Business Analysis Paths and Knowledge Areas by IIBA®

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Business Analysis

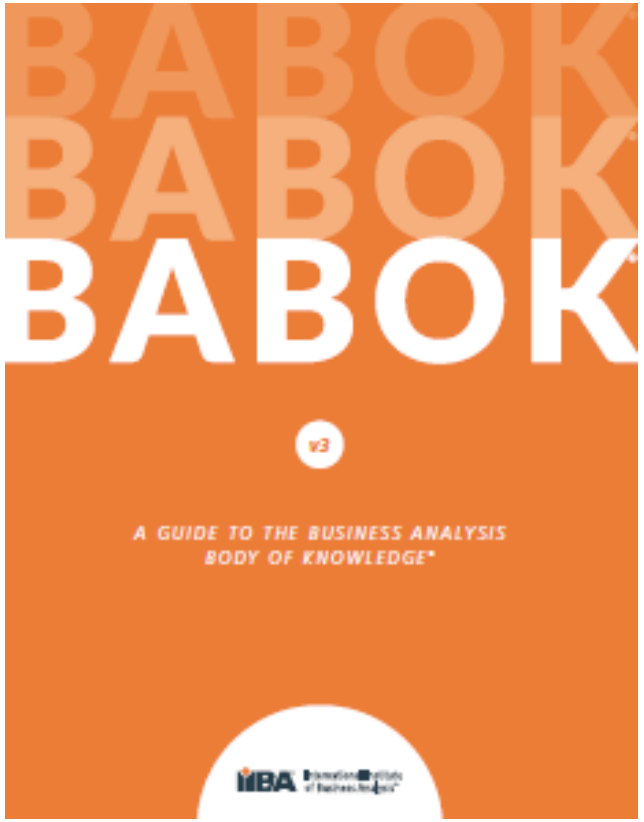
- **In Business Analysis role**, people often touch many types of work and collaborate with small crowd of people while keeping focus on business aspects and minding product growth

- **By joining the session you can learn** who is a Business Analyst, what characteristics this role has and what are the concepts that you should be familiar with. With concept defined by IIBA®, you'll find out what are the Knowledge Areas that allow to do best work, Techniques that can be used to work with requirements, stakeholders and decisions. **Essentially, you'll hear how to drive your career in Business Analysis, be successful in that role and make your product thrive.**

