

Fundamentals of Business Analysis

Objectives

1. Definition of business analysis & business analyst profession
2. Exploring the knowledge areas of business analysis
3. Definition of requirements & its types
4. Understand the difference between requirements elicitation & requirements gathering



In the Beginning...

- There was chaos...

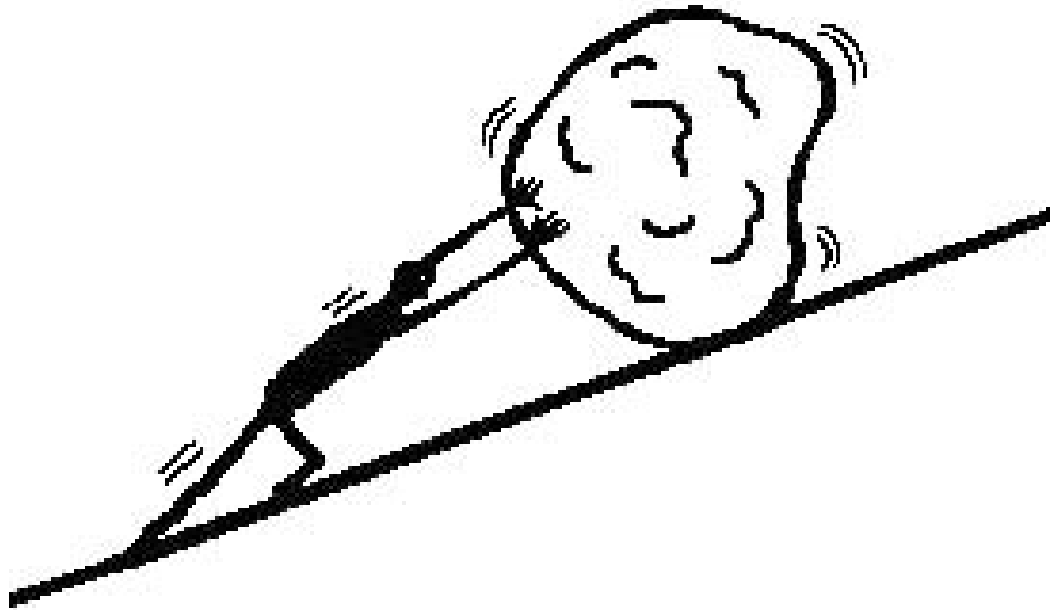


In the Beginning...

- Projects were like a battlefield

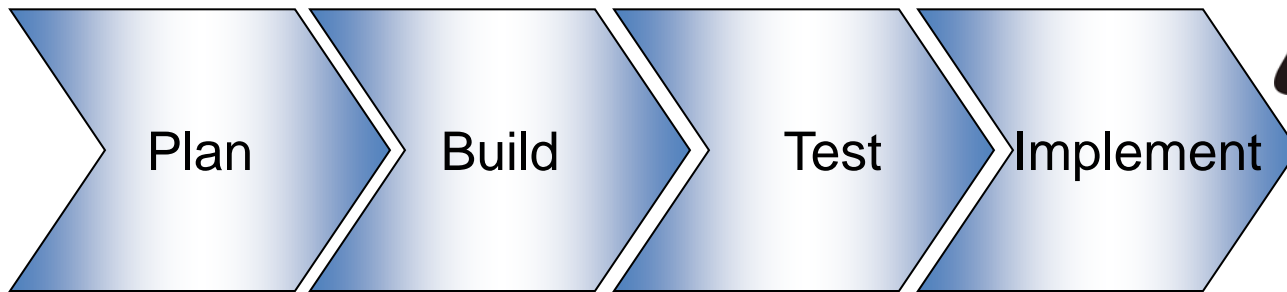


A lot of work was
being done...
But it was
not always
productive



A Little Later On...

Organizations invested in Project Management practices



“Typical” Project Life Cycle



**But it still
doesn't work**

Why it doesn't work?

- Only **16.2%** of projects will be completed on time & on budget
- About **40-56%** of project conflicts can be traced to requirement errors
- Finding and fixing requirement errors consumes **70-85%** of project rework costs
- The average project exceeds its planned time schedule by **120%**
- About **52.7%** of projects will cost **189%** of their original estimate
- About **30%** of projects are cancelled before completion.



Conclusion

Typical project...

...expends least effort on requirements analysis...

...which is where most errors originate...

