THE ROLE AND RESPONSIBILITY OF A BUSINESS ANALYST

Investigate business system

Evaluate Actions

Document the business requirement

Elaborate requirement

AGILE SYSTEM DEVELOPMENT

Agile Is basically a software development approach , basically the iterative and waterfall model follows that there is no reversing back to the step hence the agile model comes into picture where deliver the software in increment and elaborate the requirement using prototypes

When agile is used the ba will be working on

- Requirement clarification during the business process
- Business requirement in the early stages ,
- Implementation issue
- Business acceptance testing : create test scenarios
- Assist users
- Supports Task
- Provide assistance , resolve problems or train staff

BUSINESS ANALYSIS MATURITY MODEL

MODEL Basis: developed on basis of reviewing and studying hundreds of models

Analyst Background: includes the IT and business professional with diverse skills

Bam Axes: detailed task on defined course of action

Authority level: minimal decision making process, ability to influence and guide senior management

There can be three levels of maturity

Level 1:

Defining the requirement for it systems

Scope

And authority

Level 2:

Improving the cross functional business processes

Broader then an single IT projects

Authority: expansion of projects

Level 3:

Overall business improvement and delivery

Business changes

Authority

APPROCH TO PROBLEM SOLVING

Business analyst need to examine the business and think creatively

Business can face rapid changes and competition action, generation of creative ideas is must

Many people struggle to find a creative solution due to pressure that we have to provide a quick solution

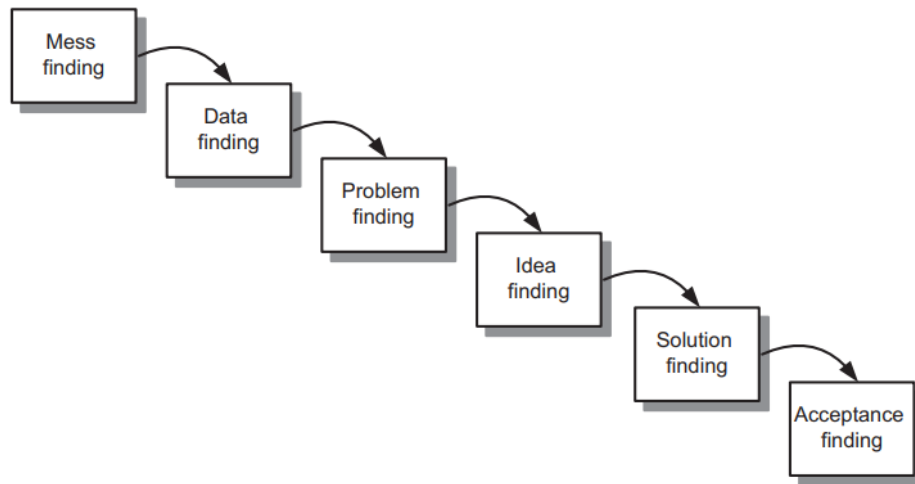We can make use of Isakson and Tre finger Model (1985)

Provides a framework to develop the solution thoughtfully

Focus on Investigation: basically analysing the problem

Avoid Premature Solution: Encourage detailed exploration before jumping to the solution

Creativity: innovative thinking is must

This model is useful in understanding the business

Mess Finding

Problems always involves multiple issue and concerns

What we need to do is we emphasise the need to thoroughly understand the problem before providing a solution

We can make use of Rich picture diagram, mind mappings and fishbone diagram

Data Finding: what we do in here is we analyse the opinions, concerns, knowledge and ideas from the previous stage

Identify the information and create supporting data

What is most important here is we need to address the factual information and opinions differently

In order to gather information we can make use of Surveys and Activity Sampling

Stage 3: Problem Finding

Uncovering the core problem: first two stages are to identify the core issue

Now we need to make problem statements

Symptoms vs. core Problem: distinguish between underlying and core problem

Deep Analysis: dig deeper to the actual problem

What is the role of ba here is

Basically to find the right problems: essential for addressing the true issue rather than just dealing the surface level symptoms

Basically the first three stages are to understand the problem and state down the problem

Next is to address the problem in order to do this we make use of different techniques

