### What is Business Analysis?

The practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders.

Disciplined approach

Business analysts identify and define the solutions that will maximize the value delivered by an organization to its stakeholders.

Business analysts work across all levels of an organization and may be involved in everything from defining strategy, to creating the enterprise architecture, to taking a leadership role by defining the goals and requirements for programs and projects or supporting continuous improvement in its technology and processes.

Business Analysis is the set of tasks, knowledge, tools and techniques required to identify business needs and determine solutions to business problems [BABOK]

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

### Role of BA in project phases (cont)

- Processing new requirements (new regulations, standards, etc.)
- Processing the requests to fulfill new needs requested by the customer or user

### What is an artefact?

Final or intermediate work products that are produced and used during a project

Might describe the function, architecture, and design of software

Might be concerned with the process of development itself, such as project plans, business cases and risk assessments

Should use version control

Should be correctly traced to their origin

### What is a Business Goal? (cont)

A Business Goal is a short- or long-term objective of an organization. Business Goals should be characterized by the following qualities

- Specificity
- Optimism
- Realism
- Both short- and long-term scope

Setting Business Goals is important because:

- The organization needs to have a vision of what it wants to accomplish. This is facilitated by having clearly stated goals, along with establishing time periods in which they need to be achieved
- It keeps a clear picture of what the organization is trying to do with the business, and helps focus motivation

### Role of BA in project phases

Supporting implementation work in order to ensure developers understand and implement the requirements properly

Business Analyst supports the project from the beginning through the system deployment (and sometimes to the system retirement).

Supporting testing, for example by validating test cases in order to ensure that testing will adequately cover all the requirements

Analyzing and documenting change requests for the requirements

### What is a Business Goal?

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### What is a requirement?

A condition or capability needed by a stakeholder to solve a problem, or achieve an objective.

A condition or capability that must be met or possessed by a system or system component, to satisfy a contract, standard, specification, or other formally imposed documents

A documented representation of a condition or capability

Requirements are the foundation of systems, or system components. They can be obligatory (required functions, constraints, etc.), essential for the software to perform its functions, and meet the expectations and needs of the intended stakeholders

Requirements should be placed into one of the following categories

- Business requirements
- User requirements
- Functional requirements
- Non-functional requirements
### What is a requirement? (cont)

**Purpose of requirements:**
- Provide a foundation for assessment, planning, execution and monitoring of the project activities
- Define customer expectations (expressed as real requirements and stakeholder’s value of those requirements)
- Serve as a component of agreements, orders, project plans
- Establish system boundaries, scope of delivery, and the services classification of the requirements

**Requirement classifications**

**Process requirements**
- describe needs and limitations of the business processes
- Costs
- Marketing
- Processing time
- Sales and distribution
- Organisation
- Documentation

**Product requirements**
- functional and non-functional product requirements
- POVs of customer and team

**Types of requirement**
- Customer requirements
- Solution or system requirements
- Product or component requirements

### Requirement Analysis

**Elaborate the solution definition in order to enable the project team to design and build a solution that will meet the needs of the business and stakeholders**

**Task: Organize Requirements**

Structure and organize a set of requirements into logical sets. The organization may be based on defining multiple “levels” of requirements, packaging related functions together, and so forth.

**Inputs:** Business Case, Solution Scope, Requirements

**Outputs:** Structured requirements

**Task: Prioritize Requirements**

Determine the business priority of requirements (including voting, ranking, benefit analysis and so forth). Identify logical dependencies between requirements and requirements packages.

**Inputs:** Requirements, Business Case

**Outputs:** Prioritized requirements

**Task: Specify and Model Requirements**

Describes standard practices for writing textual requirements and creating models or diagrams. Specific models are addressed as techniques. Includes capturing the requirements attributes

**Inputs:** Requirements

**Outputs:** Specified or modeled requirements

**Task: Determine Assumptions and Constraints**

Identify stakeholder requests that are not properly requirements but based on assumptions regarding what the solution team is capable of delivering.

**Inputs:** Requirements

**Outputs:** Assumptions and Constraints

**Task: Verify Requirements**

**Inputs:** Specifications

**Outputs:** Verified requirements

**Task: Validate Requirements**

Validate that a requirement will satisfy a business need.

