



BUSINESS ANALYST



What is Business Analyst?

IIBA Definition of a Business Analyst:

Business Analysts are responsible for identifying business needs.

The Business Analyst is responsible for requirements development and requirements management. Specifically, the Business Analyst elicits, analyzes, validates and documents business, organizational and/or operational requirements. Solutions are not predetermined by the Business Analyst, but are driven solely by the requirements of the business. Solutions often include a systems development component, but may also consist of process improvement or organizational change.

The Business Analyst is a key facilitator within an organization, acting as a bridge between the client, stakeholders and the solution team.

Business Analysis is distinct from financial analysis, project management, quality assurance, organizational development, testing, and training and documentation development.

International Institute for Business Analysis
<http://www.iiba.com>

Role of a Business Analyst

- Usually assigned to the project after it has started
- Responsible for bridging the gap between the Business and IT
- Learn the business inside and out
- Essentially the architect of effective business systems
- Job title, definition and responsibilities viewed inconsistently across the industry



Business Analyst Working Domains

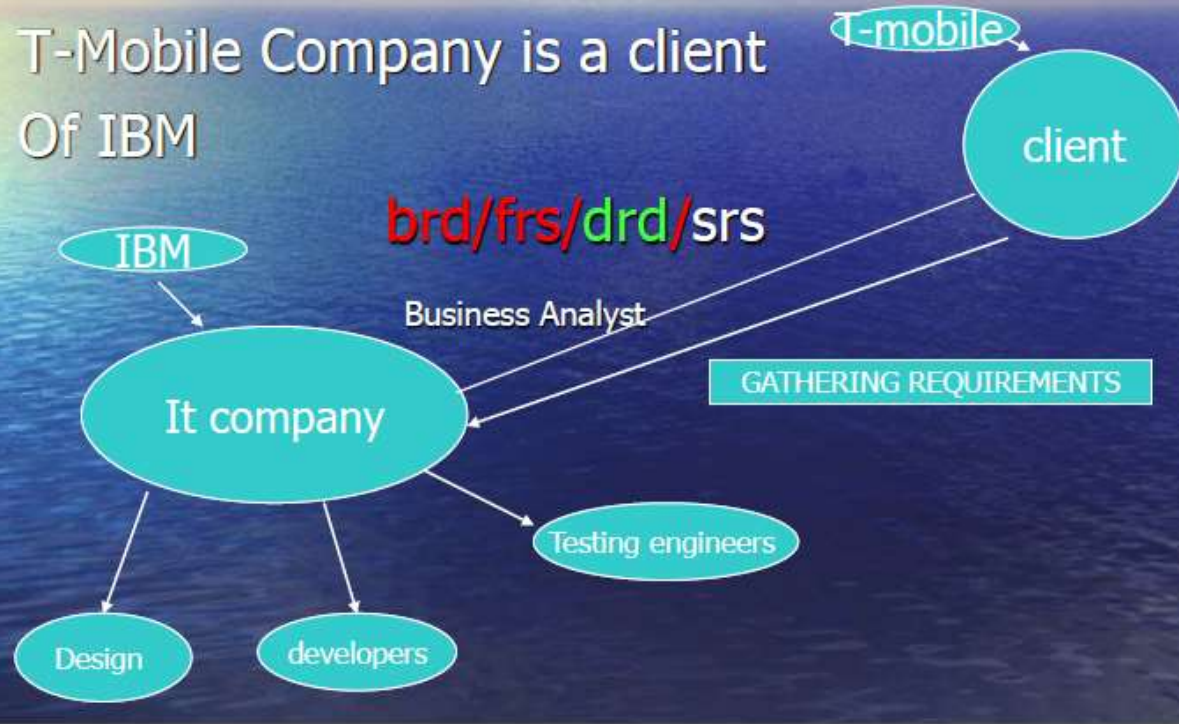
- Banking & financial
- Insurance
- Health care
- HRM
- Telecom
- Airline
- Marketing or manufacturing



BA is going to work on different domains depends upon company projects

EXAMPLE

T-Mobile Company is a client
Of IBM





In above diagram for example, client want to build his intranet Home page for his internal collaboration and communication between their employees.