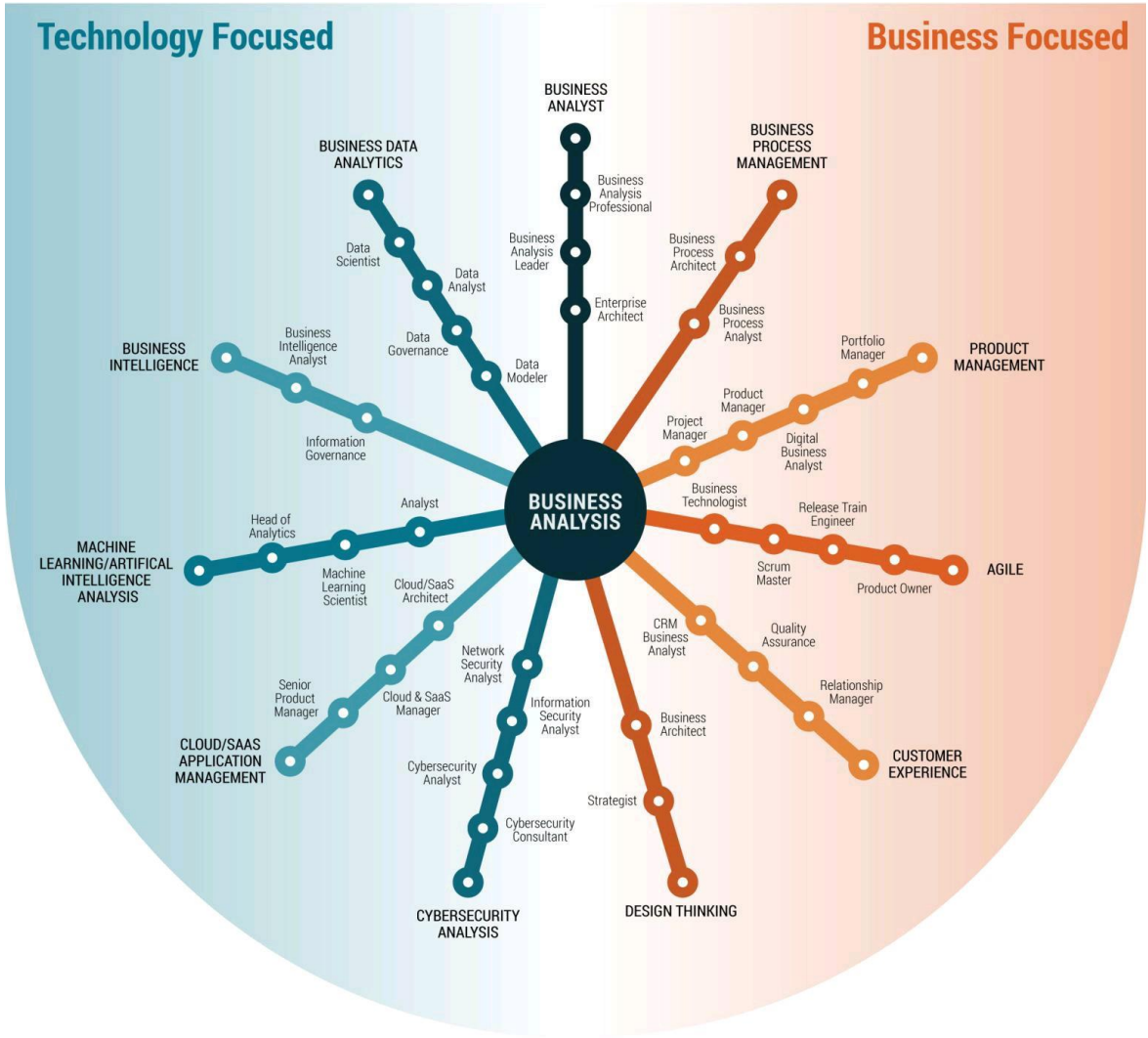
Context

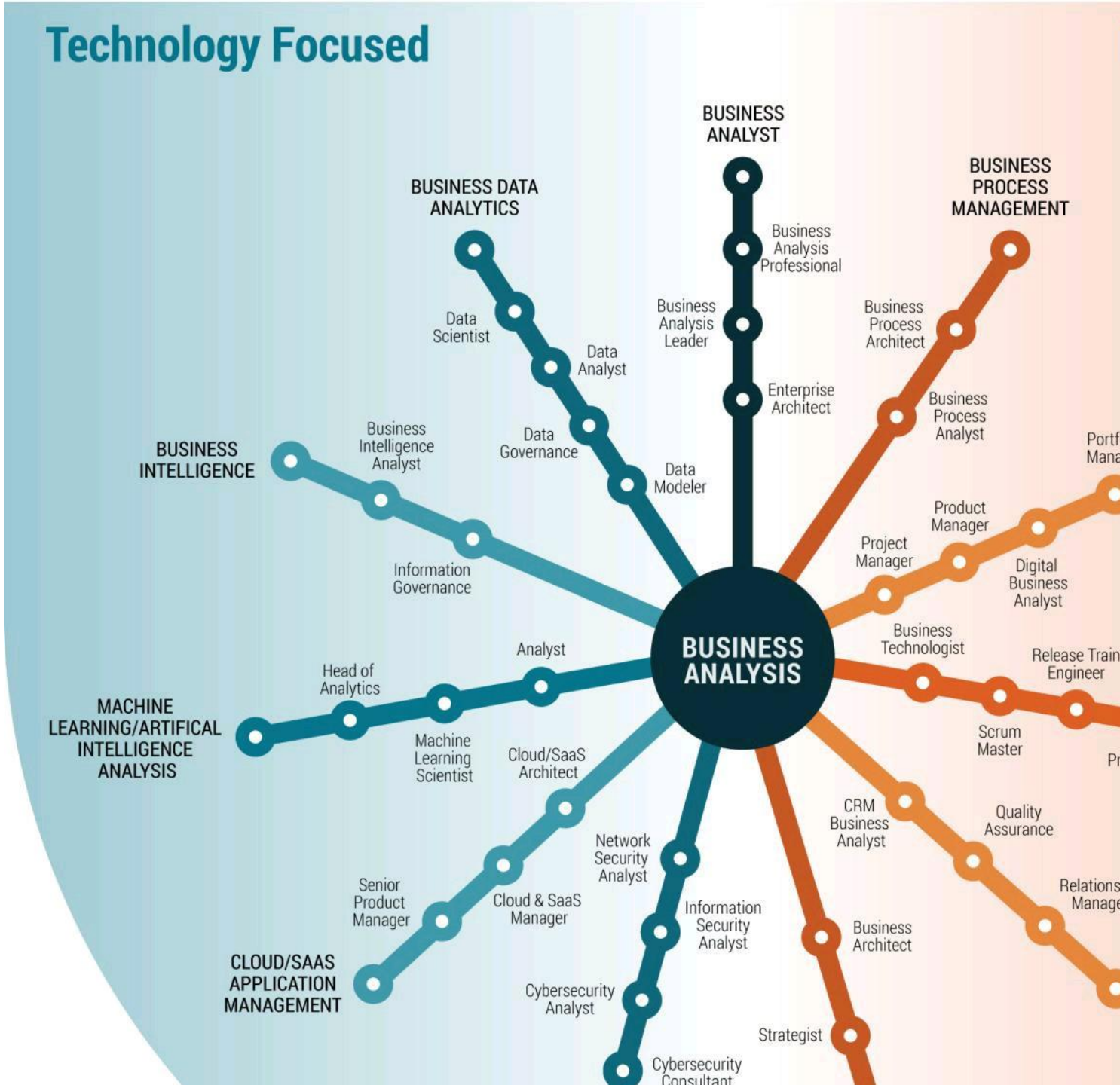
IIBA® International Institute of Business Analysis™