**Outputs:** Validated requirements

### Elicitation

**Business Requirements Elicitation** is defined as a set of approaches, techniques, activities, and tasks used to capture the business requirements of a planned solution from the stakeholders and other available sources.

**Purpose:** Explore, identify and document stakeholder needs. Orienting the requirements toward the project vision. Excluding features that the customer does not want and need.

**Task: Prepare for Elicitation**

**Purpose:** Prepare for elicitation by ensuring all needed resources are organised and scheduled for conducting the elicitation activities

**Outputs**
- Scheduled resources
- Supporting materials

**Task: Conduct Elicitation**

Meet with stakeholder(s) to elicit information regarding their needs.

**Outputs**
- Elicitation activity results
- Assumptions, constraints, risks, issues
- Documentation based on technique (e.g., interview notes, workshop results, survey responses, etc.)

**Task: Document Elicitation Results**

**Purpose:** Record stakeholder info for use in analysis.

**Outputs:** Stated requirements

**Task: Confirm Elicitation Results**
### Elicitation (cont)

**Purpose:** Play back the requirements to validate that the stakeholder’s intentions have been correctly captured and understood.

**Outputs:** Validated stated requirements

**Techniques**
- Questionnaires
- Interviews
- Self-recording
- Reviewing existing documents
- Reusing a specification from a previous project
- Brainstorming
- Field observation
- Apprenticing
- Conducting workshops to refine the requirements after each iteration
- Requirements Elicitation should apply to enterprise requirements as well as user or customer requirements.

**Requirement characteristics**
- Functionality
- Reliability
- Usability
- Efficiency
- Maintainability
- Portability

### What is a stakeholder (cont)

**Stakeholders on the customer side**
- Customer representatives (i.e., “Business”)
- Project sponsors
- End users (from the customer company)
- Installation and Operations personnel

**External stakeholders may be:**
- End users who are not a part of the customer’s organization
- Other organizations (e.g., regulatory entities)

### Stakeholder Identification Problems

- A lack of understanding of the real operators of the business processes in the organization
- Unclear definition of responsibilities within the customer’s organization
- Excluding stakeholders who are not clearly and directly related to the process
- Incomplete analysis resulting in missing processes and activities, and the related stakeholders

### Business Analysis Communication Planning (cont)

Outputs from the Business Analysis are also inputs to system acceptance testing, which is the final check before the production release.

System acceptance testing is conducted to verify that the software is working as expected, and is needed in order to realize its goals (i.e., improving efficiency of performing the business process). BA provides info to the following:
- Project management (scope planning, scheduling, and estimating development and testing)
- Systems analysis
- Design (system specification and architecture)
- Implementation
- Testing

Common methods of communication include:
- Workshops
- Presentations
- Reviews

Factors to be Considered
- Type of project
- Communication formality
- Communication frequency
- Geographical location
- Culture

### Common BA techniques

- Brainstorming
- CATWOE (Clients, Actors, Transformation, Worldview, Owner, Environmental constraints)
- Data Flow Diagrams
- Five Why’s
- Functional decomposition
- Interviews
- MoSCoW

### What is a stakeholder

Any person involved in, or with an interest in, a project.

**Stakeholders on the vendor side**
- Project Managers
- Business and System Analysts
- Developers and Architects
- Database designers
- GUI designers
- Technical writers
- Testers and Quality Assurance staff

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Common BA techniques (cont)

- PESTLE (P for Political, E for Economic, S for Social, T for Technological, L for Legal and E for Environmental)
- MOST (Mission, Objectives, Strategies, Tactics)
- Prototyping
- Requirements Workshops
- Risk Analysis
- Scenarios and Use Cases
- SWOT
- User stories

Principles for Successful Requirements

1. Understand the top level critical objectives
2. Think stakeholders, not just users and customers
3. Focus on the required system quality, not just its functionality
4. Quantify quality requirements as a basis for software engineering
5. Don’t mix ends and means
6. Capture explicit information about value.
7. Ensure there is “rich specification”; requirement specifications need much more information than just the requirement itself.
8. Carry out specification quality control (SQC).
9. Consider the total lifecycle and apply systems-thinking, not just a focus on software
10. Recognize that requirements change; use feedback and update requirements as necessary.

