What is a Business Analyst?

A Business Analyst is someone who works as a liaison among stakeholders in order to elicit, analyze, communicate and validate requirements for changes to business processes, policies and information systems.

Function of a Business Analyst?

► Understands business problems and opportunities

► Recommends solutions that enable the organization to achieve its goals.

► Document the solutions and communicate it to all stakeholders

What is a requirement?

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

2. 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.

3. A documented representation of a condition or capability as in (1) or (2).

Properties of a Requirement

- ► functionality - What the system can do
- ► constraints - what the system cannot do
- ► contents - what must be present in the system
- ► condition - a state that must exist at a particular time
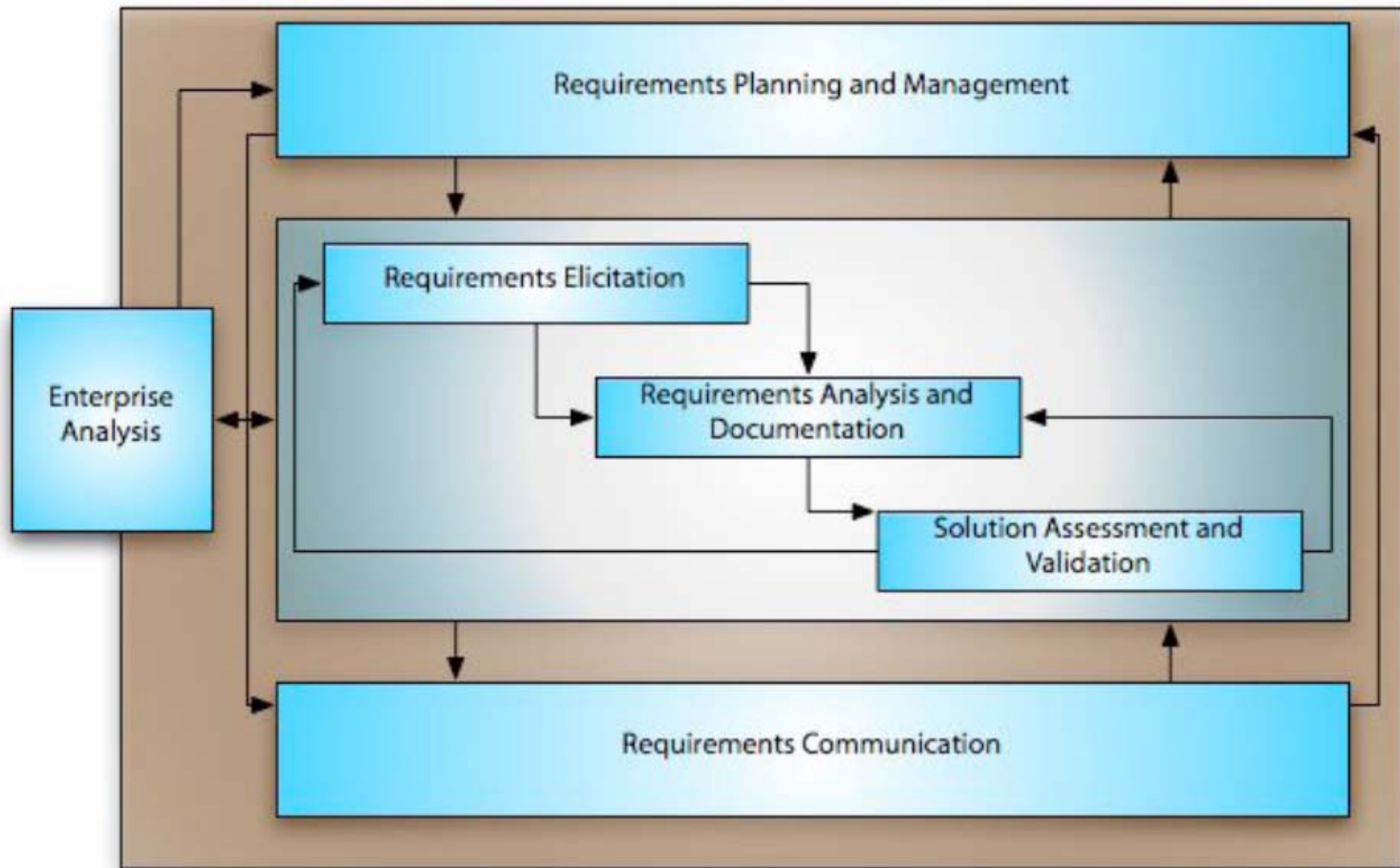- ► process - how a system provides a capability

Types of Requirements

► Business Requirements are higher-level statements of the goals, objectives, or needs of the enterprise. They describe such things the reasons why a project is initiated, the things that the project will achieve, and the metrics which will be used to measure its success.