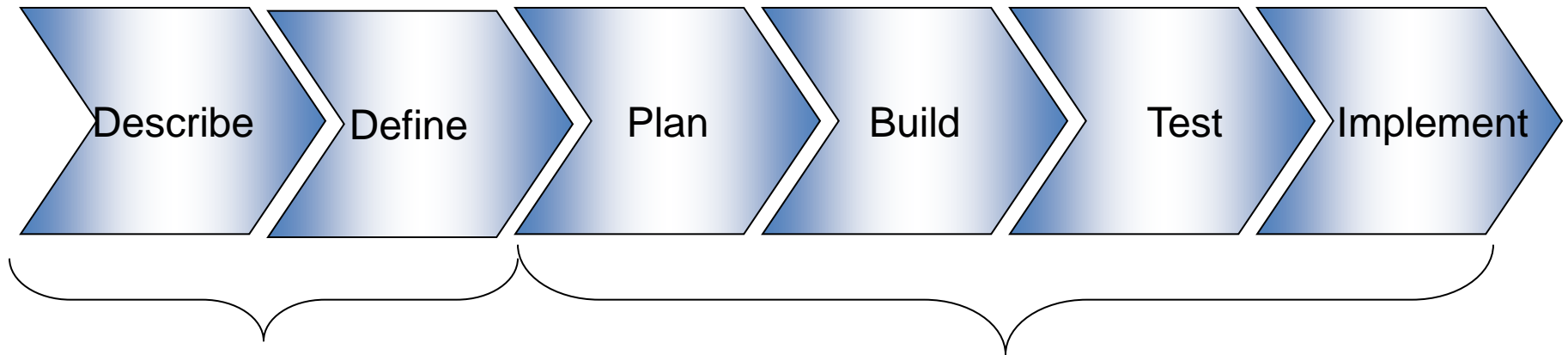
...and whose errors cost most to fix!



And That why projects doomed?



Now .. The Picture Complete



Business Analysis

Project Management



What Do These Words Mean, Anyway?

- *Systems Analyst*
- *Systems Engineer*
- *Architect*
- *Business system analyst*
- *Business Analyst*
- *Analyst Programmer*



What Has Changed?

- International Institute of Business Analysis (IIBA) established in 2003 as is an independent non-profit professional association, serving the growing field of business analysis.

www.theiiba.org



IIBA defines a Business Analysis

The set of tasks & techniques used to:

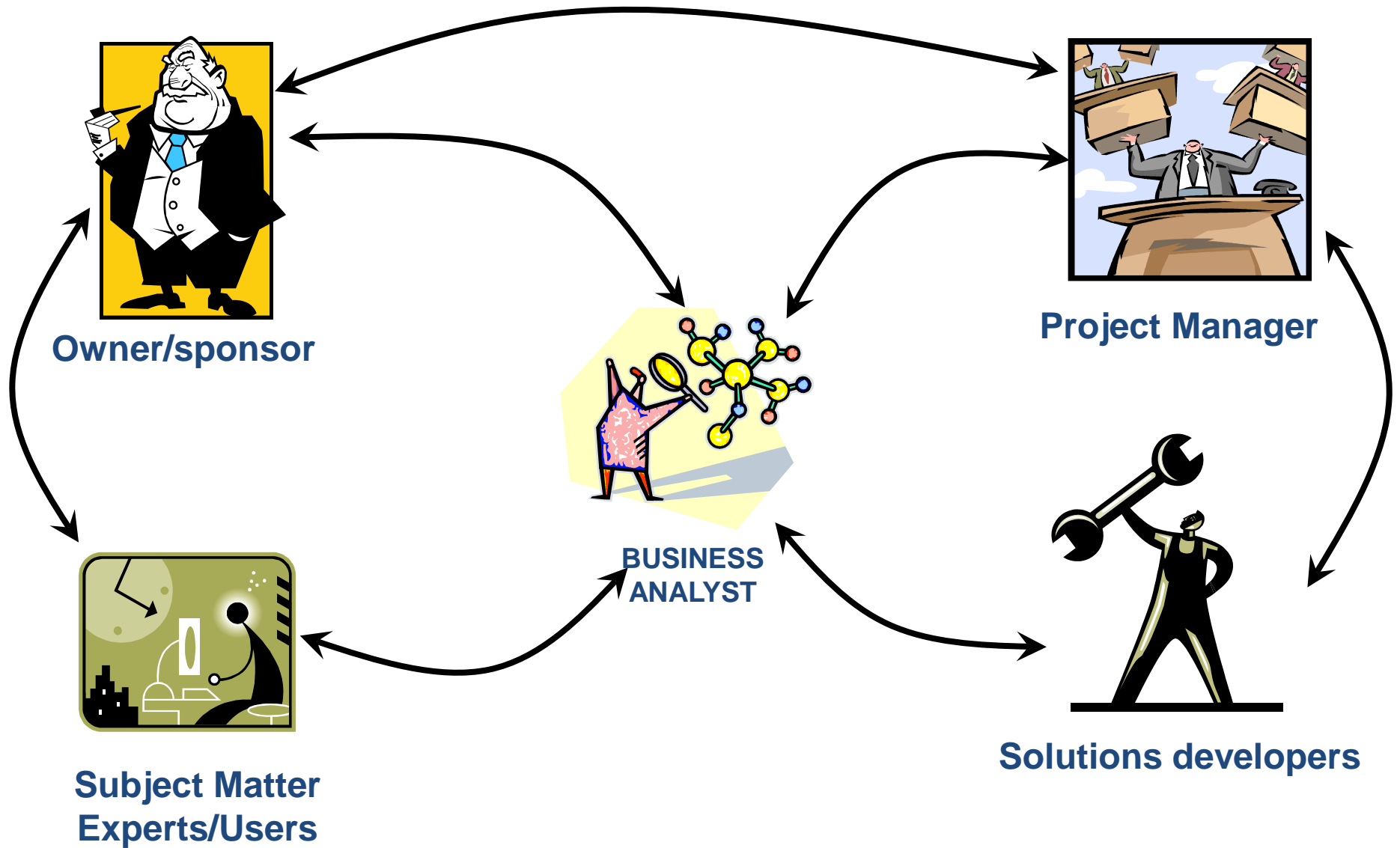
1. work as a liaison among stakeholders
2. To understand the structure, policies and operations of an organization
3. and to recommend solutions that enable the organization to achieve its goals.