Acceptance and Evaluation Criteria

Acceptance criteria are used to define the requirements, outcomes, or conditions that must be met in order for a solution to be considered acceptable to key stakeholders. Evaluation criteria are the measures used to assess a set of requirements in order to choose between multiple solutions.

Define measures of value attributes to be used for assessing and comparing solutions and alternative designs.

Measurable and testable criteria allow for the objective and consistent assessment of solutions and designs.

Acceptance criteria describe the minimum set of requirements that must be met in order for a particular solution to be worth implementing. They may be used to determine if a solution or solution component can meet a requirement.

Acceptance criteria are typically used when only one possible solution is being evaluated, and are generally expressed as a pass or fail statement.

Valuation criteria define a set of measurements which allow for ranking of solutions and alternative designs according to their value for stakeholders.

Attributes that cannot be measured directly are evaluated using expert judgment or various scoring techniques.

Elements

- Value attributes -
  - are the characteristics of a solution that determine or substantially influence its value for stakeholders

Acceptance and Evaluation Criteria (cont)

- represent a meaningful and agreed-upon decomposition of the value proposition into its constituent parts, which can be described as qualities that the solution should either possess or avoid.

- are examples
  - ability to provide specific information
  - ability to perform or support specific operations
  - performance and responsiveness characteristics
  - applicability of the solution in specific situations and contexts
  - availability of specific features and capabilities
  - usability, security, scalability, and reliability

- Assessment -
  - In order to assess a solution against acceptance or evaluation criteria, it must be constructed in a measurable format

Evaluation criteria provide a way to determine if features provide the value necessary to satisfy stakeholder needs.

The criteria are presented as parameters that can be measured against a continuous or discrete scale.

Acceptance criteria are expressed in a testable form.

Acceptance criteria are presented in the form of statements which can be verified as true or false. This is often achieved through user acceptance testing (UAT)

Usage Considerations

Agile methodologies may require that all requirements be expressed in the form of testable acceptance criteria.

Acceptance criteria are necessary when the requirements express contractual obligations.

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## Acceptance and Evaluation Criteria (cont)

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acceptance criteria provide the ability to assess requirements based on agreed-upon criteria.</td>
<td>Evaluation criteria assist in the delivery of expected return on investment (ROI) or otherwise specified potential value.</td>
</tr>
<tr>
<td>Evaluation criteria provide the ability to assess diverse needs based on agreed-upon criteria, such as features, common indicators, local or global benchmarks, and agreed ratios.</td>
<td>Evaluation criteria helps in defining priorities.</td>
</tr>
</tbody>
</table>

## Limitations

- Acceptance criteria may express contractual obligations and as such may be difficult to change for legal or political reasons.
- Achieving agreement on evaluation criteria for different needs among diverse stakeholders can be challenging.

## What is a business analyst?

**A person responsible for:**

- Identifying the business needs of the customer (external or internal) and other stakeholders
- Determining solutions to business problems

**BA activities include:**

- Eliciting requirements
- Analyzing, developing and managing the requirements.

**Business Analyst is not responsible for:**

- Determining the solution implementation (creating the product's design)
- The Business Analyst acts as a bridge between the customer and other stakeholders (e.g., the project team), identifying, negotiating and achieving a consensus between the needs of the various representative individuals and groups.

## Why is Business Analysis Necessary?

### Problems with requirements can cause projects to fail.

- Unclear requirements, or low quality business design of the solution, can lead to confusion and questions regarding the intended software product or process solution
- Risk of the project's failure increases
- Requirements are imprecise
- Requirements are ambiguous
- Requirements are contradictory
- Requirements do not fulfill the agreed criteria
- Requirements are missing
- Business processes and artifacts are not covered by requirements or are described incompletely
- All stakeholders are not identified
- Business goals or needs are not identified causing the designed solution to fail to meet the organization's needs and not achieve the business goals

### Common problems

- Ambiguous, under-specified, unclear, impossible, contradictory business requirements
- Instability of the requirements (frequent and uncontrolled changes in requirements)
- Poor translation of the business needs to requirements (incomplete, inconsistent, or not measurable requirements)
- Unclear objectives of the initiative
- Communication problems
- Language barriers
- Knowledge barriers
- Vague wording
- Overly formal wording
- Redundancy
- Gold plating (adding unnecessary scope)
- Insufficient user involvement
- Overlooked user classes
- Minimal specification

### Consequences of low quality BA

- Problems during during scope definition
- Planning difficulties
- Implementation problems
- Testing problems

## Requirements Elicitation

Requirements Elicitation is the collection of activities, approaches, tools and techniques for capturing the requirements for a planned software system (or other business solution) from the stakeholders.

