What is a business analyst?

- A business analyst works as a liaison among stakeholders to:
  - Elicit . . .
  - Analyze . . .
  - Communicate . . .
  - Validate . . . requirements

- The business analyst is a problem solver

- The BA recommends solutions that enable the organization to achieve its goals

- The BA helps to test and implement the solution

The systems development life cycle

INITIATION
- Perform enterprise analysis
- Define the business case
- Define the project scope
- Gain project approval

ANALYSIS
- Perform current state analysis
- Elicit requirements
- Produce the requirements document
- Gain approval of the requirements

DESIGN
- Define the conceptual design
- Identify technical design alternatives
- Evaluate and select a design solution
- Gain approval of the technical design

DEVELOPMENT
- Participate in testing activities
- Produce test cases
- Participate in user acceptance testing

TESTING
- Implement the solution
- Document "Lessons learned"
- Perform post-implementation reviews
- Monitor solution performance
- Provide post-implementation support
- Issue enhancement requests

IMPLEMENTATION
- Communicate the solution impacts
- Assess readiness to accept the solution
- Gain approval to implement the solution

FOLLOW THROUGH
- Communicate the solution impacts
- Assess readiness to accept the solution
- Gain approval to implement the solution
- Provide post-implementation support
- Issue enhancement requests
Today’s approach

- **Top down** – problem solving begins with the big picture scope and evolves into requirements details during analysis
- **Interactive** – is collaborative, needing user involvement to be successful
- **Iterative** – analysis and discovery is ongoing and iterative

What is project success?

From the perspective of the BA,

**Ensuring that the solution,**

*as expressed by the requirements, process changes and organizational changes,*

*meets the stakeholders’ needs and expectations,*

*and delivers the benefits identified in the scope.*
Critical success factors

From the perspective of a BA

- Agreed vision, scope and objectives
- Clear requirements
- Traceability
- An understanding of the impact
- Effective change management
- User involvement

Workshop logistics

- Instructor: Laura Robinson
- E-mail: lrobinson@systemation.com
- Times: _________________________
- Lunch: _________________________
- Breaks: _________________________
Module 2

Initiation Phase Activities

**Initiation phase activities**

1. Determine the business problem
2. Identify the scope of the project
3. Begin traceability activities
Case study scope

- The business situation is . . . “why” we need to do this project

- Benefits – “why”

Scope – continued

- Project objectives – “what” we hope to achieve

- Solution description – “what” we will deliver
**Project context**

- **Context** – How a business or project interacts with the world

- **Actor** – A person, department or system that is directly involved with the business or project

- **External entity** – A person, department, organization or system that interacts with the business area or project but is not being analyzed

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**The context diagram**

- Draw a **circle** in the center: this is the project

- Draw a **square** for each external entity that interacts with the project

- Draw **arrows** connecting the external entities with the project; annotate the arrows

- The actors “live” in the circle – in the project
Exercise – context diagram

Verification → traceability

On-going process to ensure that the requirements flow consistently throughout each phase of the project

INITIATION
Business case / project scope

ANALYSIS
Requirements / use cases

DESIGN
Technical specification

DEVELOPMENT
Code

TESTING
Test plan / test cases
A view of traceability

The traceability matrix

A traceability matrix is a two-dimensional model that records the relationship between any two products

- Requirements by benefits
- Objectives by requirements
- Requirements by test cases

<table>
<thead>
<tr>
<th>Features/Benefits</th>
<th>Improved customer service</th>
<th>Cost reduction</th>
<th>Improved efficiency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Search catalog</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Select product</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Check out</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Credit cards</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Create account</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Update account</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
### Exercise – requirements by objectives matrix

### Module 3

**Analysis Phase:**
- Requirements elicitation
- Analysis
- Documentation
- Communication
Analysis identifies the details of the scope

Problem solving process

1. Define the problem ("pain points" in the current state)
2. Identify the benefits to solving the problem
3. Determine the root cause
   ✓ Observations and interviews
   ✓ Process models
   ✓ Fish bone analysis
4. Generate ideas for the solution
   ✓ Gap analysis
   ✓ Brainstorming
   ✓ SWOT analysis
5. Evaluate and select a solution

Requirements activities