision
- solve a problem
- exchange ideas and information, or
- reach an agreement

Interaction Skills

Negotiation and Conflict Resolution

- Confer, consult, discuss, parley, exchange one thing for another.
- Reach agreement on an outcome.
- Reconcile differences to reach an outcome.

Interaction Skills

Teaching / Mentoring
- Identify what the audience is expecting to achieve
- Identify "what's in it for them" on this subject
  What will they be able to do, what decision will they be able to make, What benefits are available
- Identify what key messages must be delivered
  Avoid extraneous material
- Deliver the messages 3 times
  - Here is what I'm going to say
  - Say it
  - Here is what I just said

Leadership and Influencing

Teamwork

Facilitation

Negotiation & Conflict Resolution

Teaching

Tools and Technology

- **Office Tools**
  - Word processing, spreadsheets, Presentation, Sharepoint, MS Project
  - Web-based software(JIRA/Confluence)

- **BA Tools**
  - Database(SQL), HP ALM(testing/defect management)
  - Visio, Models, diagrams, matrices, traceability,
  - Python , Tableau, Power BI

- **Communication Tools**
  - Selection of appropriate method for Stakeholders (Audio / Video Conference, IM, Emails, etc)

Rank Yourself Between 1–5 for Each

| Competencies	1	2	3	4	5
Analytical Thinking and Problem Solving: decision making, learning					
Behavioral Characteristics; organization & time management					
Business Knowledge					
Communication Skills: writing and editing					
Interaction Skills: leadership, conflict management, facilitation					
Tools and Technology: collaboration sites, Word, excel					

Readings

Required: BABOK® v3

Chapter 1: Introduction

Chapter 2: Business Analysis Key Concepts

Chapter 9: Underlying Competencies
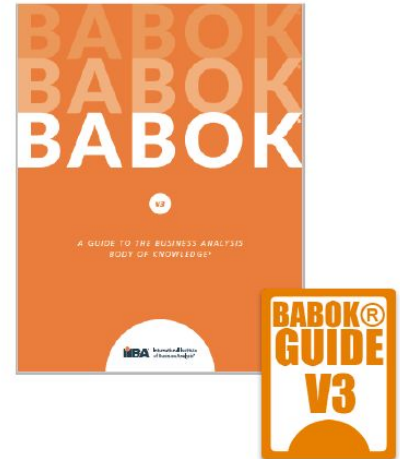
Tools Installation

- MS Visio or
- Google Draw.io (https://www.diagrams.net/)
- Zoom Desktop app(for Breakout room)

Any Questions?

Thank You!