A Business Analyst

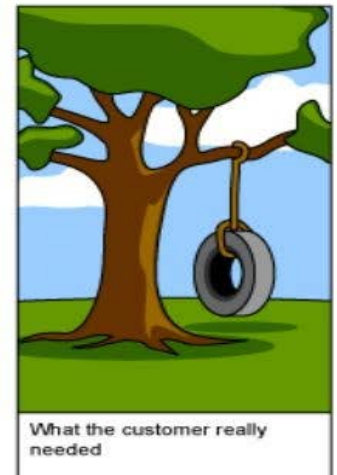
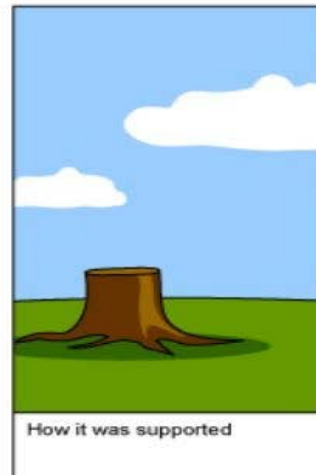
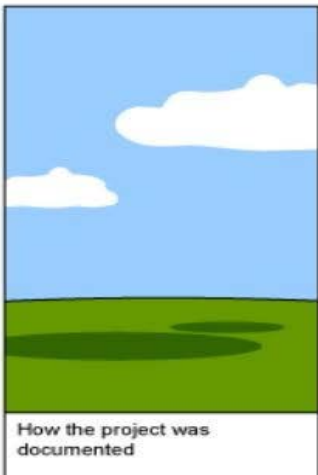
“A business analyst works as a liaison among stakeholders in order to elicit, analyze, communicate, and validate requirements for changes to business processes, policies, and information systems.”



Putting the Business Analyst in context



Requirements



Requirement: IIBA's Definition

- A Requirement is defined to be:
 1. A condition or capability needed by a stakeholder to solve a problem or achieve an objective;
 2. A condition or capability that must be met or possessed by a system to satisfy a contract, standard, specification, or other formally imposed document.
 3. A documented representation of a condition or capability as in (1) or (2).

Types of Requirements

Business Requirements

- higher-level statements of the goals, objectives, or needs of the enterprise.

User Requirements

- statements of the needs of a particular stakeholder or class of stakeholders.