► User Requirements are statements of the needs of a particular stakeholder or class of stakeholders. They describe the needs that a given stakeholder has and how that stakeholder will interact with a solution.

► Functional Requirements describe the behavior and information that the solution will manage. They describe capabilities the system will be able to perform in terms of behaviors or operations – a specific system action or response.

Types of Requirements (contd.)

► Quality of Service Requirements capture conditions that do not directly relate to the behavior or functionality of the solution, but rather describe environmental conditions under which the solution must remain effective or qualities that the systems must have.

► Assumptions and constraints identify aspects of the problem domain that are not functional requirements of a solution, and will limit or impact the design of the solution.

► Implementation requirements describe capabilities that the solution must have in order to facilitate transition from the current state of the enterprise to the desired future state, but that will not be needed once that transition is complete.

Business Analysis Concepts

Enterprise Analysis

► An analysis of the business domain to provide context for requirements and functional design work. This work is sometimes investigative and may be treated as a project in itself.

► Activities involved include:
  - Creating and maintaining the Business Architecture
  - Conducting feasibility studies to determine the optimum business solution
  - Scoping and defining the new business opportunity
  - Preparing the Business Case
  - Conducting the initial Risk Assessment

Requirements Planning and Management

► This defines the resources and tasks associated with the planning and management of requirements gathering activities throughout the requirements process. The Business Analyst must define the requirements activities that will be performed and how those activities will be performed on a project, in accordance with any existing standards in the organization.

► It includes identifying key roles, selecting requirements activities, managing the requirements scope and ongoing communication of the requirements gathering status. Proper planning and management of requirements gathering activities ensures the success of the requirements process and requirements deliverables.

Requirements Planning and Management

► Important characteristics in requirements planning and management:

- The set of requirements activities undertaken are the most appropriate, given the unique circumstances of the project,

- The requirements work effort is coordinated with the other work being done for the project

- The whole requirements team on a project has a common understanding of what activities they are undertaking

- Business analysts are able to monitor and react to requirements challenges and slippage

- The tools, resources and requirements contributors are available as needed for the requirements activities

- Changes are captured correctly and consistently.

Requirements Elicitation

► This uses proven means to gather requirements such that the resulting requirements would be :

- Complete
- Clear
- Correct
- Consistent.

► The system in question may be a business system, and automated system or both. The scope of the Elicitation work may be a new system or an enhancement to an existing system. The business analysis professional selects the appropriate mean(s) to gather the needed requirements based on the applicability of a technique's process, key features and strengths and weakness.

Requirements Analysis and Documentation

► The objective of this task is to define and describe the characteristics of an acceptable solution to a business problem, so that the project team has a clear understanding of how to design and implement it.

► Requirements analysis defines the methods, tools and techniques used to structure the raw data collected during Requirements Elicitation, identify gaps in the information and define the capabilities of the solution, which must be documented.

► Deliverables from this process will be used by the project team to develop estimates for the time, resources, and budget required to implement a solution or solutions that will fulfill the requirements.

Requirement Communication

► An effective business analyst must be able to clearly present the requirements in a format and structure that is appropriate for its intended audience. Business Analysts must understand the options and select the appropriate communication formats for their project. BAs must consider when and where communications need to take place, what communication approach is appropriate for each situation, and how each communication should be presented. Requirements must be "packaged," reviewed, and approved before the solution is implemented.

Solution Assessment and Validation

► The Business Analyst assists the technology team with detailed design work including splitting a large project into phases, reviewing technical design deliverables, and helping to build usability into the application software. In the case of a purchased solution, they will assist with any package customization decisions that need to be made and with interface requirements. As the solution is built and available for testing, the Business Analyst role involves supporting the Quality Assurance activities. They may help business stakeholders with user acceptance testing, defect reporting and resolution.

► The Business Analyst is accountable for ensuring that the solution developed meets the defined needs and should assess project success after implementation.