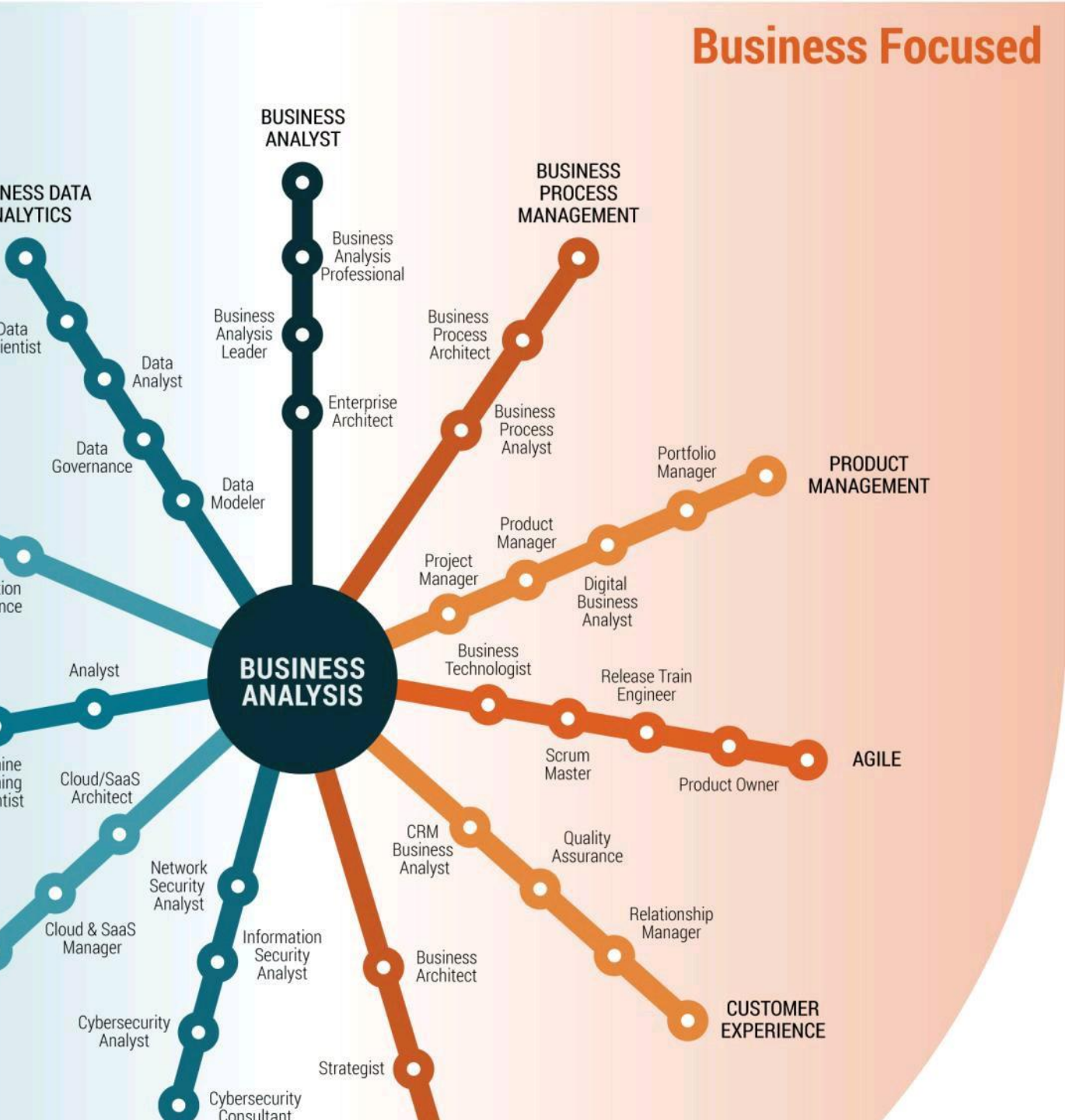
https://www.iiba.org/



Business analysis paths




Technology Focused
BUSINESS ANALYST
Business Analysis Professional
Business Analysis Leader
Enterprise Architect
BUSINESS DATA ANALYTICS
Data Scientist
Data Analyst
Data Governance
Data Modeler
BUSINESS PROCESS MANAGEMENT
Business Process Architect
Business Process Analyst
BUSINESS INTELLIGENCE
Business Intelligence Analyst
Information Governance
BUSINESS ANALYSIS
Product Manager
Project Manager
Digital Business Analyst
Business Technologist
Release Train Engineer
