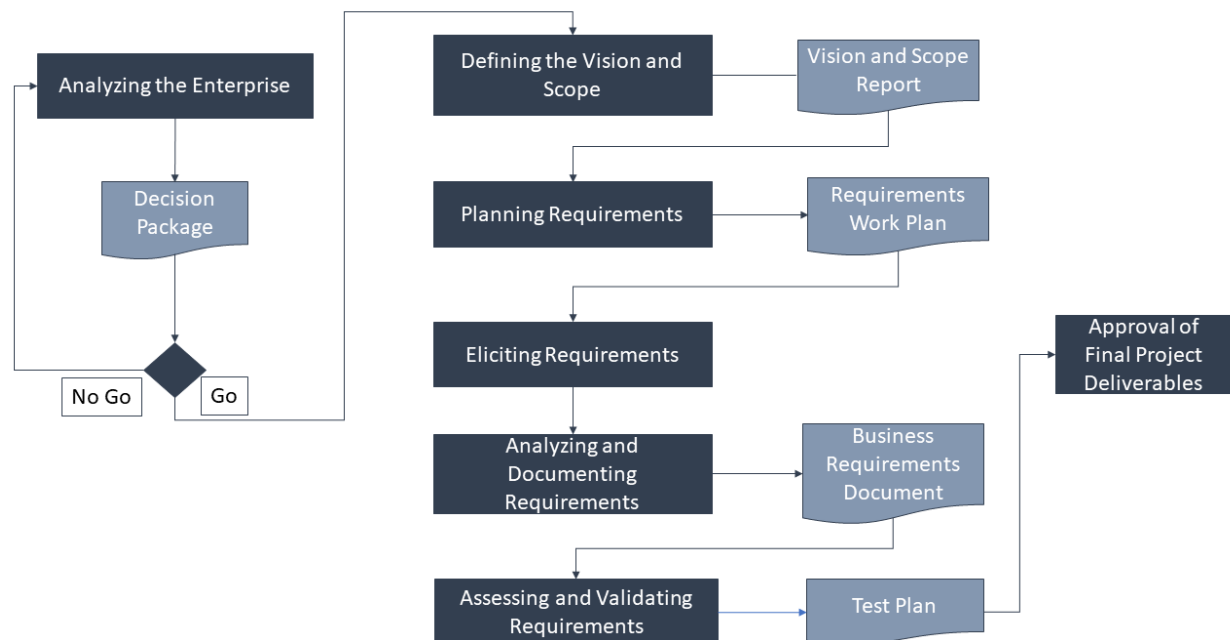# Module #1
Role of a Business Analyst

Objectives

- This module will help us understand
  - Phases in overall business analysis process
  - Role of the Business Analyst
  - Business Analyst vs. Project Manager
  - Business Analyst vs. System Analyst vs. Test Manager
  - Typical career path for a Business Analyst
  - Other roles in relation with Business Analyst

Business Analysis process

Analyzing the Enterprise

Decision Package

No Go | Go

Defining the Vision and Scope

Vision and Scope Report

Planning Requirements

Requirements Work Plan

Eliciting Requirements

Analyzing and Documenting Requirements

Business Requirements Document

Approval of Final Project Deliverables

Assessing and Validating Requirements

Test Plan

AS-IS and TO-BE

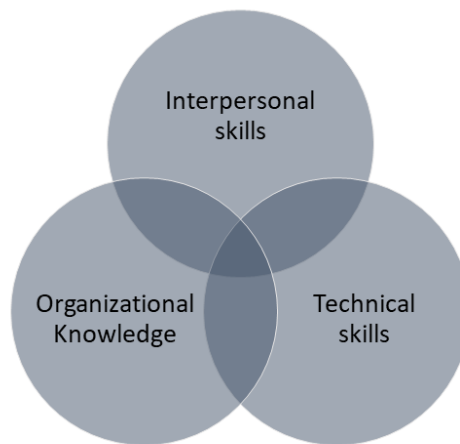| AS-IS	TO-BE
Current State	Future State
Frame the problem	Define solution vision and scope
Find-out root cause	Figure out future state
Provides a baseline to measure improvements	Defines solution requirements

AS-IS and TO-BE(continued)

- AS-IS and TO-BE occurs at multiple stages of business process-

  - Analysis
  - Vision and Scope
  - Process Improvements
  - Eliciting solution requirements

Role of the BA

- Representative of Business
- Manages requirements (Requirement manager)
- Facilitates communication among stakeholder
- Negotiates solutions b/w stakeholders and tech team
- Validates the solutions
- Provides risk decision support
- A bridge b/w customer and group developing the solution