**Common reasons for neglecting BA**

- Time pressure
- Exclusive focus on fast results
- Exclusive fixation on costs
- Perceiving documentation or the analysis and understanding of the business processes within an organization as a cost, not an added value

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What is Enterprise Analysis? (cont)

- Inputs: Business Architecture, Business Goal(s), Defined Business Problem/Opportunity Solution Scope
- Outputs: Business Case

Solution Assessment and Validation

How to assess deployed solutions to see how well they met the original need in order to enable businesses to assess the performance and effectiveness of projects.

Task: Assess Requirements Coverage

Purpose: Determine how well possible options for solution designs will meet the requirements. The assessment may include a recommendation of a particular solution, rejection of all solutions, or an assessment of possible trade-offs.

Examples: RFI/RFP responses, Internal designs, Manual procedures

Inputs: Solution Design Option(s)

Outputs: Solution Design Assessment

Task: Allocate Requirements

Purpose: Allocate requirements among releases and/or solutions components. Ensures that the possible release options are designed in a way to maximize the possible business value given the options and alternatives generated by the design team.

Activities

Allocate requirements to hardware, software, manual procedures, etc.

Recommend the release/delivery strategy
### Solution Assessment and Validation (cont)

**Understanding trade-offs between different implementation approaches**

**Inputs:** Solution Design, Validated Requirements

**Outputs:** Allocated Requirements

**Task:** Determine Organizational Readiness

**Purpose:**
- Determine organizational readiness to effectively operate the new solution
  - Conduct organizational readiness assessment
  - Recommend ways to optimize the organizational deployment

**Outputs:** Organizational Readiness Assessment, Organizational Change Recommendations

**Task:** Validate Solution

**Purpose:**
- Validate the verified and deployed solution meets the business need
- Define acceptance criteria (including what level of conformance to requirements is acceptable)
- Identify defects/shortcomings (this should be distinguished from functional testing)
- Analyze impact
- Define corrective actions
- Validate corrective actions
- When a problem is identified with the deployed solution determine what is the most appropriate response

**Outputs:** Validated Solution, Defect Impact Analysis, Validated Corrective, Actions

**Task:** Evaluate Solution

**Purpose:**
- Assess the value of the solution as deployed to the business (to determine if the original goals are met).

---

### Solution Assessment and Validation (cont)

- Compare actual vs. expected costs and benefits.

**Outputs:** Cost/Benefit Analysis

**Stakeholder Identification Techniques**

- Investigating the business domain
- Identifying owners of the business processes
- Analyzing the structure of the customer’s organization
- Exploring the target market of the customer’s organization
- Analyzing relationships with external organizations (suppliers, etc.)

---

### Stakeholder Needs and Expectations

Different stakeholders may have different needs and expectations regarding the planned solution. It is very important to identify all the stakeholders and their needs, and to find a common understanding of the purpose of a solution, in order to avoid the situation where the final product may meet the requirements of only a selected group of stakeholders.

Ensure that the features to be implemented will not conflict with the requirement of other stakeholders.

One of the responsibilities of a Business Analyst is to identify all the stakeholders and define their requirements and expectations.

Determines the initial scope and requirements of the system.