Scrum Master
MACHINE LEARNING/ARTIFICAL INTELLIGENCE ANALYSIS
Analyst
Head of Analytics
Machine Learning Scientist
Cloud/SaaS Architect
CRM Business Analyst
Quality Assurance
Network Security Analyst
Information Security Analyst
Business Architect
Senior Product Manager
Cloud & SaaS Manager
CLOUD/SAAS APPLICATION MANAGEMENT
Cybersecurity Analyst
Strategist
Cybersecurity Consultant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Relationship Manager
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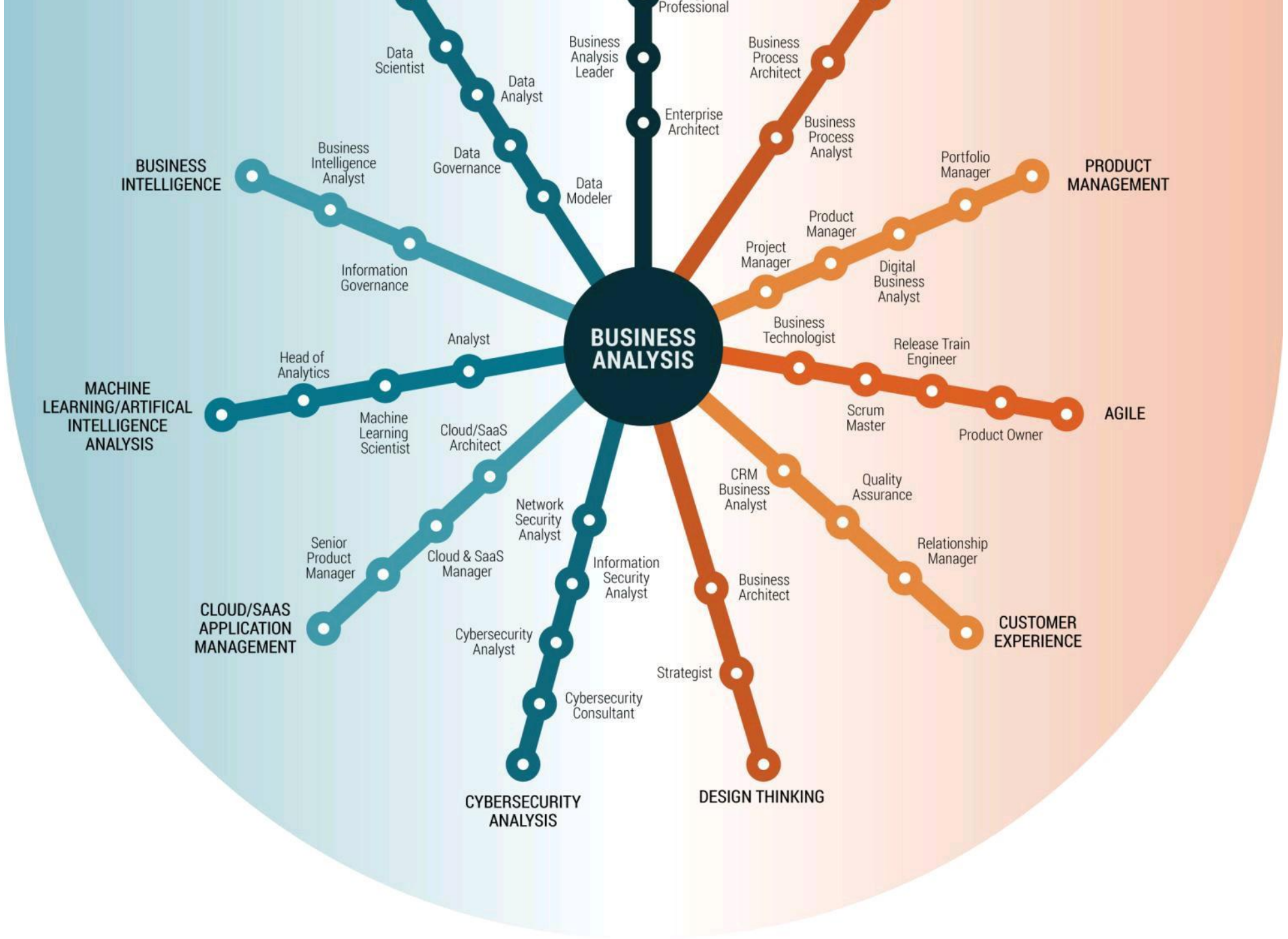
BUSINESS ANALYSIS