Such as

Brainstorming

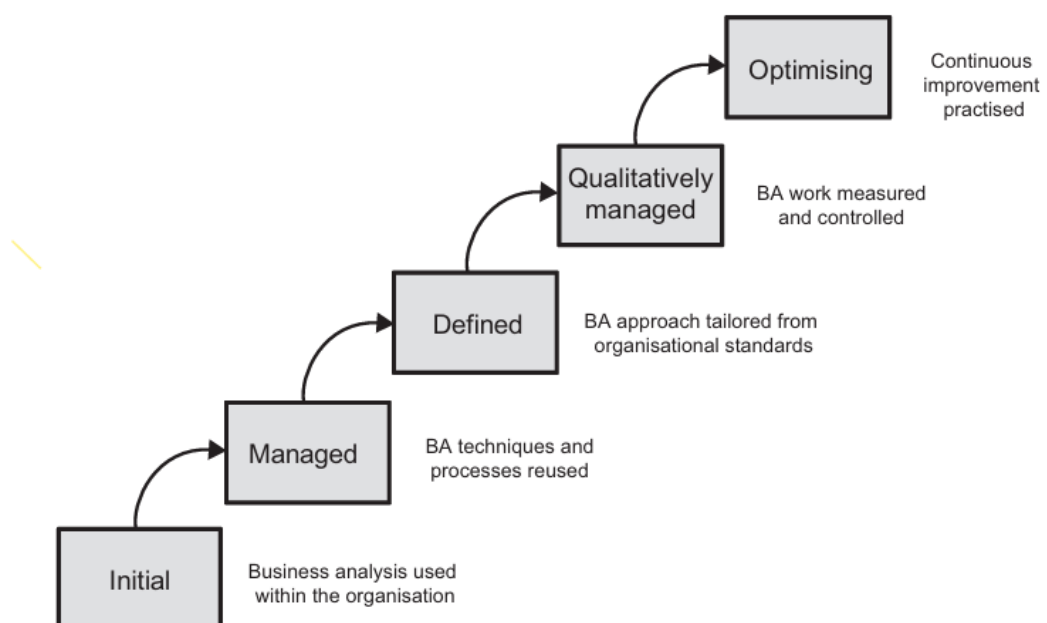Assumption reversal: used to often generate ideas but may need enhancement

Creative Thinking Techniques:

Assumption reversal: list and reverse the assumptions and stimulate ideas

Random words or picture: use related words or images to speak creative ideas

Resources: Consult creative thinking and text for more ideas

CMMI FOR BUSINESS ANALYSIS

Analyst are developing their processes and standards for each process

Initial Level (CMMI): processes and standards are not yet standardized or repeatable across the projects

There are also cases that organization may hire a business analyst to work for there for some time they can work on three levels on BAMM

The analyst working at business improvement level may have a defined process, standards and measure that are manage by each assignment

It is useful to consider a version of CMMI, specifically developed to evaluate the maturity of the business Analysis Practice '

QUALIFICATION

Recognized cortication and diplomas validate the skills and abilities of business analyst

Such as BCS International Diploma in Business Analysis, IIBA, CBAP (Certified Business Analyst Professional) and CCBA (Certification of competency in Business Analyst)

Advanced qualification and awards, such as the expert BA Award, acknowledge higher levels of expertise

Many Organization now required BA to hold such qualification

STANDARDS

Utilization of standards techniques and documentation practices ensures consistency and quality in business analyst work

Common standards includes templates for documents and modelling techniques such as UML

Books and resources often server as a foundation guides for learning business analyst standards

Continuing Professional Development

Ongoing learning and skills enhancement are essential for maintaining professional status and staying current with industry advancement

Business analyst are encouraged to engage in continuous education and training to keep their skills reverent

Professional Body

Professional bodies establish technical standards, ethical codes and promote the business analyst professional

Need to check the compliance with standards and checks there everyone's follows the code

BCS AND IIBA ARE major business analyst bodies

WHAT IS STATERGY AND HOW IT CAN BE DEVELOPED

Basically strategy is a Greek worked meaning general ship, meaning preparing for something before engagement and includes focus and preparation

Can be of two type's long term and short term and should be considered for resources allocation

In companies if we talk about strategy it can be of three types

Corporate strategy

Business unit strategy and operational strategy

STATERGY DEVELOPMENT

In order to developed strategy we will require the business development internal managers team, market trends and business progress