---

### Business Case Definition (cont)

- May be in form of
  - Structured document
  - Short argument
  - Presentation
- Topics may include
  - Information about the opportunity (market trends, competitors)
  - Qualitative and quantitative benefits
  - Estimates of cost and time to break even
  - Profit expectations
  - Follow-on opportunities
  - Cash flow consequences of the action, over time, and the methods used for quantifying benefits and costs
  - The impact of the proposed project on the business operations or business processes
  - The impact of the proposed project on the technology infrastructure
  - Constraints associated with the proposed project
  - Estimated budget
  - Alignment with priorities established by the business

**Procedure of Building the Business Case**

- Identify and quantify the benefits
- Identify and quantify the costs
- Prepare the Business Case
- Define the procedures that will be used to measure the costs and benefits

---

### Business Case Definition

Provides the reasoning for initiating a project

Describes a justification for the project in terms of the value added to the business as a result of the project outcomes, in comparison to the cost of developing the new solution.
### Common Mistakes

- Each requirement must be unambiguous, precise, and understandable
- Superfluous information should be avoided
- Templates should be used as an aid
- Models and diagrams should be used to make the specification document clear and more understandable for readers.
- Formal graphical notation should be used as a method for presenting complex requirements, dependencies, and relationships

### Requirements Documentation

<table>
<thead>
<tr>
<th>Follow common standards and guidelines</th>
<th>Important guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Each requirement must be unambiguous, precise, and understandable</td>
<td>- Trivialities - Lengthy descriptions of commonly known issues should not be included</td>
</tr>
<tr>
<td>- Superfluous information should be avoided</td>
<td>- Information out of scope</td>
</tr>
<tr>
<td>- Templates should be used as an aid</td>
<td>- Thinking in solutions - The requirements specification should discuss the problem to be solved not the technical design of the solution</td>
</tr>
<tr>
<td>- Models and diagrams should be used to make the specification document clear and more understandable for readers.</td>
<td>- Redundant details</td>
</tr>
<tr>
<td>- Formal graphical notation should be used as a method for presenting complex requirements, dependencies, and relationships</td>
<td>- Lacking rationale</td>
</tr>
</tbody>
</table>

A requirements document may include:
- Introduction
- Secrecy clause
- Regulations
- Standards
- Stakeholders
- Purpose of the product
- Overall description
- Functional requirements
- Non-functional requirements
- Limitations and assumptions
- Dependencies
- Risks
- Safety requirements
- Document acceptance

When creating a requirements document, the Business Analyst should remember that requirements specifications must be complete, consistent, modifiable, and traceable [Wiegers].

### Common Techniques

- UML notation to express requirements as use case diagrams, activity diagrams, component diagrams, state machine diagrams, etc.
- BPMN
- Using prototyping as a technique of GUI modeling
- Using SysML notation to develop specifications, analysis, design, verification and validation documentation for systems and systems-of-systems. The specifications may include hardware, software, information, processes, personnel and facilities.

### Quality criteria for business process models

- Correctness (syntactic and semantic correctness)
- Relevance (no irrelevant details)
- Economic efficiency (designed for a particular purpose)
- Clarity (understandable by the audience)
- Comparability (based on the same modeling conventions within and between models)

### Benefits of modeling

- Simplified expression of real processes
- Describe a complex system in the most clear and unambiguous way.
- Models present the whole system and its context in a single diagram and therefore help to look at the problem from the overall perspective.

### Modelling (cont)

- Using SysML notation to develop specifications, analysis, design, verification and validation documentation for systems and systems-of-systems. The specifications may include hardware, software, information, processes, personnel and facilities.

### Benefits of modelling

- The solution is fully understood by the stakeholders and is easy to implement.
- The requirements are mostly non-functional and difficult to express in the form of a model.
- The problem domain is well known.
- The solution is dedicated to use by very few people.
- The scope is declared as constant and there is a low probability of changes in the scope resulting from future requirements or needs.
- Model representation would be less understandable by the key stakeholders than written text.
### Modelling (cont)
- Systematic design (contains well-defined interfaces to other types of models)

### Domain Knowledge
The goal of a Business Analyst is to provide business solutions to business issues by assessing business problems, and identifying and analyzing root causes.

The success of Business Analysis is determined by the benefit that the solution provides to the business either in terms of savings in costs, improvement in productivity, and/or increase in customer satisfaction.

To be able to provide a business solution that provides a measurable benefit to the organization, the Business Analyst must have knowledge of the business domain.

#### Importance
- Domain knowledge makes it easier for the Business Analyst to connect and communicate with Business Users.
- Domain knowledge makes understanding and analyzing business issues easier.
- Lack of domain knowledge may lead to delays in providing the solution, since the business process and business rules must first be understood.