BUSINESS ANALYSIS
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Portfolio Manager
Product Manager
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AGILE
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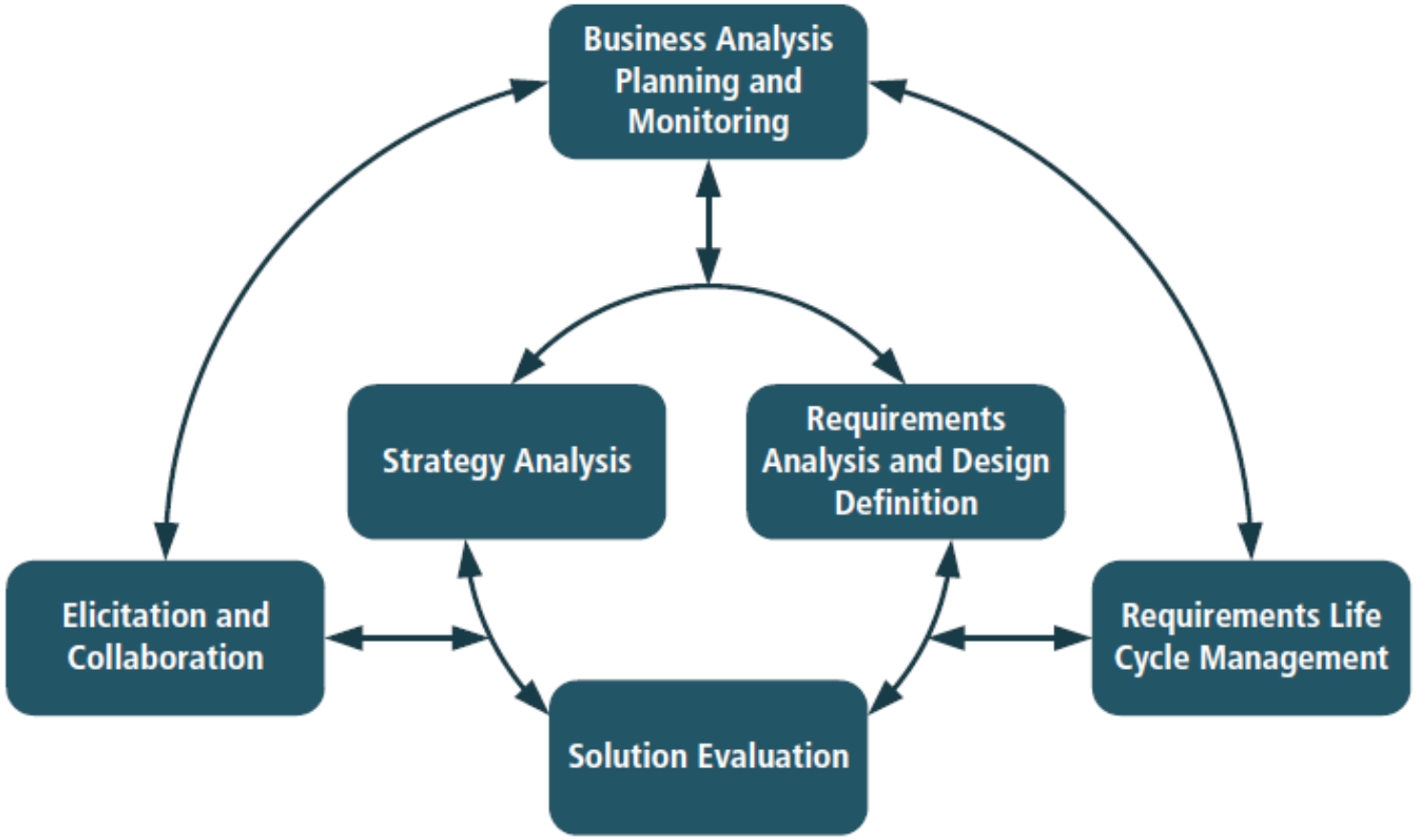
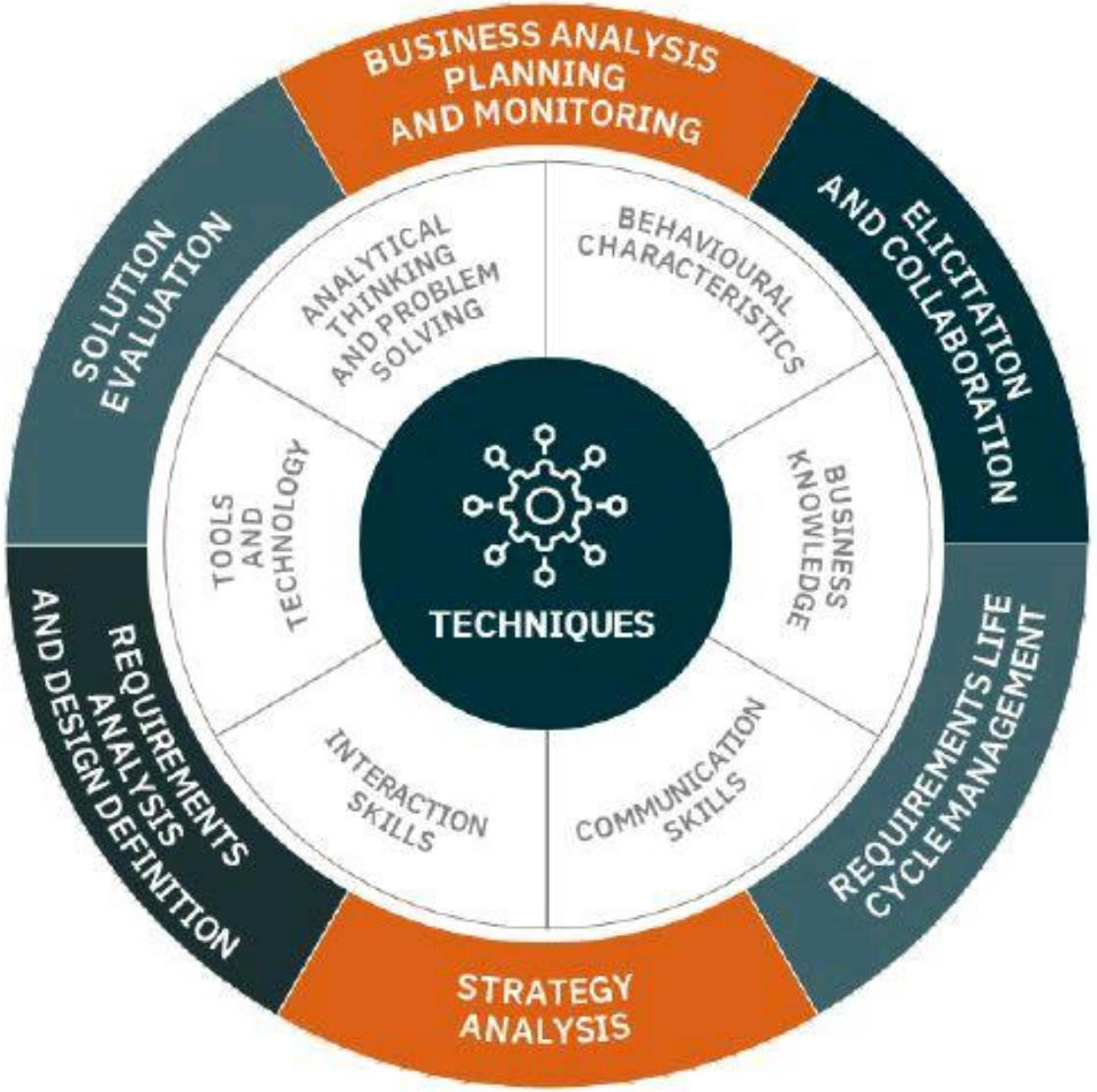
Knowledge areas