Strategy can emerge from innovative ideas, generated within the organisation

Therefore for long term process some companies emerge for planning and developing strategy
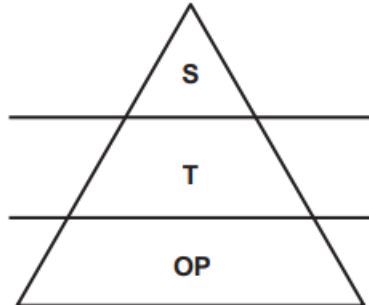
Once strategy is developed one can provide a written statement because

It will provide focus to organisation

Provide framework

Provide a guide for innovation

It can be defined in three ways

Strategy | Tactical | Operational

Strategy

Ensure clarity and agreement on the scope and objectives of investigation

Identify what information is required for decision making at the strategic level

Determine the methodology and process for conducting the investigation

Verify that the investigation is consistent with the overall business goals and strategy
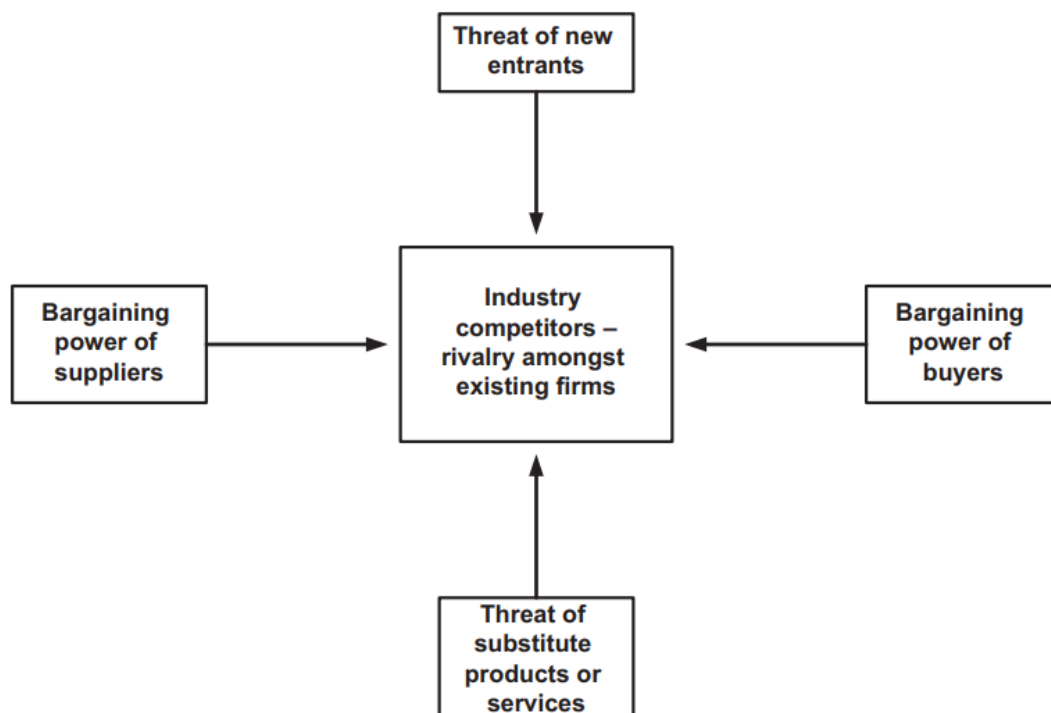
Tactical Level

Gain insights into performance issue, targets and management

Recognize the factor and metrics used to measure success and performance

Learn about reporting processes and requirement

Operational Level

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                    ┌──────────────────┐
                    │  Threat of new   │
                    │     entrants     │
                    └──────────────────┘
                             │
                             ▼
┌──────────────┐    ┌──────────────────┐    ┌──────────────┐
│  Bargaining  │    │     Industry     │    │  Bargaining  │
│  power of    │───▶│  competitors –   │◀───│  power of    │
│  suppliers   │    │ rivalry amongst  │    │    buyers    │
└──────────────┘    │  existing firms  │    └──────────────┘
                    └──────────────────┘
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                    ┌──────────────────┐
                    │    Threat of     │
                    │   substitute     │
                    │   products or    │
                    │     services     │
                    └──────────────────┘
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Porter five rules discuss about what exactly problems the new entry can face when entering a business

