

# **Business Analysis based on IIBA standards**

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# Introduction to IIBA

- ▶ IIBA® was founded in Toronto, Canada in October of 2003 to support the business analysis community by:
- ▶ Creating and developing awareness and recognition of the value and contribution of the Business Analyst.
- ▶ Defining the *Business Analysis Body of Knowledge*® (*BABOK*®).
- ▶ Providing a forum for knowledge sharing and contribution to the business analysis profession.
- ▶ Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

# What is BABOK and what is Business Analysis?

- ▶ **Business Analysis Body of Knowledge® (BABOK® Guide)** is a globally recognized standard for the practice of business analysis.

The *BABOK® Guide* describes business analysis areas of knowledge, their associated activities and tasks, and the skills necessary to be effective in their execution.

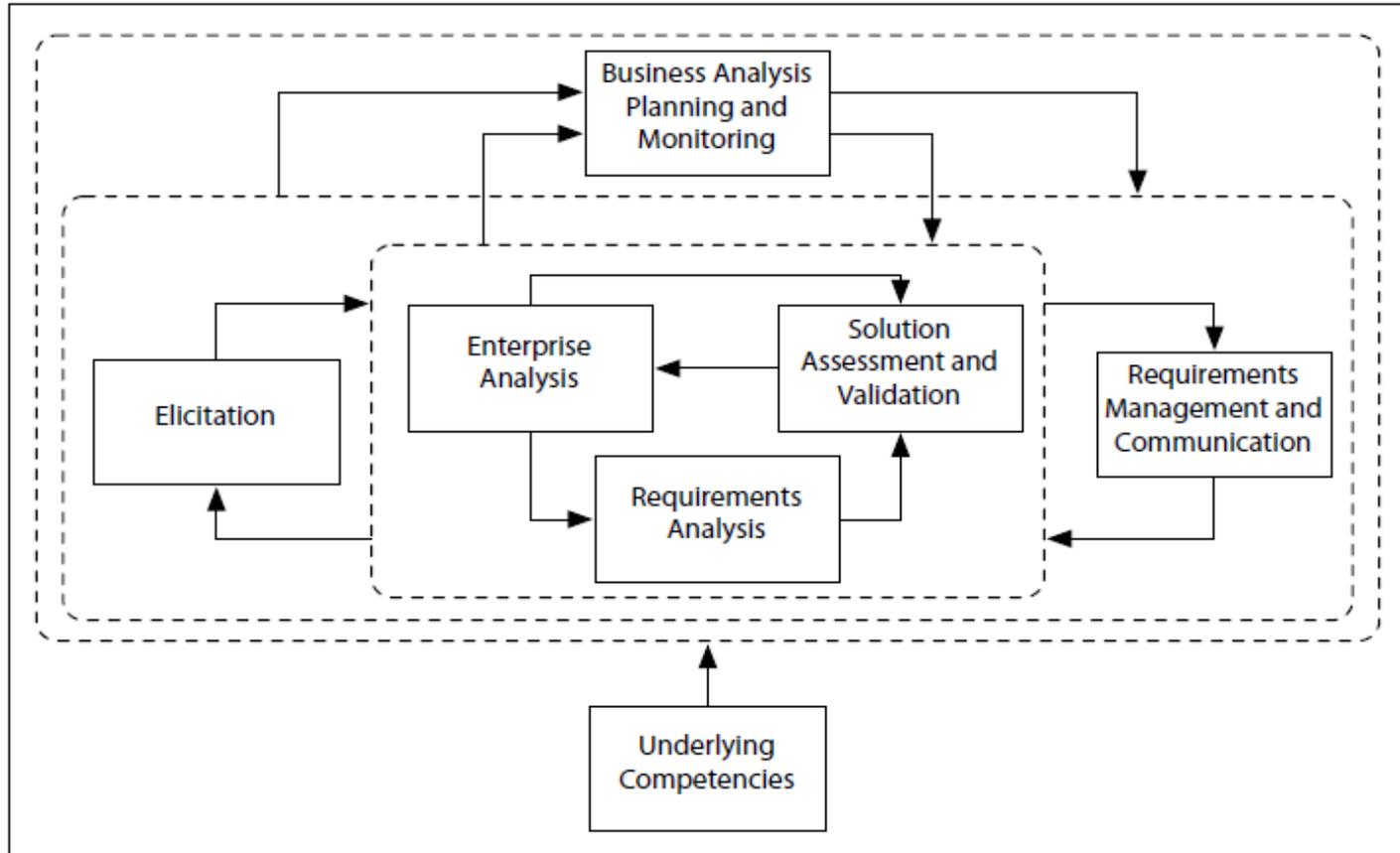
- ▶ **Business Analysis** is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals.