Figure 1.4.1: Relationships Between Knowledge Areas



Skillset of a successful BA

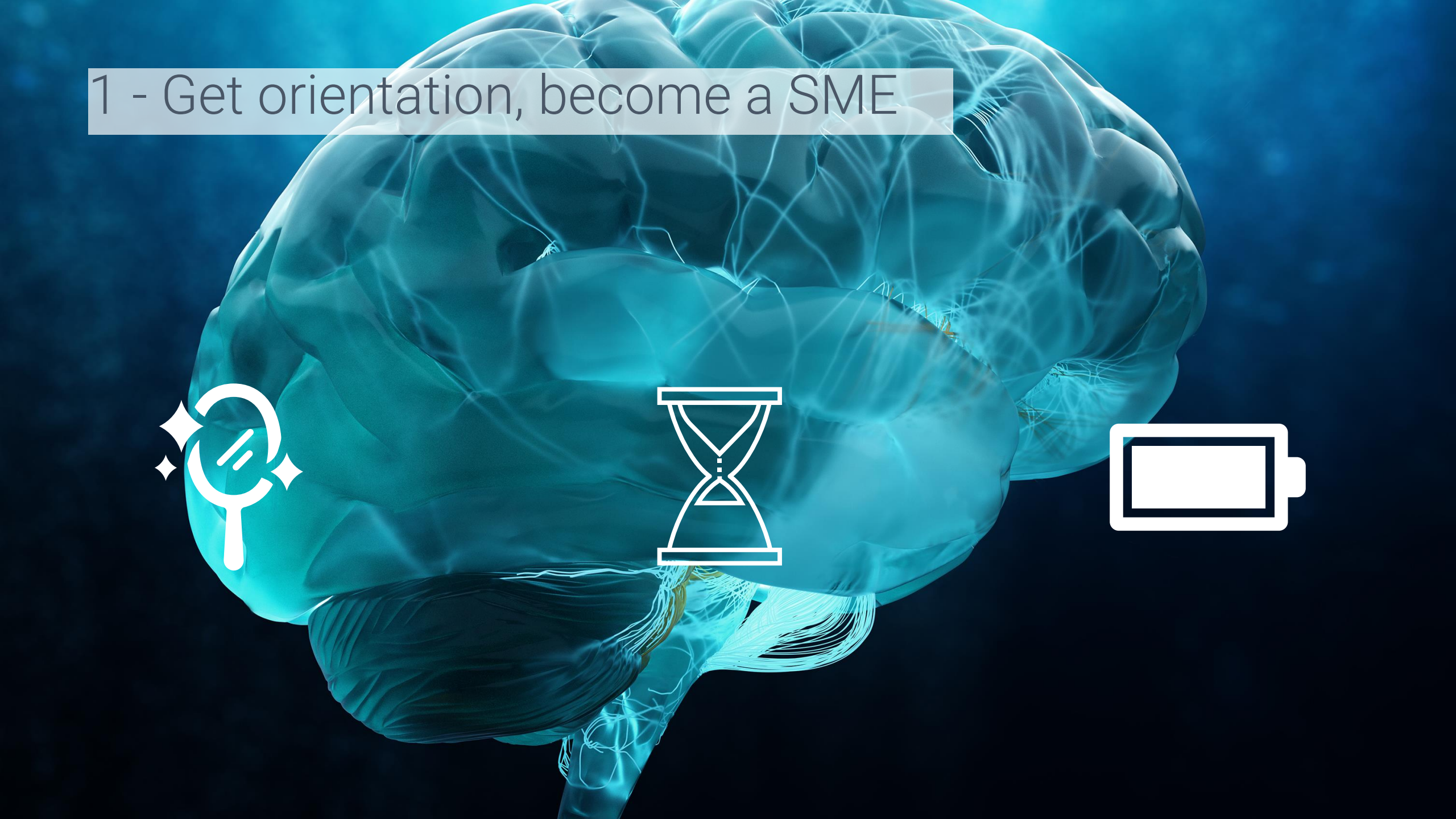


Steps to being an effective BA

What business analysts are taking care of… (mainly)

- A business analyst (BA) should be able to analyze the organization’s needs and then propose design options
- The business analyst is usually responsible for determining the actual requirements of customers
- Business analysts are also responsible for enabling communication within organization and between business departments

1 - Get orientation, become a SME



1 - Get orientation, become a SME

- Know your product
- Be able to have conversations about what is possible as a design and what is not. Understand the current state of the system
- Start early with any project
- Have time to review progress on ongoing project
- Ultimate task is to discover items that are most valuable and simplify the scope
- Accumulate lessons learned and apply good practices
- Do not repeat mistakes, know what to look after and what to watch out for