Economies of scales :

Big companies often make product cheaper because they produce a lot

New companies might not be able to produce a lot , and make a cheaper price , they always have a slightly less price

Investment requirement

Starting a business always needs equipement and resouces

New business always struggle to get funding

Established products have brands and loyal customer

New products may find it hard to stand out to attract buyers

Existing customer may already used the best stores

New business have to make a place in order to attract the existing customer

What can a small business do in these stages

Patent : this will protect your business

Regulatory approval : some industries like finance and defense required official approval for the new entrants
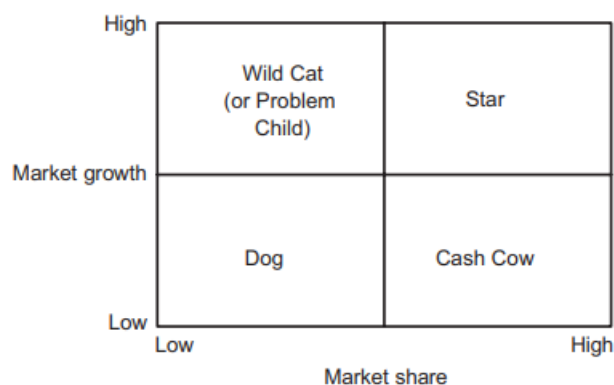

Strong branding

If buyers are small and are in scattered groups they usually have less power to negotiate

Make customer and product the power

Analyze the market and make a steps

The boston box

Basically helps business figure out which product or business units are worth investing in and which one needs to be recognized or phased out

The Boston box divides the business unit into four categories

Star: product and business have higher market share in growing market

They are doing well and have potential to bring investment

EXAMPLE: IPHONES (high market share and growing demands)

Cash Cows: product / business unit have high market share in slow market

They are stable and generate a lots of cash

Example: Coca-Cola (stable market for drinks, but have high market share and cash is flowing)

Problem Child: low market share in fast growing market

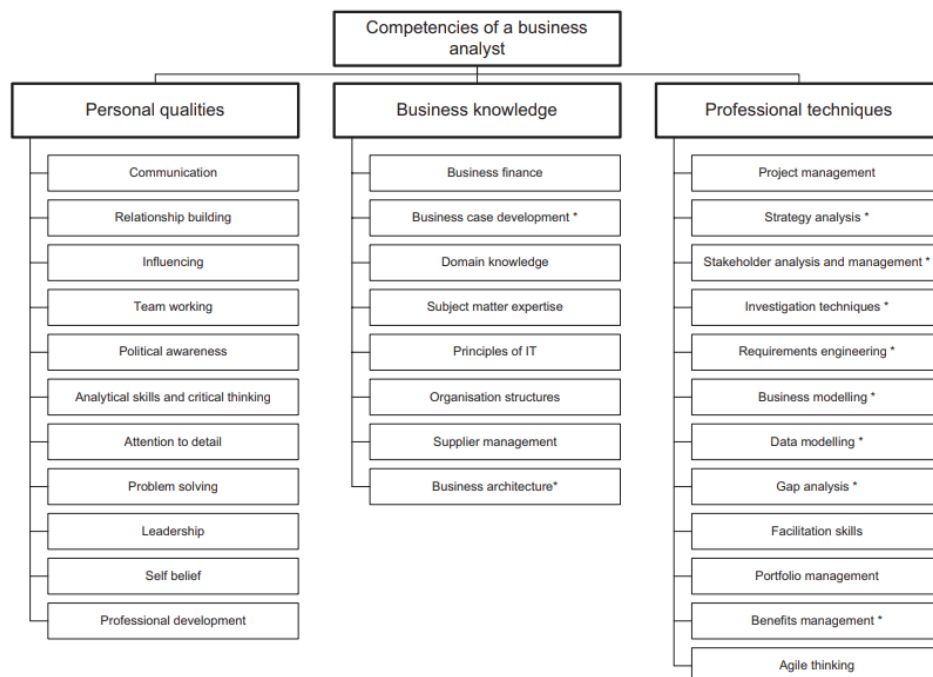They have potentials and need a lots of investment and are uncertain