### Tools and Techniques of Facilitation (cont)

<table>
<thead>
<tr>
<th>Tools</th>
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<tbody>
<tr>
<td>Gap analysis</td>
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<td>Flip charts</td>
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<td>Checklists</td>
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<tr>
<td>Multi-voting</td>
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<tr>
<td>Root cause analysis</td>
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<tr>
<td>Brainstorming</td>
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<tr>
<td>Managing conflicts tips sheet</td>
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<tr>
<td>Focus group framework</td>
</tr>
</tbody>
</table>

### Process Improvement
Process Improvement supports the introduction of change into the current process in order to improve quality, reduce costs and/or accelerate schedules.

Supporting Process Improvement is one of the tasks of a Business Analyst.

The Business Analyst models and analyzes business processes used within an organization in order to discover any ineffective elements.

#### Techniques
- Manually re-design processes on the basis of experience and domain knowledge with the goal of eliminating bottlenecks and making the execution times shorter and more efficient
- Introduce tools, including software, to optimize the business processes in the organization (e.g., SAP, ERP, CRM software)
- Simulate and optimize processes
- Adopt a selected methodology or strategy

#### Methods:
- Benchmarking
- Business process improvement
- Business process reengineering

### Process Improvement (cont)
- Capability Maturity Model
- Integration/ Capability Maturity Model (CMMI/CMM)
- ISO 9000
- IT Governance
- Just In Time manufacturing
- Lean manufacturing
- Performance improvement
- Process management
- Process Improvement and Management (P&IM)
- Six Sigma
- Total Quality Management (TQM)

### BA Knowledge Areas
1. Business Analysis Planning and Monitoring (Orange)
2. Enterprise Analysis (Dark Green)
3. Elicitation (Light blue)
4. Requirement Analysis (light pink)
5. Solution Assessment and Validation
6. Requirements Management and Communication

### Common Objectives of Business Analysis
- Collect and document the requirements
- Design business solutions to resolve the business problems
- Assist in the timely completion of the project by providing accurate requirements identification and analysis
- Improve efficiency by increasing the quality of requirements identification and analysis and therefore reducing the need for rework and fixes in the later stages of the project

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## What is a business process? (cont)

A business process must have the following characteristics:
- Has a goal
- Has specific inputs
- Has specific outputs
- Uses resources
- Has a number of activities that are performed in some order
- Affects at least one organisational unit
- Creates value for the customer (both internal and external)

Identification of processes allows the Business Analyst to understand the organization’s goals, and helps determine the activities and the flow required to achieve future planned business and strategic goals.

Identification of business processes helps find possible gaps and ineffective parts of the process, which may then be improved via process optimisation.

If business processes are not established and understood, then the organization may have a low maturity level, which makes measuring and controlling processes very difficult. In addition, there are likely to be significant problems with the definition of the business goals and needs.

## BA in 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
- Identifying and documenting business requirements on a more detailed level
- Supporting the Systems Analyst in preparing the detailed system specifications (e.g., covering such 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)
BA in Phases of the Software Life Cycle (cont)
- 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
- BA role varies
- verifying test results
- resolving issues related to defects or gaps in the requirements
- Participating in the preparation of test cases for User Acceptance Testing
- Supporting the acceptance testers by answering questions during test execution

BA Planning and Monitoring (cont)
- determining appropriate stakeholders for the project or project phase, and analyzing stakeholder influence, authority (approve, sign off, veto), and project attitude.

Outputs: Stakeholder list, Stakeholder roles and responsibility designation
- RACI matrix (also known as RASCI matrix) plays very important role in this process.
- Scope of the tasks and the dependency can be defined easily
- estimates related to cost, timings and resources

Communication Planning
- Determine what information the various stakeholders need to be provided about the results of business analysis and the forms it should take (verbal, written, etc). It includes considerations for, as well as constraints, impacts, durability and trade-offs of different communications media
- Communication plays very important role in any stage of project life-cycle and in order to avoid ambiguity or conflicts in the requirements and end results, the communication should be precise and controlled.
- Each stakeholder should understand the details of the requirements
- WHAT, WHO and WHEN are the important questions related to communication