2 - Determine business objectives and scope

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- Determine expectations from primary stakeholders and sponsors
- Uncover contradictory statements and expectations
- Uncover gaps
- Verify project assumptions
- In order to achieve scope lock and reduce risk for project success
- Deal with conflicting expectations as early as possible
- Raise concerns when project is not considering mandatory changes
- To make sure that anticipated changes align with company's strategy

3 - Create a business analysis plan

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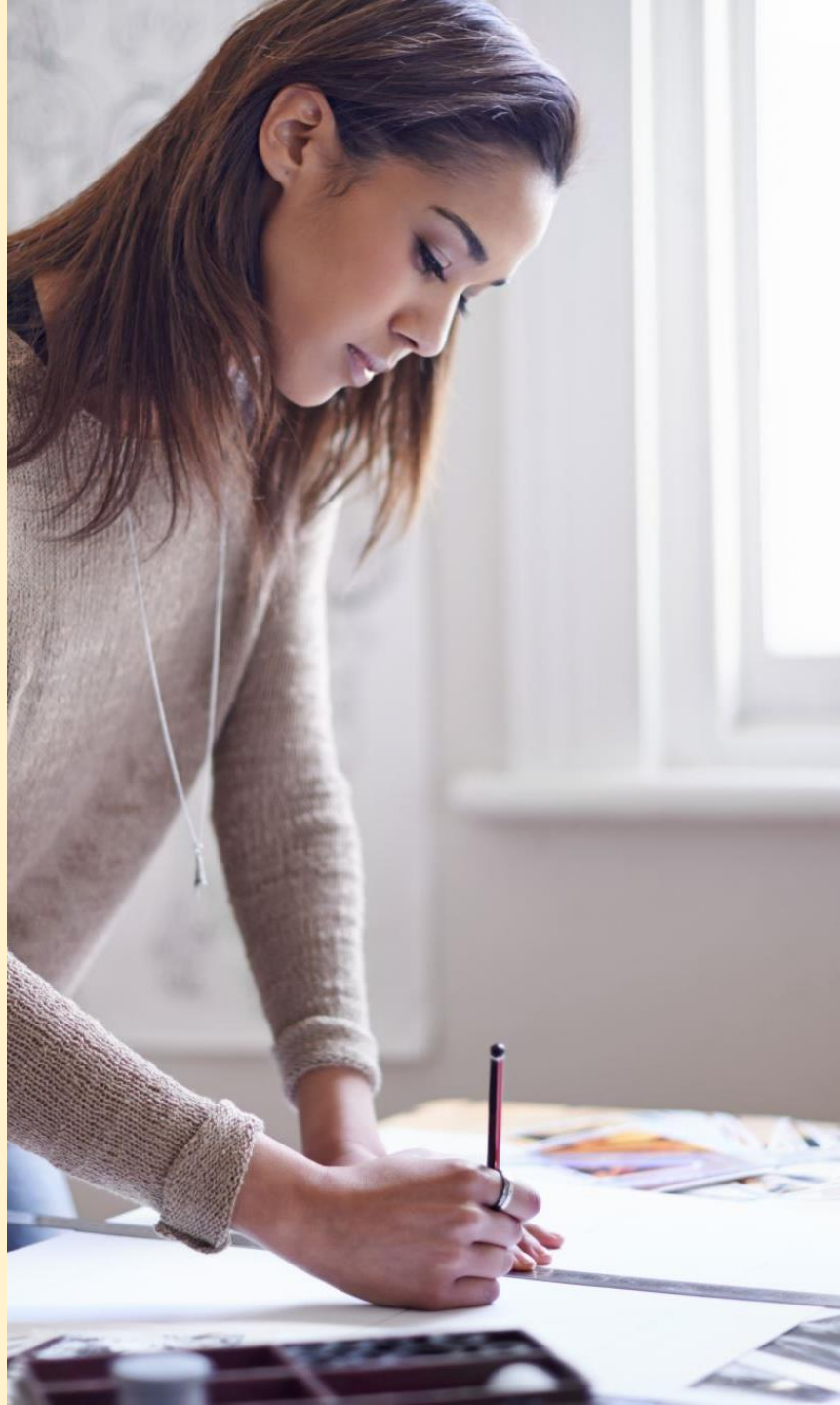
- Initialize in time when certain events could be happening
- Document deliverables
- There should be time for general analysis, detailed analysis, meetings with stakeholders, project progress review. Some meetings internal only some also external with customer
- Make sure team(s) know what the purpose of the change is
- It is best if requirements are traceable



4 - Support implementation and evaluate solution

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- As the key person that prepared current and future state of solution, it has value for organization and customer if BA is available in this phase of the project