# Concepts

- ▶ **Requirements**
- ▶ A requirement is:
- ▶ 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 solution or solution or component to satisfy a contract, standard, specification, or other formally imposed documents.
- ▶ A documented representation of a condition or capability

# Relationships between Knowledge Areas

Figure 1-1: Relationships Between Knowledge Areas



# Business Analysis Planning & Monitoring

- ▶ The *Business Analysis Planning and Monitoring* Knowledge Area defines the tasks associated with the planning and monitoring of business analysis activities, including:
  - identifying stakeholders
  - defining roles and responsibilities of stakeholders in the business analysis effort
  - developing estimates for business analysis tasks
  - planning how the business analyst will communicate with stakeholders
  - planning how requirements will be approached, traced, and prioritized
  - determining the deliverables that the business analyst will produce
  - defining and determining business analysis processes
  - determining the metrics that will be used for monitoring business analysis work

# Key methodologies

- ▶ **Plan-driven** approaches focus on minimizing up-front uncertainty and ensuring that the solution is fully defined before implementation begins in order to maximize control and minimize risk
- ▶ **Change-driven** approaches focus on rapid delivery of business value in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution

Plan-Driven Approach

Change-Driven Approach

# Conduct Stakeholder Analysis

- ▶ **Purpose**

- ▶ This task covers the identification of stakeholders who may be affected by a proposed initiative or who share a common business need, identifying appropriate stakeholders for the project or project phase, and determining stakeholder influence and/or authority regarding the approval of project deliverables.

- ▶ **Elements**

- ▶ Stakeholder roles must be identified early in the project in order to help ensure timely delivery of requirements deliverables. Note that some individuals may be called on to play a variety of stakeholder roles on the same project, as well as on different roles on different projects:
  - Identification
  - Complexity of Stakeholder Groups
  - Attitude and influence
  - Authority Levels For Business Analysis Work

# Key roles – Stakeholders

Figure 1–3: Examples of Generic Stakeholders

<b>Generic Stakeholder</b>	<b>Examples and Alternate Roles</b>
Business Analyst	Business Systems Analyst, Systems Analyst, Process Analyst, Consultant, Product Owner, etc.
Customer	Segmented by market, geography, industry, etc.
Domain SME	Broken out by organizational unit, job role, etc.
End User	Broken out by organizational unit, job role, etc.
Implementation SME	Project Librarian, Change Manager, Configuration Manager, Solution Architect, Developer, DBA, Information Architect, Usability Analyst, Trainer, Organizational Change Consultant, etc.
Operational Support	Help Desk, Network Technicians, Release Manager
Project Manager	Scrum Master, Team Leader
Supplier	Providers, Consultants, etc.
Tester	Quality Assurance Analyst
Regulator	Government, Regulatory Bodies, Auditors
Sponsor	Managers, Executives, Product Managers, Process Owners

# Conduct Stakeholder Analysis

## Special Techniques I.

### RACI Matrix

The RACI matrix describes the roles of those involved in business analysis activities. It describes stakeholders as having one or more of the following responsibilities for a given task or deliverable:

**[R]esponsible** does the work,

**[A]ccountable** is the decision maker (only one)

**[C]onsulted** must be consulted prior to the work and gives input

**[I]nformed** means that they must be notified of the outcome

Figure 2–4: Sample RACI Matrix

Change Request Process	RACI
Executive Sponsor	A
Business Analyst	R
Project Manager	C
Developer	C
Tester	I
Trainer	I
Application Architect	C
Data Modeler	C
Database Analyst (DBA)	C
Infrastructure Analyst	C
Business Architect	R
Information Architect	C
Solution Owner	C
End User	I
Subject Matter Expert (SME)	C
Other Stakeholders	R, C, I (varies)