Business Analysis success requires -

Interpersonal skills

Organizational Knowledge

Technical skills

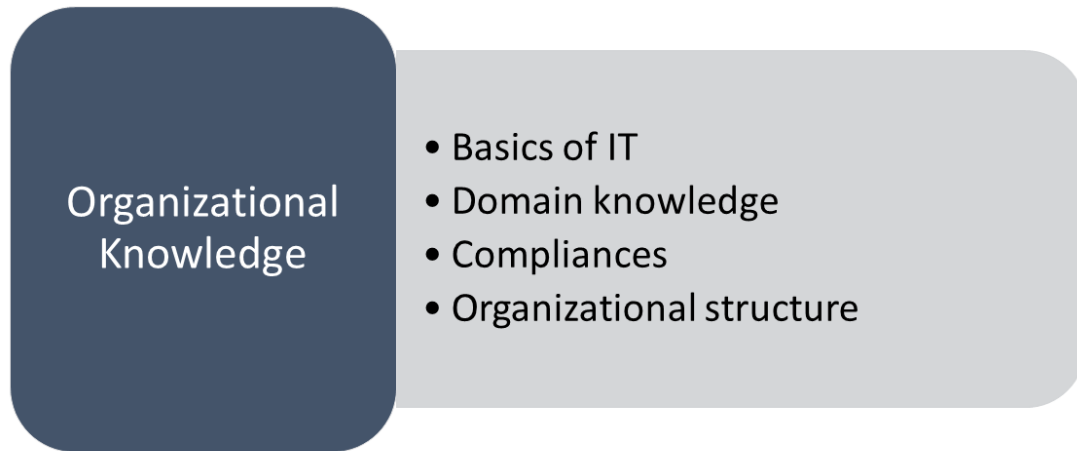# Business Analysis success requires(continued)

Interpersonal skills

- Communication
- Relation building
- Management
- Problem solving
- Leadership

Business Analysis success requires(continued)

Technical skills

- Requirement analysis and validation
- Project management
- Use case analysis
- Change management

Business Analysis success requires(continued)

Organizational Knowledge	• Basics of IT • Domain knowledge • Compliances • Organizational structure

BA Role vs. Project Manager Role

Project Manager	Business Analysts
Concerned with overall project success	Concerned with overall project success of the solution
Manages the project according to the triple constant	Manages requirements to ensure they are justified
Defines project scope	Defines solution scope and works with PM to refine project scope if necessary
Ensures the project is delivered on time, within budget, and within scope, removes issues/barriers	Ensures the "right" product is built – that is, the one that meets the customer's needs
Manages change request process	Manages requirements necessary to support proposed change requests
Identifies, assesses, and evaluates overall project/organizational risk	Identifies, assesses, and evaluates risk associated with requirements.

BA Role vs. System Analyst vs. Test Manager Roles

Business Analyst (BA)	System Analyst (SA)	Test Manager (TM)
Responsible for the BRD	Responsible for the tech specs documents	Responsible for the master test plan
Elicits, analyses, and documents rqmts.	Translates rqmts. Into specs	Plans test of solution to ensure rqmts. compliance
Communicates rqmts. to SAs	Communicates specs back to BA for validation against rqmts.	Works w/ test team to determine levels and types of testing to V&V rqmts.
Remains bus.-oriented & tech neutral	Relies on tech. architects to decide on tech. platform	Ensures compliance w/ specs & ultimately rqmts.
Help TM produce test cases	Designs the solution, based on the rqmts.	Creates a test plan

The BA Career Path

BA Level	Proficiencies
Senior	Independently performs complex analysis tasks and supports strategic enterprise analysis
Intermediate	Performs analysis tasks independently
Junior	Performs analysis tasks with help

Other Job Roles in Relation to the BA

Project Manager
- Has overall responsibility for all project activities

Governance body
- Consists of the change control board, project portfolio committee, and so on

Functional management
- Provides resources for business analysis activities

Executive Management
- Accepts or rejects the requirements; participates in quality assurance reviews and accepts tests

Subject matter Expert (SME)
- Provides and validates information regarding business operations

Other Job Roles in Relation to the BA(continued)

Test Manager
- Has overall responsibility for solution testing

Systems Analyst
- Translates business requirements into specifications for the solution; often performs test planning; participates in reviews or inspections to verify technical specifications

Developer/programmer
- Verifies that solution meets specifications

End user
- Is the source for user requirements, uses the solution to perform business tasks, and is the preferred resource to validate the solution

Stakeholder
- May participate in the review of requirements and test plans and results