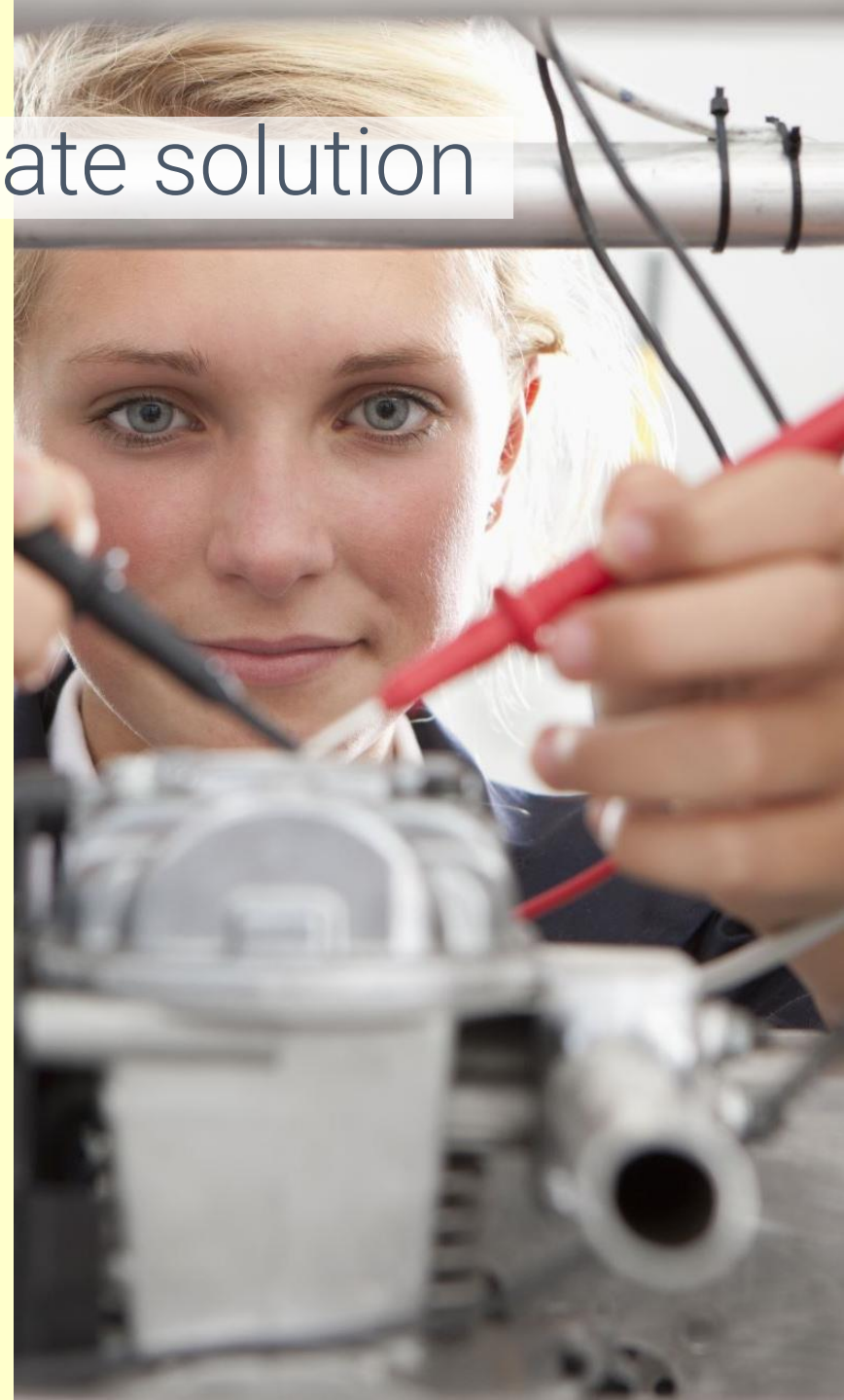
- BA should evaluate how the implemented solution covered business objectives and if the performance/benefit was achieved and at what level

- As SME on the product and solution, BA can validate if implementation met the goal described in future state

- BAs can train end-users

- When change has not brought expected benefits, then maybe some minor changes or more advocacy is needed to change end-user's perception

- Results should be communicated to sponsor and project team



All BA Techniques by BABOK

- 10.1 Acceptance and Evaluation Criteria
- 10.2 Backlog Management
- 10.3 Balanced Scorecard
- 10.4 Benchmarking and Market Analysis
- 10.5 Brainstorming
- 10.6 Business Capability Analysis
- 10.7 Business Cases
- 10.8 Business Model Canvas
- 10.9 Business Rules Analysis
- 10.10 Collaborative Games
- 10.11 Concept Modelling
- 10.12 Data Dictionary
- 10.13 Data Flow Diagrams
- 10.14 Data Mining
- 10.15 Data Modelling
- 10.16 Decision Analysis
- 10.17 Decision Modelling
- 10.18 Document Analysis
- 10.19 Estimation
- 10.20 Financial Analysis
- 10.21 Focus Groups
- 10.22 Functional Decomposition
- 10.23 Glossary
- 10.24 Interface Analysis
- 10.25 Interviews
- 10.26 Item Tracking
- 10.27 Lessons Learned
- 10.28 Metrics and Key Performance Indicators (KPIs)
- 10.29 Mind Mapping
- 10.30 Non-Functional Requirements Analysis
- 10.31 Observation
- 10.32 Organizational Modelling
- 10.33 Prioritization
- 10.34 Process Analysis
- 10.35 Process Modelling
- 10.36 Prototyping
- 10.37 Reviews
- 10.38 Risk Analysis and Management
- 10.39 Roles and Permissions Matrix
- 10.40 Root Cause Analysis
- 10.41 Scope Modelling
- 10.42 Sequence Diagrams
- 10.43 Stakeholder List, Map, or Personas
- 10.44 State Modelling
- 10.45 Survey or Questionnaire
- 10.46 SWOT Analysis
- 10.47 Use Cases and Scenarios
- 10.48 User Stories
- 10.49 Vendor Assessment
- 10.50 Workshops


Q&A