System Requirements

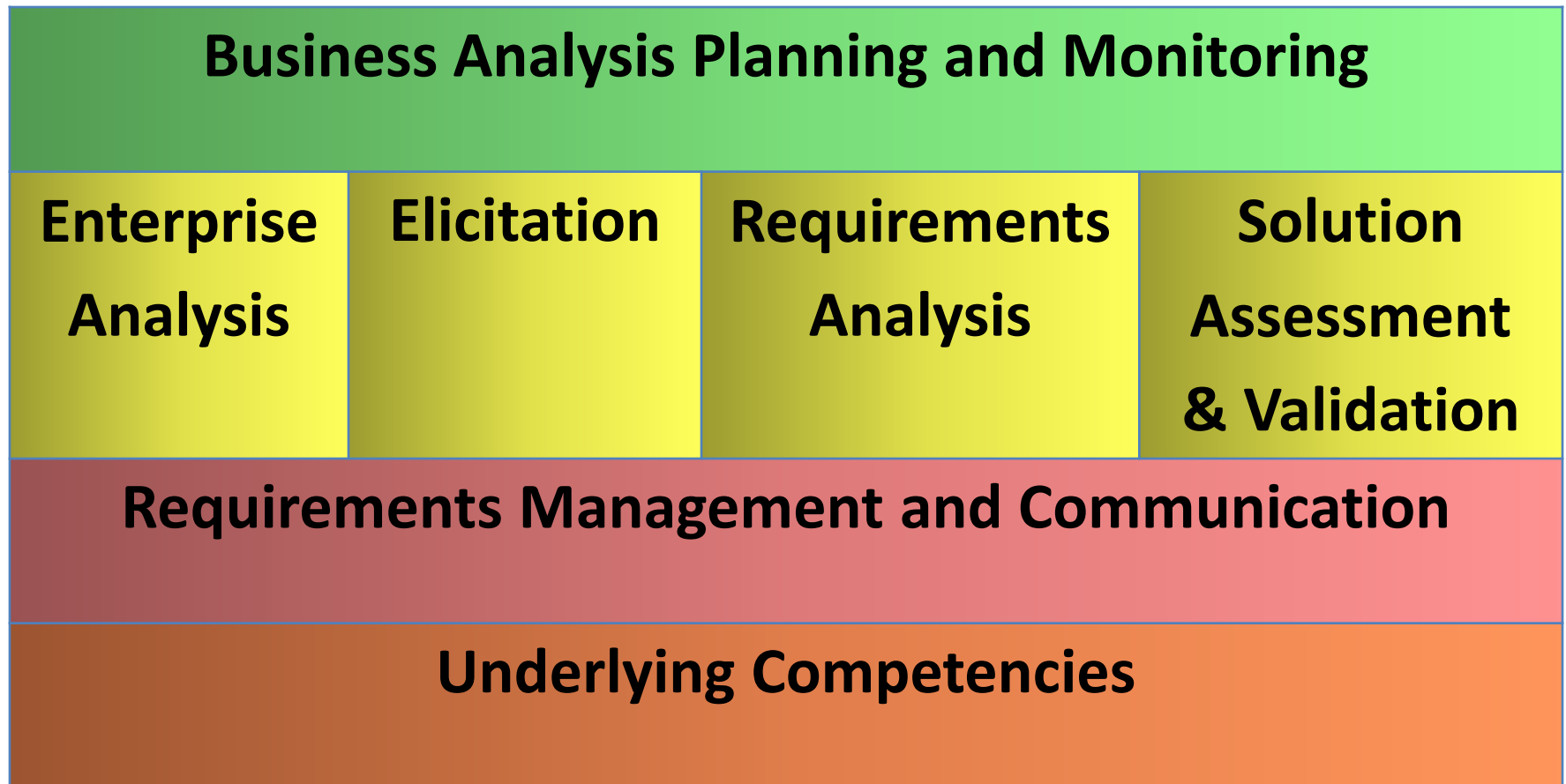
- describe the behavior and information that the solution will manage.

Requirements 4 C's

- Requirements Should be :
 - Complete
 - Clear
 - Correct
 - Consistent.



Business Analysis Knowledge Areas



Enterprise Analysis

- *Feasibility Studies*
- *High level Risk Assessments*
- *Business Cases*



Requirements Planning and Management

- *What methodology will be used on the project?*
- *How will requirements be elicited?*



Requirements Elicitation

- *Core BA activity!*
- *Elicited, not “gathered”!*
- *Get ALL the REAL requirements RIGHT*

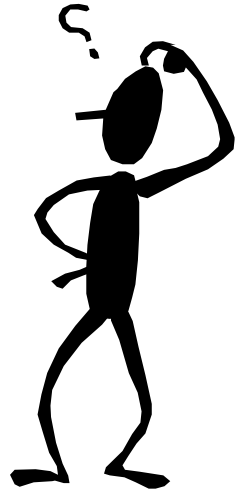


What is Elicitation?

Defined...