Electric scooter or skating's (market is not certain and do not have a proper investment)

Dogs: low market share in slow business environments

They do not bring money, need to be restructured

Old flip phones (low market, no one use it today, need to upgrade)

SKILLS FOR BA

Competencies of a business analyst		
Personal qualities	**Business knowledge**	**Professional techniques**
Communication	Business finance	Project management
Relationship building	Business case development *	Strategy analysis *
Influencing	Domain knowledge	Stakeholder analysis and management *
Team working	Subject matter expertise	Investigation techniques *
Political awareness	Principles of IT	Requirements engineering *
Analytical skills and critical thinking	Organisation structures	Business modelling *
Attention to detail	Supplier management	Data modelling *
Problem solving	Business architecture*	Gap analysis *
Leadership		Facilitation skills
Self belief		Portfolio management
Professional development		Benefits management *
		Agile thinking

EXECUTING STATERGIES

	Positive	Negative
Internal	Strengths	Weaknesses
External	Opportunities	Threats

Strength: product branding, market research shows that the price is lesser then competition brand

Weakness: quality

Opportunity: Germany to be next market to open

Threats: the competition companies are working to decrease their product prices

There are many reasons for needing a good documentation

Helps minting the requirement to be consistent since all the requirement are written

Provide basis for validating

We can make use of documentation as input

There can be different documentation as such as

- **REQUIREMENT DOCUMENTATION**
- **ACCEPTANCE DOCUMENTATION**

Requirement documentation: provide the basis of requirement, business manager and staff have to review the documentation, In order to ensure that the description of requirement reflects their needs

Key importance is that the documentation should be organised and reviewed

What will be included in the requirement documents?
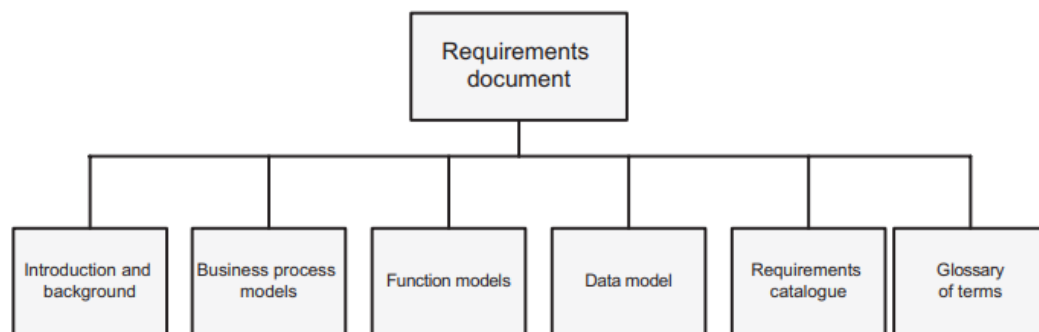
Introduction and background: overview of the business process

Business process model:

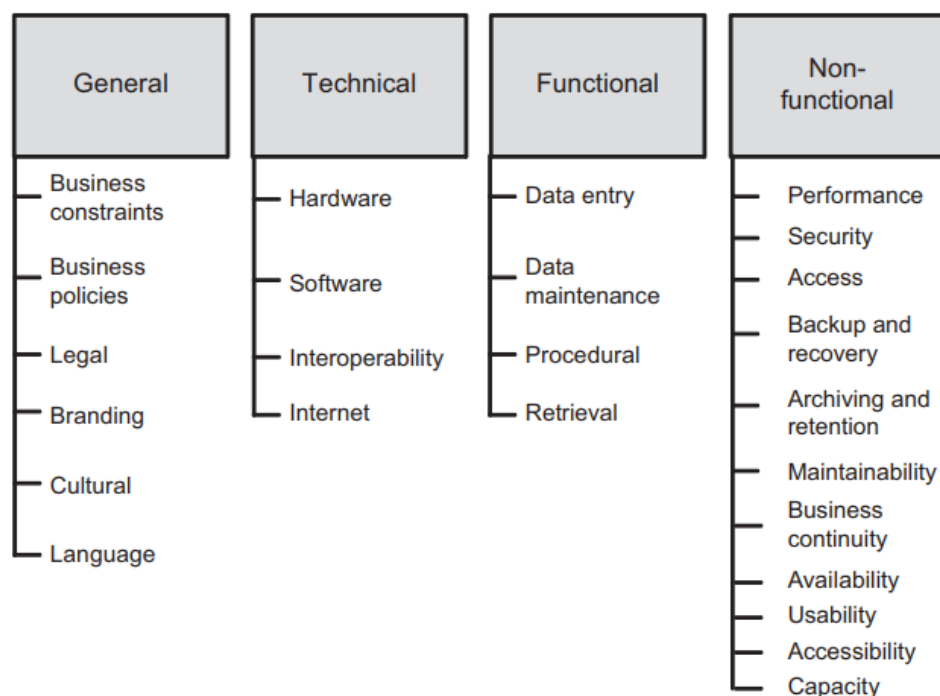Functions models: functionality of the processes of the system