- As a BA we are going to interact with the clients and gather requirements.
- Prepare the BRD document
- Business Requirement Document
- Work flows
- Wire frames
- Use case documents and diagrams
- Test case document
- UAT & Function test case



Business Analyst Role – Implementation Period

1. Planning Business Analysis activities
2. Requirements elicitation
3. Requirements analysis
4. Requirements specification
5. Requirements validation & verification
6. Requirements allocation and tracing
7. Requirements change management
8. Organizational change management

Business Analyst Career Path

Level	Proficiency	Responsibilities	Competencies
Strategic	Ability to perform strategic tasks with minimal direction	Strategic Planning Enterprise Analysis Mentoring	Business & IT Strategy Program and Portfolio Mgt. Systems Engineering, BPR, Six Sigma Enterprise Architecture Business Case Development
Senior	Ability to perform complex tasks with minimal coaching	Elicit, Analyze, Specify, Validate, Manage Requirements	Business & IT Domains Project & Program Management. Systems Engineering, BPR, Six Sigma Requirements

			Engineering
Intermediate	Ability to perform simple-to-moderately complex tasks with minimal assistance	Elicit, Analyze, Specify, Validate, Manage Requirements	Business &/or IT Domain Project Mgt. BPR, Six Sigma Workshop Facilitation Requirements Modeling
Associate	Ability to perform simple tasks with assistance	Scribe Simple models Help Desk support	PM/BA Principles BPR, Six Sigma Principles Business Writing

Alternative Business Analyst Career Path

	Associate Business Analyst	Business Analyst	Senior Business Analyst	Business Consultant
Typical Deliverables	<ul style="list-style-type: none"> • Trouble ticket resolution • Defect tracking • Requirements for maintenance and enhancement 	Requirements: <ul style="list-style-type: none"> • Planning • Elicitation • Analysis • Documentation • V&V 	<ul style="list-style-type: none"> • Business Case • Client Presentations • Client Proposals • Client Coaching • Mentoring 	<ul style="list-style-type: none"> • Feasibility Studies • New business opportunity analysis • Business Case Portfolio analysis
Typical Scope of Responsibility	<ul style="list-style-type: none"> • Production Support • Small maintenance projects 	1-3 low-risk projects within a business unit	1 significant, high-risk project / program across the enterprise	<ul style="list-style-type: none"> • Strategic planning • Pre-project business analysis • Portfolio management
Minimum Experience	1 year	3 years	7 years	10 years
Certification		Masters Certificate in BA	CBAP Certification PMP Certification	Internal Certification
Professional Affiliation	PMI & IIBA member	PMI & IIBA member	PMI & IIBA member IIBA chapter committee	PMI & IIBA member IIBA PMI chapter officer

Business Analyst Organizational Placement

Level	Organizational Placement
Strategic	<p>Part of an enterprise-wide PMO or center of excellence with a strategic focus</p> <p>Working on pre-project analysis, serving as BA for strategic initiatives, and managing projects for value</p> <p>Senior</p>
Senior	<ul style="list-style-type: none"> • In IT (67%) <ul style="list-style-type: none"> ○ The business may not take ownership of problems • In BU (10.8%) • Difficult for Bas to feel like a “community”

	of practice” and hard to manage BA Standards and improvements
Intermediate	Usually placed in IT
Junior	Usually placed in IT

Business Analyst Role – The Past



Elicitation

- Elicitation describes how business analysts work with stakeholders to identify and understand their needs and concerns, and understand the environment in which they work. The purpose of elicitation is to ensure that a stakeholder's actual underlying needs are understood, rather than their stated or superficial desires.
- Prepare for Elicitation
- Conduct Elicitation Activity
- Document Elicitation Results
- Confirm Elicitation Results

Requirements Analysis

- Requirements Analysis describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement a solution that will meet the needs of the sponsoring organization and stakeholders. It involves analyzing stakeholder needs to define solutions that meet those needs, assessing the current state of the business to identify and recommend improvements, and the verification and validation of the resulting requirements.



Solution Assessment and Validation

- Solution Assessment and Validation describes how business analysts assess proposed solutions to determine which solution best fits the business need, identify gaps and shortcomings in solutions, and determine necessary workarounds or changes to the solution. It also describes how business analysts assess deployed solutions to see how well they met the original need so that the sponsoring organization can assess the performance and effectiveness of the solution.

Business Analyst Role –The Future

A Critical Role throughout the Project Life Cycle





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IIBA Definitions

- Business Analysis

- The set of tasks, knowledge, and techniques required to identify business needs and determine solutions to business problems

- Business Analyst

- Identify the business needs and help determine solutions to business problems

- Responsible for requirements development and requirements management

