

# 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

## Module #2

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- In Module #2, we had covered
  - Portfolio is a collection of projects, programs, and other initiatives grouped together for management and control purpose.
  - As a whole is aimed to satisfy one or more organizational objectives.
  - Project Categories-
    - Discretionary
    - Nondiscretionary

## Module #2

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- In Module #2, we had covered
  - Strategic enterprise analysis is a study, modeling, and maintenance of relationship b/w strategic business plan and its important business support function
  - SDLC specify how IT obtains and manages IT solutions in support of organizations IT strategy
  - Different SDLC models

## Module #3

# Vision and Scope

### Objectives

- By the end of this module, we will be able to -
  - Identify the components of vision and scope report
  - Explain the process for defining vision and scope
  - Describe the importance of validating the solution scope

# Mission Statement v/s Vision Statement

- Mission Statements
  - Who we are as an organization
  - What goods and services we provide
  - Our customer, suppliers, and business partners
  - Our industry, market niche, and geographical boundaries
- Vision Statements
  - Enterprise vision describes where the organization would like to be 5, 10, and 20 years from now
  - Solution vision describes the affected business areas once the project is complete

## Solution Vision

- Solution vision describes the affected business areas once the project is complete.
- Solution vision needs to -
  - Address the business opportunity
  - Provide an unbounded view of the possible solution
  - Map to business goal
  - Balance competing interests to provide a shared vision backed by all stakeholder
  - Be captured in the vision and scope report
  - Be only one or max two paragraphs in length

## Solution Scope

### Solution Scope

- Once the solution vision is captured, the next step is solution scope.
- It places boundaries around the solution
- It says what stakeholders expect the solution to do and not to
- Defining the solution scope is one of the most important early steps in requirements elicitation as overall project planning depends on this.
- BA cannot make assumptions about what all can be included in project scope.

## What is a feature?

- High level solution characteristics which carries a measurable potential benefit.
  - E.g.-Filling a claim within two hours
- BA's role is to ensure that feature identified to solve a problem are documented in the "Vision and Scope Document/Report".

Vision and Scope Report

## Vision and Scope Report<sub>(1/7)</sub>

- Executive summary
- Approval
- Current business
- Vision and scope
- Assumptions, dependencies, and constraints
- Risks
- Proposed schedule
- Proposed budget
- Revision log

## Vision and Scope Report<sub>(2/7)</sub>

- Executive summary
  - A one page summary of vision and scope report targeted to the business sponsor
  - Business Sponsor is responsible for final approval on behalf of the business
  - Should include-
    - Overview of features
    - Process improvement targets
    - High risks
    - Project milestones
    - Project dates

## Vision and Scope Report (3/7)

- Approval
  - This section captures signatory approval from the Business Sponsor
  - Approval is the last step in BA's validation of the vision and scope
  - Approval is necessary to move on to requirements planning
- Current business
  - Describes AS-IS model
  - What is the business opportunity
  - Where is the opportunity
  - Why is there opportunity

## Vision and Scope Report (4/7)

- Vision and Scope
  - TO-BE model
  - High level focus of the project
  - Improvement targets ( from solution vision )
  - Proposed solution features
  - What features are included
  - What features are NOT included



## Vision and Scope Report (5/7)

- Assumptions, dependencies, and constraints
  - Will not be a comprehensive list at this point but any known or suspected elements are captured
- Risks
  - Risks to the project or to proposed dates
  - Will not be a comprehensive list at this point but need to capture those risks which are already identified

## Vision and Scope Report (6/7)

- Proposed Schedule
  - Provides an overview of milestones and their timeline
- Proposed Budget
  - Provides an overview of projected costs
  - Includes preliminary cost-benefit analysis for the project
  - At this point, precision is not expected but basis for the estimate should be documented

## Vision and Scope Report (7/7)

- Revision Log
  - List of revision and changes
  - All project documents must include this section
  - Includes-
    - What changes have been made
    - When
    - By Whom

## Capturing the Solution Vision

Capturing the solution vision is a creative process involving a collaborative effort among stakeholders.

<b>Business sponsors</b>	It is their project, They will be the ones to defend the solution once it is implemented.
<b>Users</b>	To avoid resistance to the system upon release, users should have an opportunity to give input into solution vision decisions.
<b>Project manager</b>	The project manager is responsible for building the solution and should participate in solution visioning.
<b>Technical representatives</b>	Technical representatives ensures the vision includes features that are technically feasible.
<b>BA</b>	The BA participates in stakeholder identification and may facilitate the visioning workshop.

## Conducting a Visioning Workshop

The visioning workshop is usually facilitated by the BA. It involves four steps:

1. Brainstorming
2. Organizing
3. Ranking
4. Scoping

## Visioning Workshop



## Visioning Workshop: Brainstorming

Brainstorming consists of following steps:

1. Recap the business problem, causes, and stakeholders involved.
2. Solicit any and all ideas for solution features without restrictions.
3. Continue brainstorming by asking, for each stakeholder, "What would the ideal solution do for you?"
4. Avoid all debate but encourage participation.

## Visioning Workshop: Organizing

- Remove the features that cannot linked directly to stated business problem.
- Group remaining features into logical categories.
- Identify most important features
- Identify most used features

## Visioning Workshop: Ranking

- A rational basis is needed to exclude some features and keep others.
- For each feature, try to estimate –
  - Client priority (High, medium, or low?)
  - Estimated effort

Feature	Priority	Effort
F1	H	L
F2	L	H
F3	M	L

## Visioning Workshop: Scoping

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- Priority and effort rankings within resources constraints lead to scope decisions.
- The feature are to be included in the scope as per rankings
  - High Priority – Low effort features
  - High Priority – Medium effort features, and So on
- This will help decision makers to make a go/no-go decision on whether to continue to next phase of project.

## Visioning Workshop: Scoping

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Feature	Priority	Effort	Decision
F1	H	L	In-scope
F2	L	H	Out-of-scope
F3	M	L	Depends..

## Validating Solution Scope

When validating solution scope, consider

- Does the solution vision map back to business goals?
- Does each feature included in the scope map back to the solution vision and business goals?
- Are there any conflicting statements in the solution vision?
- Are there any conflicting features in the solution scope?
- Are all features feasible given known constraints?
- Do stakeholders share a common understanding of the vision and scope?

## Traceability {1/2}

Traceability is a risk mitigation strategy to ensure that business needs are carried through the levels of requirements and into the solution specifications.



## Traceability {2/2}

- Benefits of Traceability include –
  - Scope management
  - Change management
- Traceability originates in the Analysis phase and continues through the Development phase of the project

## Module Summary

- The solution vision is a concise, high-level description of a proposed solution to a business problem.
- Solution scope places boundaries around the solution by clearly delineating what project stakeholders expect the solution to accomplish.
- The BA assists the project manager with documenting the solution in the vision and scope report.
- Before submitting the vision and scope report for approval, the BA needs to analyze each feature in the solution scope to determine its feasibility, potential problems, and risks.
- Traceability originates in the Analysis phase and continues through the Development phase.

Thank You