Data Model: it is used when the requirement required a detailed level of data definition, helps us understand the nature of data model

How also the different group of data need to be related

REQUIREMENT CATALOGUE: information about the individual requirement --- as it is the central repository

Glossary of terms: glossary to be defined for clear definition

<mark>TYPES OF REQUIREMENT</mark>

General	Technical	Functional	Non-functional
Business constraints	Hardware	Data entry	Performance
Business policies	Software	Data maintenance	Security
Legal	Interoperability	Procedural	Access
Branding	Internet	Retrieval	Backup and recovery
Cultural			Archiving and retention
Language			Maintainability
			Business continuity
			Availability
			Usability
			Accessibility
			Capacity

BUSINESS CONSTRAINT: budgets, timescales, resources

BUSINESS Policies: covers standard and business policies, ensure the consistency of operations, linked vision and values of the organisation, it can defined environmental policies or strategy

Legal: legal and regulatory

Branding: these requirement are concerned to images and styles, promotions, style guide, images m colour guide

Cultural: type of culture required within the organisation

Language: languages such as international for overseas client or national etc.

Technical requirement:

Hardware: covering aspects such as make the model of requirement, IT hardware

Software: so, systems, networking, communications etc.

Interoperability: standards for communications

Internet: use of internet and web enabled services

FUNCTIONAL REQUIREMENT

Data entry: gathering and recording of data

Data Maintenance:

Procedure: techniques such as decision tables, documenting the requirements

Retrieval: request about data and provision of specified reports, management and operational information requirement

Non – functional

Speed of performance: speed with which the transaction should be process

Level of security:

Access permission

Backup and recovery
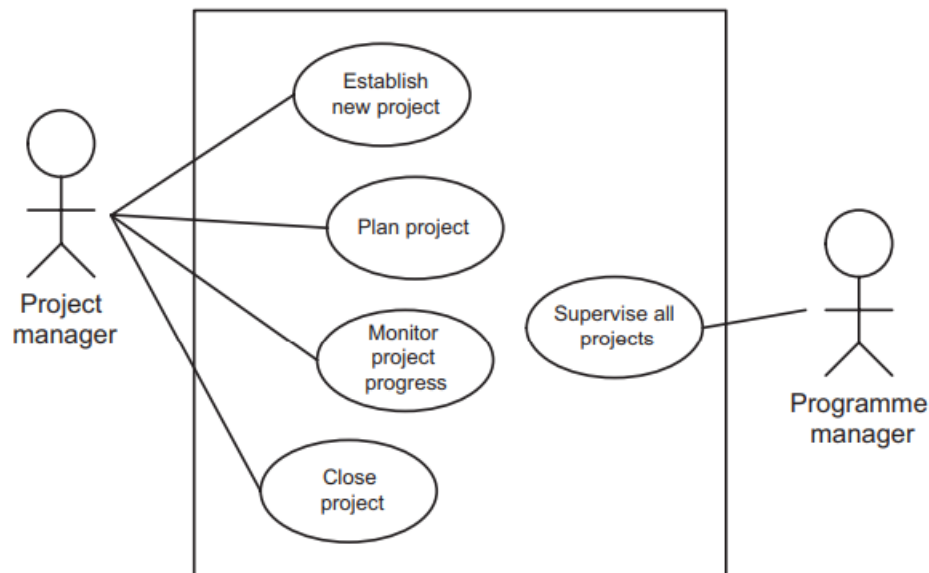
Archiving

Maintainability

Business continuity

Availability

Capacity

MODELLING REQUIREMENT

A top level view of organisation or business system can be provided through use cases