Plan Business Analysis Activities
- Determine which activities are required to define the solution to a business problem, how those activities will be carried out, the work effort involved, and an estimate of how long the activities will take.
- Determine tasks in the Knowledge Areas:
- Identifies task dependencies
- Develop estimates for BA work (time, skill level, complexity of tasks, etc.)
- Inputs: Stakeholder list, Stakeholder roles and responsibility designation, Organizational Standards
- Outputs: Business Analysis Plans for each KA

Plan Requirements Management Process
- Describes how to determine the appropriate requirements process for a particular initiative
- Consider whether and how requirements are changed
- Which stakeholders need to approve
- Who will be consulted on, or informed of changes,
### BA Planning and Monitoring (cont)
- Includes the approach to requirements traceability and determining which requirements attributes we will capture.
- Output: Requirements Management Plan

### Requirements Management and Communication (cont)

**Task: Manage Requirements Traceability**

**Purpose:**
Trace requirements (update and maintaining relationships between requirements components)

**Inputs:**
- Stakeholders, requirements, solution package, business components, business models

**Outputs:**
- Traced Requirements

**Tasks:**
- Maintain Requirements for re-use
- Support allocation of requirements to Solution Assessment and Validation

### Change Management process

<table>
<thead>
<tr>
<th>Task</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identifying a potential change</td>
<td>Evaluating the change request&lt;br&gt;Planning the change&lt;br&gt;Implementing the change&lt;br&gt;Reviewing and closing the change request</td>
</tr>
<tr>
<td>Requesting new functionality</td>
<td>Analyzing the change request&lt;br&gt;System improvement efforts&lt;br&gt;External changes (regulatory, legal, etc.)</td>
</tr>
<tr>
<td>Analyzing the change request</td>
<td>New or changing requirements (resulting from new regulations, changes within the business domain, new features requested by the users, etc.)</td>
</tr>
<tr>
<td>Evaluating the change</td>
<td>Business process improvement initiatives</td>
</tr>
</tbody>
</table>

### Change Request

When the need for a change appears, there should be a Change Request raised by a stakeholder requesting new or modified functionality. Important elements of a change request are a unique identifier, the author, the deadline (if applicable), an indication whether the change is required or optional, the change type, and an abstract, or description, of the proposed change.

All changes should be tracked in a Change Log or Change List.

Changes should be managed by the Change Control Board (CCB). The CCB is not allowed to submit, approve, reject, or implement changes without discussion with the other stakeholders.

Impact analysis should be performed.

### Potential changes might be a result of:
- A defect found in the code, documentation or requirements
- System improvement efforts
- External changes (regulatory, legal, etc.)
- New or changing requirements (resulting from new regulations, changes within the business domain, new features requested by the users, etc.)
- Business process improvement initiatives

### Change Management process

<table>
<thead>
<tr>
<th>Potential changes might be a result of:</th>
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**Requirements Management and Communication**

How we manage conflicts, issues and changes and ensure that stakeholders and the project team remain in agreement on the solution scope.

- Recognise that communication takes place throughout all knowledge areas and is important for managing requirements.
- Manage the approved solution and requirements scope.
- Ensure stakeholders have access to business analysis work products.
- Prepare and communicate requirements to stakeholders.

**Task: Manage Solution and Requirements Scope**

Baseline and manage changes to business case, solution and requirements.

- Approve requirements (according to the approval authority stated in the Requirements Management Plan).
- Control multiple versions of requirements work products.
- Manage requirements conflicts and issues.

**Inputs:**
- Stakeholder roles and responsibility designation, Requirements, Requirements management plan.

**Outputs:**
- Approved Requirements, Decision Record
- Traced Requirements
- Maintained/re-used requirements

**Task: Prepare Requirements Package**

Determine appropriate format for requirements, Create a requirements package.

**Outputs:**
- Requirements package (e.g., executive summary, formal documentation, RFI, RFP, etc.).

**Task: Communicate requirements**

Interaction with all stakeholders before, during and after projects.

Interaction with solution team to assure that requirements are correctly understood and implemented.
### Change Management process (cont)

Impact analysis includes analysis of the changes needed in the project schedule or budget that would be necessitated if the change were to be implemented.