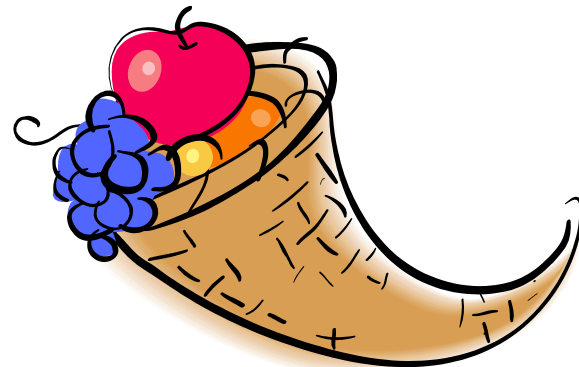
The definition of elicitation is¹:

1. **To draw forth or bring out**
(something latent or potential)



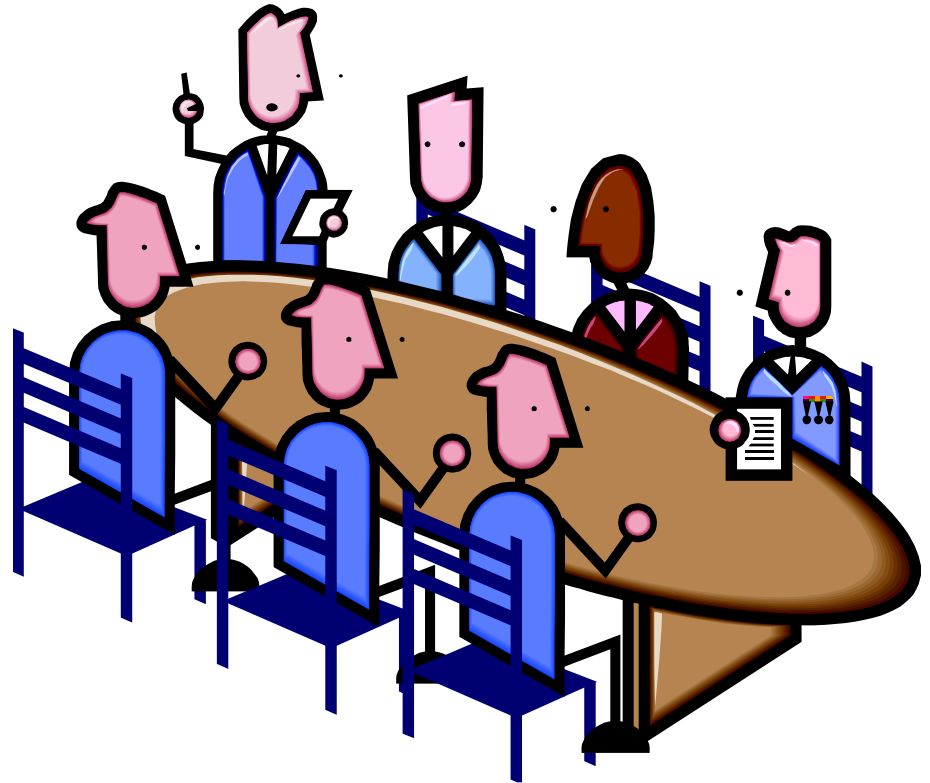
Requirements Elicitation

- How Can We Elicit Requirements?
 - *Interviews*
 - *Surveys*
 - *Meetings (Focus Groups)*
 - *Observation*
 - *Prototyping*



Requirements Elicitation

- Where Can We Go to Elicit Requirements?
 - *Users*
 - *Managers*
 - *Executives*
 - *Programmers*
 - *Other BAs*
 - *Old System*
 - *The Web*

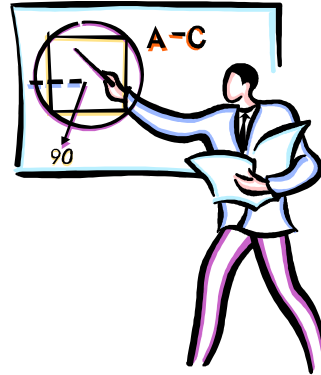


Requirements Analysis & Documentation

- *Two tasks – big knowledge area*

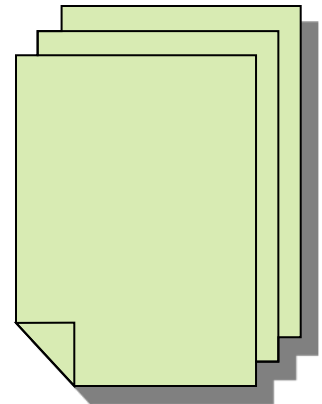
- *Modeling*

- *ERD*
- *Process Flow*
- *Use Case*



- *Documentation*

- *Requirements Specifications*
- *Design Document*



Requirements Communication

- *Communicate requirements back to the stakeholders*
- *Reviews mostly*
- *Small knowledge area*



Solution Assessment and Validation

- *Evaluate and select a solution*
- *Assist with developers ,testing and QA*
- *Assist with implementation*
- *Post-Implementation Review*