Business use case diagram can be extremely useful when scoping a projects or gaining an overview

MODELLING SYSTEM USE CASE

They say one picture is worth ten thousand words,

A function may be defined as a set of actions that the business users want the IT system to support in order to achieve a specific goals

For example: accepts the customer details

Validate the customer details

Store the customer details that have been entered

In UML use case the Actor is the person (basically) what we want the IT system to do will be the function and who will use it will be the actors

Actors are basically is someone expects a service from the system, they are usually user roles but also actors can be seen in both the Matchstick figure and Rectangle

Use case are shown as an oval and represent the functions

System boundary: the large rectangle box defines the boundary

Association: indicate which actor will need to interact with which use cases, lines are drawn linking the actor

Once the requirement has been defined next question is how they will be delivered

Delivering the requirement include

Business process change: The business process may alter

People changes: jobs will be redefined, task and skills will be added

Changes to organizational structure: post changes, new organisation structure to be defined

Changes to the IT system: the software that support the business process need to be enhanced or replaced in order to prove the features and information used by organisation

==FACTORS TO BE CONSIDERED FOR DELIVERY APPROCH==
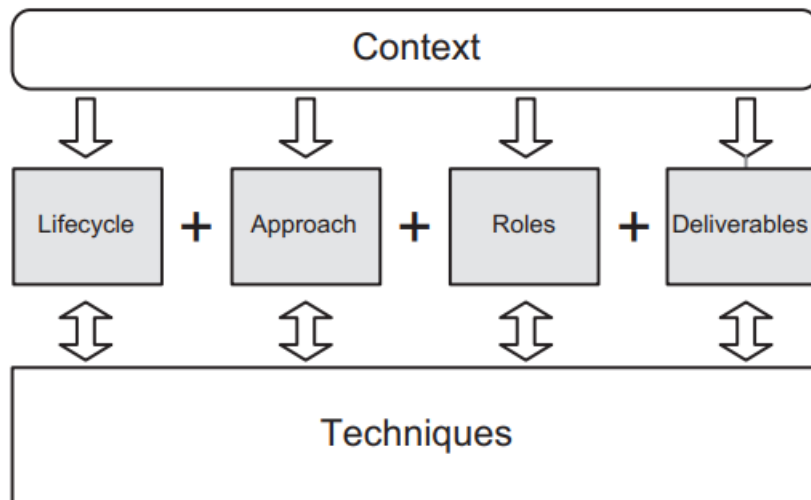
Context: the nature of the organisation and projects that will provide the basis of how the solution will be considered

Lifecycle: the process adopted for developing and implementing the solutions

Approach: the methods and standards that are used during the lifecycle

Roles: the key roles to be filled

Deliverables: the products to be delivered

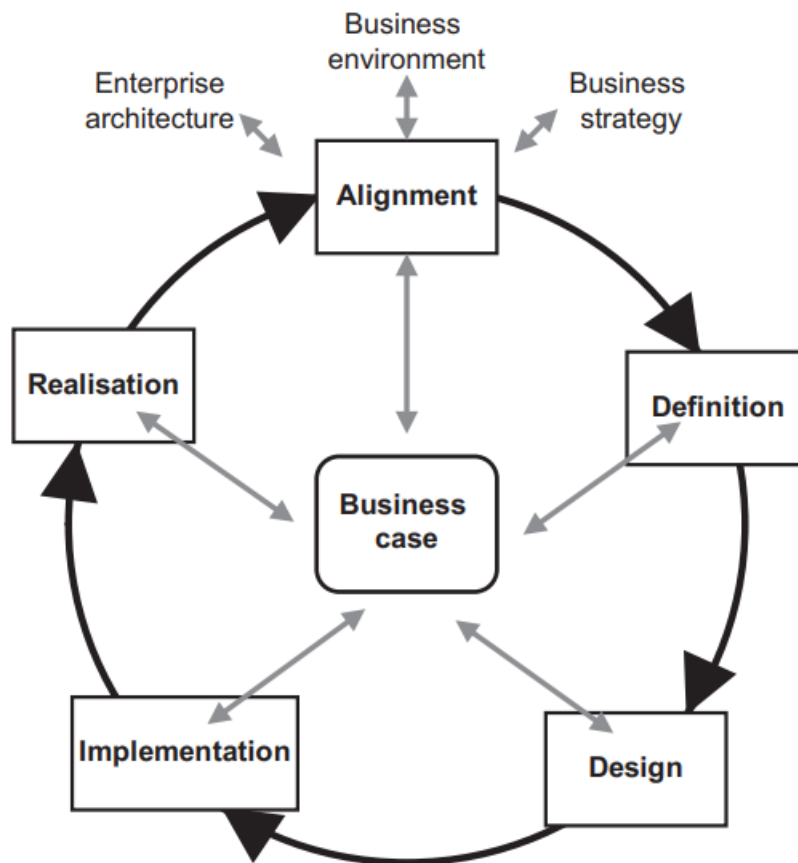Techniques: that management and development techniques