**The planning of change implementation includes:**

- Updating plans as needed depending on the phase of the project (e.g., Project Plan, Development Plan, and Test Plan).
- Updating business and system documentation (e.g., specifications, architecture design, user manuals).
- Updating test cases and test scripts.
- Implementing the change (coding).
- Testing by vendor or/and customer test team.
- Deploying the change to the production environment.

### Requirements Organization (cont)

- An abstraction of the solution of the problem expressed at a high-level.
- A feature is developed into completely described functional and supplemental requirements.

**Functional decomposition**

- Breakdown of a list of items into classifications or groups based on the function each item performs or the use it provides.
- Identifies the high-level functions of the proposed solution, or the organization itself, and then breaks them down into sub-processes and activities.
- Usually performed by a Systems Analyst.

**Types of decomposition**

- **Goal decomposition**
  - Goals are business requirements.
  - Goal decomposition helps to ensure the solution will satisfy stakeholder’s needs.
- **Feature list decomposition**
  - A feature is a service that the solution provides to fulfill one or more stakeholder need.

### Quality Assurance

Quality Assurance is a process of systematic monitoring and evaluation of the various aspects of a project or solution. The goal is to maximize the probability that the solution has achieved a desired standard of quality.

**Quality Criteria for Requirements**

- Allocatable
- Feasible
- Complete
- Measurable
- Consistent
- Necessary
- Correct
- Prioritized
- Testable
- Traceable
- Unambiguous
- Understandable
- Does not determine solution

**Checklists**

One of the most common techniques for requirements’ quality control is the use of checklists.

### Acceptance and Evaluation Criteria

- Requirement Pass or Fail
- Solution Value or Failing
- Measure
  - Test
  - Contact
  - Use case
  - Functionality
- Define Measures
  - Often used to assess boundary skills
  - Test
  - Goal
  - Objective
  - Performance
  - Functionality

### BA necessary skills

**Analytical skills**

- Financial analysis
- Statistical analysis
- Operations research

**Requirements analysis**

- Systems analysis

**Technical skills**

- Working knowledge of technology
- Understanding of engineering principles
- Ability to apply financial principles to feasibility studies

**Managerial skills**

- Project management capabilities
- Understanding of organizational behavior

**Soft skills**

- Negotiation skills
  - Ability to negotiate to obtain data
  - Ability to negotiate with stakeholders to implement projects
- Communication and writing skills
### BA necessary skills (cont)

- Ability to communicate with all levels of management
- Ability to communicate with stakeholders of various knowledge levels
- Precision in articulating ideas and thoughts
- Ability to relate with line workers
- Good technical writing skills
- Strong communication skills in all forms (verbal, non-verbal, written, etc.)
- Public speaking skills

#### Facilitation skills

Facilitation can be defined as a process of enabling groups to work cooperatively and effectively. Facilitation provides leadership.

Facilitation serves to improve the following skills:

- Leading
- Solving issues
- Building team and community
- Empowering
- Resolving conflicts
- Transforming
- Evoking wise democracy
- Building personal effectiveness

#### Facilitator

A facilitator is a person who contributes structure and process to interactions so that groups are able to function effectively and make high-quality decisions. The facilitator’s goal is to support others and enable them to achieve high performance.

### Tasks and activities

- Helping the group to define its goals and objectives
- Providing processes to support members of the group to help them use their time effectively and to make high-quality decisions
- Guiding group discussions to ensure objectives are met, and noting any ideas and concepts raised by members during the discussion
- Supporting members of the group in assessing their current skills and building new skills
- Using consensus to enable the group to make decisions
- Managing conflicts using a collaborative approach
- Helping the group to communicate effectively and to access resources needed to make decisions

The facilitator must always stay neutral, listen actively and ask questions that allow the group to identify and collect ideas and concepts. One of the facilitator’s tasks is to note and summarize all ideas raised by the members of the group.

#### Facilitator competencies

- Communicates well
- Processes ideas from people
- Shows a natural interest
- Listens well
- Maintains control
- Empowers the group
- Handles uncertainty
- Connects with the group quickly
- Focuses on the business not on personal solutions
- Negotiates between parties
- Understands group dynamics

- Helps the group to listen and draw logical conclusions
- Runs meetings
- Manages people’s expectations
- Understands and explains the process

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