Foundation
of
Business Analysis

Course Scope

- Module #1 – Role of a Business Analyst
- Module #2 – Supporting the Project Portfolio
- Module #3 – Vision and Scope
- Module #4 – Requirements and Business rules
- Module #5 – Planning and Eliciting Requirements
- Module #6 – Analyzing and Documenting Requirements
- Module #7 – Modeling Requirements
- Module #8 – Assessing and Validating Requirements

Course Objective

• By the end of this course, we will be able to -

- Identify business analysis best practices
- Identify the role and responsibilities of BA
- Define requirements
- Managing risk
- Defining solution vision and scope
- Requirement elicitation process
- Importance of analyzing and documenting requirements
- Validation and traceability

What is Business Analysis?

Set of tasks, knowledge, tools, and techniques required to identify business needs and determine solutions to business problems.

Solutions may include:
- Development of software systems
- Development of software components
- Extensions of existing software
- Improvements to the business process
- Changes to the organization

Who is Business Analyst?

- A Business Analyst (BA) is a person responsible for identifying the business needs of the customer (external or internal) and other stakeholders and for determining solutions to business problems.
- The solution implementation is a result from the information provided by the BA's work.
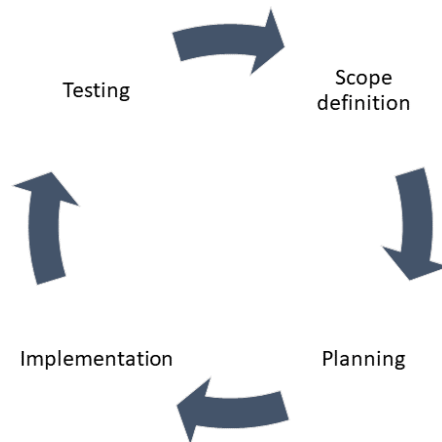- The BA acts as a bridge between the customer and other stakeholders.

Why is Business Analysis Necessary?

- Problems with requirements can cause projects to fail.
- In most cases the problems are caused by poor or incorrectly conducted Business Analysis.
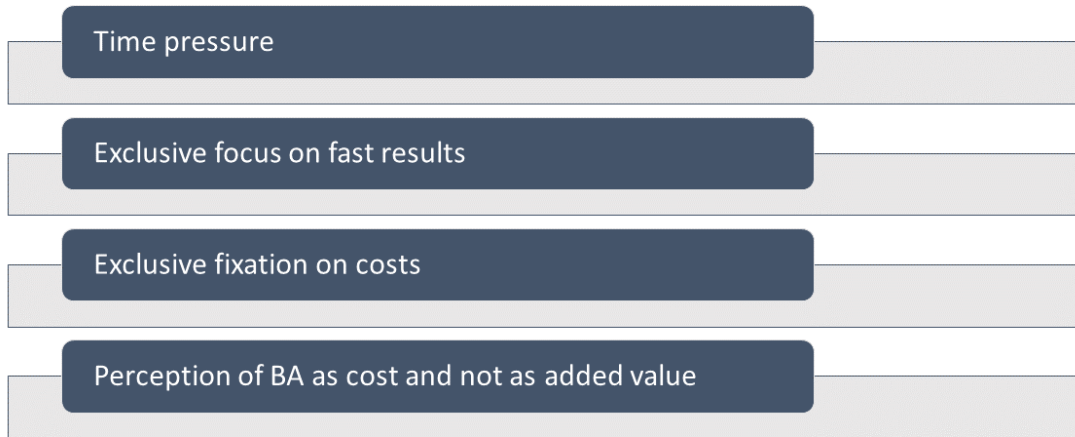
- Common pitfalls are –
  - Unclear, impossible, contradictory business requirements
  - Instability in requirements (frequent and uncontrolled)
  - Translation misses (business needs to requirements)
  - Communication problems
  - Language barriers
  - Gold plating
  - Insufficient user involvement

These pitfalls creates problems later

Testing

Scope definition

Implementation

Planning

Why Business Analysis is usually neglected?

Time pressure

Exclusive focus on fast results

Exclusive fixation on costs

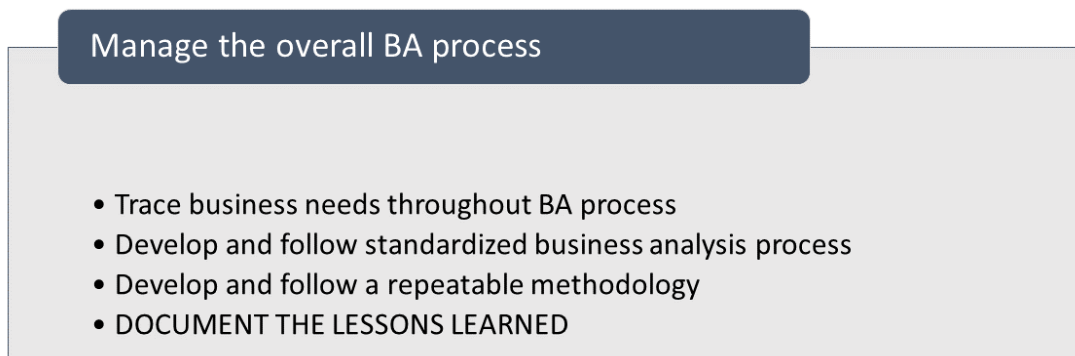Perception of BA as cost and not as added value

Business Analysis on -

- Customer side (i.e., the recipient of the solution)

- Vendor side (i.e., the creator of the solution)

Best Practices in Business Analysis

Identify a problem or opportunity

Find-out where the problem or opportunity is

Determine why the problem or opportunity is

Figure out who is involved

Justify changes

Best Practices in Business Analysis(continued)

Manage the overall BA process

- Trace business needs throughout BA process
- Develop and follow standardized business analysis process
- Develop and follow a repeatable methodology
- DOCUMENT THE LESSONS LEARNED

Benefits of Business Analysis

• Organizational benefits with Overall excellence
• Project Constraints benefits

Organizational benefits

• Improved work processes
• Clear understanding of stakeholder's need
• Greater cost savings
• Accurate schedules
• Increased customer involvement and satisfaction
• Effective communication
• Better decision making at all levels of organization

Organizational benefits (continued)

- Improved quality of overall deliverables
- Less rework as via traceability
- Documentation
- Reusable methodology

Project constraints benefits

| Scope | Time | Cost |

Business Analysis in Different Phases of the Software Life Cycle

Analysis phase

- Identifying and evaluating the current business processes in an organization ("as is" analysis)
- Gathering initial requirements for the needed business solution ("to be" analysis)
- Creating and analyzing the business case
- Conducting a feasibility study
- Preparing ideas for the business solution

Specification Phase

- Detailed analysis of requirements and documenting them
- Supporting the Systems Analyst for covering items as data, mapping, integration issues, user interfaces
- Validating the proposed software design with the customer and other stakeholders
- Managing any requirements changes

Development Phase

- Supporting the development team during implementation (e.g., clarifying issues related to the requirements, validating business rules to be applied in the code)
- Validating the evolving solution according to the intended requirements and needs (when possible)
- Supporting testers in preparing test cases and test scripts at the business level and validating the resulting work products
- Managing any required changes to the requirements (resulting from detected defects, regulatory or legal changes, needs for new or extended functionality, etc.)

Testing Phase

- Verifying test results
- Resolving issues related to defects or gaps in the requirements
- During test levels involving the customer, BA effort should be increased

Thank You