This chapter consider the work of business analyst following the initial problem Investigation and definition of requirement

BA skills are also required through delivery of the solutions and beyond in order to support

Business implementation success

For a business to run we required though, preparation and planning and in order to have this done business analyst become a major part of it

Alignment: Concerned that the organization object are aligned with the external business world

Also with the internal policies and architecture

Definition: proposed business diagram – we need to find the root cause – do the analysis –recommend changes –requirements definition

Design: Detailed specification – development and testing of the solution, included the business process and coding

Implementation: planning and preparation for deployment

Realisation: taking further supports / e –learning videos etc.

BA ROLE IN BUSINESS CHANGE LIFECYCLE

Business analyst are needed to be available throughout the change cycle , if the change is bigger then means extensive piloting and testing then the result should match the requirement

Hence what we do is we make use of Pipit model

>> focuses on four areas

>>
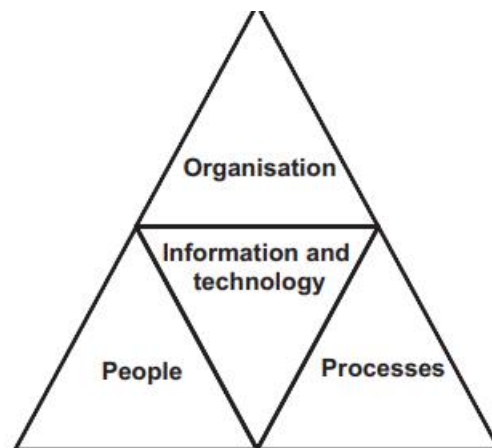
People: need to identify the skills of team member

We need to design and developed training events

We need to cover gap analysis

Training and support to be given in order to make them included with the work practices

Organisation: if the team changes then management need to be also handled

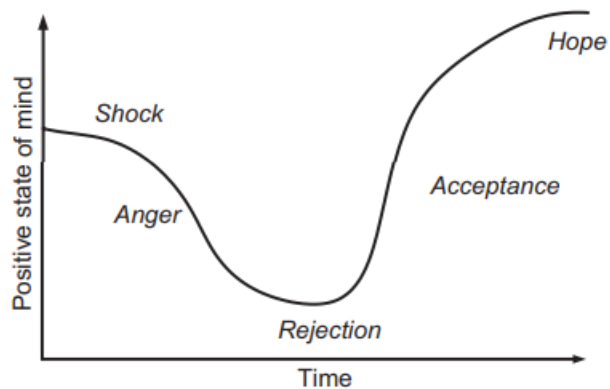If the team changes then we need to measure the performance as well

Processes: there can be different processes included documentation and Communication (we need to revise them)

Information:

SARAH MODEL

If the business is changing the staff will react, these reaction need to be handled

The emotional changes that may take place are given in Sarah model

SHOCK: initial reaction --- why this happen – lack of awareness

Anger: when people understand what changes can be mean to them then they shift to anger

Who has to face the anger the senior manager?

Rejection: when they do not feel good about the change they reject the idea

Acceptance: now we accept it according to the situation

Hope: in order to handle this stage we require interpersonal skills