# Chapter 2. **Audience**

*Who should to read this book and what they will gain from its contents?*

In this chapter, I provide the reader with an overview of the book content.

The primary audience for this book is the business analyst. However, any member of a project team that is interested in adding quality to their process may be interested in this process. Additionally, if you are adopting an agile process (or already working with Scrum) in an environment where deployment, testing, architecture or user experience design is removed from the sprint cycle, then you may find the process useful.

As a traditional business analyst (I learnt many of my skills from the Rational Unified Process and taught RUP at several organizations), I was at first appalled by the Agile movement's attempt to remove the role of the business analyst from software development. It appeared to me that many agile processes considered the role of the business analyst redundant and that any useful activity that I performed could be equally well performed by a product owner or programmer on a development team. I discovered that in reality, this is untrue and all Scrum projects that I have been involved with have embraced the business analyst role.

As I became more involved with Scrum, I came to realize that Scrum's practices do not contradict my experience as a traditional business analyst. Instead, the Scrum framework not only added to my development lifecycle experience, but it also improved it in many ways. For example, the Product Backlog is a more effective way of managing requirements than the traditional 'requirements spreadsheet'. In my experience the development team more readily accepts Jira, (or similar backlog management tools) than the traditional requirements management tools (such as RequisitePro). Whereas previous processes (such as RUP) place more emphasis on analysis, Scrum focuses on development of a product. In this process, activities (such as requirement management) are added to Scrum to support product development, as necessary.

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- **RUP's weakest area was the implementation discipline. Scum's ideas on backlogs and sprints could nicely fill that gap, if anyone is still using RUP.**

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The main objective for the business analyst is to bring stability, accuracy and consistency to the user stories of the project. This results in the business analyst becoming the go-to person for all questions about product features. (Even if the business analyst does not know the answer, they should know who does.) In order to be efficient at these responsibilities, I introduce activities to the process that are the responsibility of the business analyst. The process also encourages other activates that are not the business analysts' responsibility, but supported

by the business analyst. These activities can also add to the overall quality of the product.

As a result, I wrote this book to document my exposure as a business analyst to the agile world. The intent is to explain the quality and other benefits that a business analyst adds to agile development of a product.

## 2.1 **Business Analyst Role On A Scrum Project**

Much like quality assurance testers, the main purpose of the business analyst is to enforce the quality of the product. By this, I mean that both roles ensure that the product meets the needs of the customer. Quality assurance performs most of their testing after development, and just prior to delivery. The business analyst ensures quality up front, prior to development taking place. In this manner, the business analyst and testers work closely together. The business analyst states what quality is required and quality assurance validates that quality was built into the product.

Scrum does not replace the traditional activities that I would perform as a business analyst. I have seen arguments that the Product Owner role makes the BA redundant, but I have worked with product owners (or equivalent), on several Scrum teams. In this role the business analyst acts as an assistant to the product owner, performing the tasks that the product owner is rarely qualified to undertake or doesn't have the time to perform.

- **I believe that Scrum underestimates the skillset needed for a person to act as a Product Owner. Writing user stories is not simply repeating what the customer says they want.**

Whereas the product owner knows the business and is responsible for prioritizing user stories based on the impact that those stories have on the business, they are unlikely to have software development experience. The business analyst assists the product owner by analyzing the needs of the business and assessing the impact of those user stories on the development effort. With the information provided by the business analyst, the product owner is able to make much more informed decisions about priorities.

A business analyst with development experience also acts as a liaison between the product owner and the development team, translating user stories into requirements for the product. The business analyst supports testing by creating acceptance criteria. The business analyst supports development of a user interface by specifying field sizes and identifying important related elements. The business analyst captures the architecture of the product. The business analyst supports deployment by assisting with customer facing documentation. All of these activities are aimed at adding quality to the product.

## 2.2 **Book Structure**

In chapters in this book are organized as follows:

- Quality – What is quality and how does improving quality increases the return on product investment?
- Roles – What are the responsibilities of the people who are involved with the Quality with Agile through Pictures Process?
- The Process – What are the activities that have been added to Scrum and how do they add quality to the product?
- Artifacts - What are the things that are produced during execution of the process and how are they used to add quality to the product?
- Activities – How does each activity work, who is responsible and what is produced?
- SAFe – How can this process be combined with the Scaled Agile Framework?
- Lean – How are best practices for an efficient working environment included in the process?
- Implementation – How can you adopt this process?
- Summary – What are benefits and costs of expanding your agile process to include these activities?