# Conduct Stakeholder Analysis

## Special Techniques II.

### Stakeholder Matrix

Figure 2-5: Stakeholder Matrix

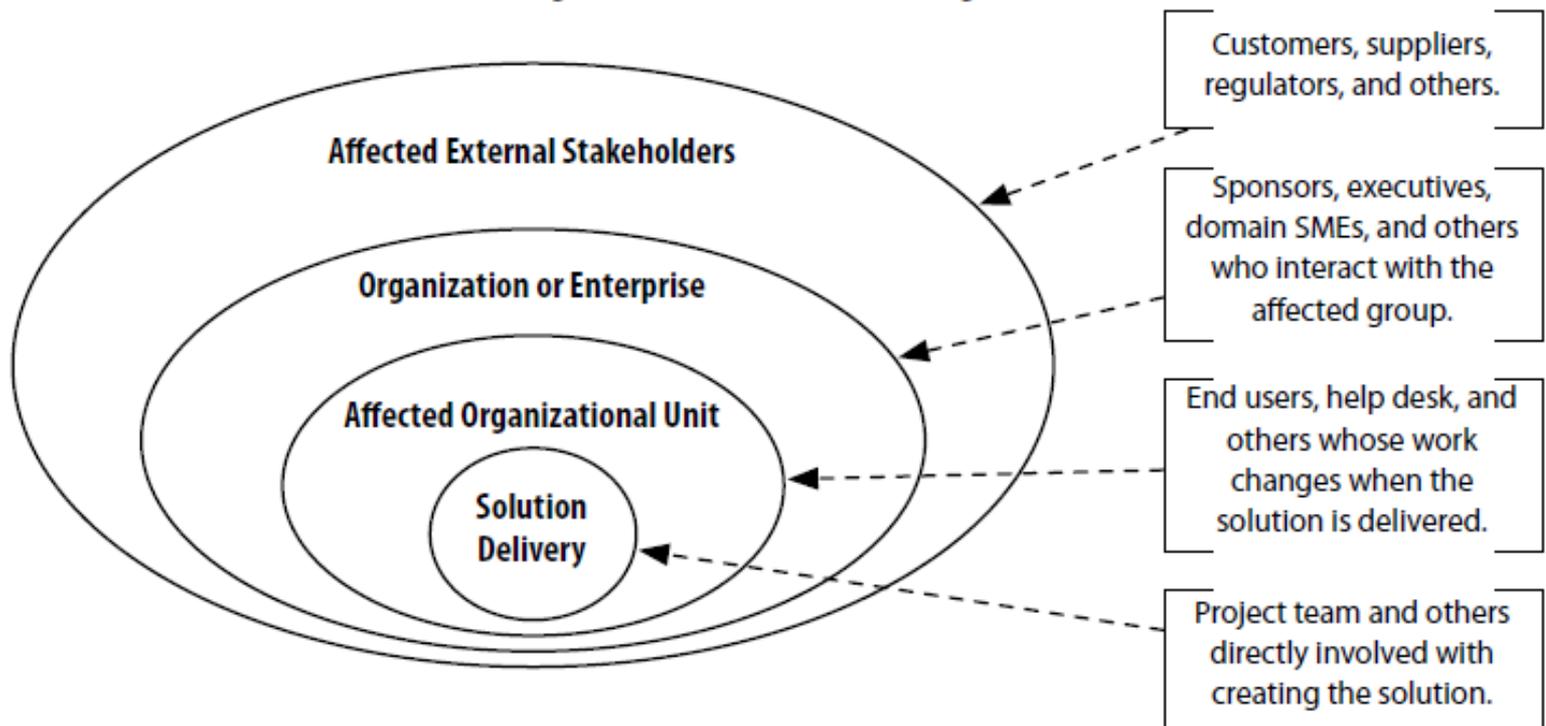
Influence of Stakeholder	High	Ensure stakeholder remains satisfied.	Work closely with stakeholder to ensure that they are in agreement with and support the change.
	Low	Monitor to ensure stakeholders interest or influence do not change.	Keep informed; stakeholder is likely to be very concerned and may feel anxious about lack of control
		Low	High

**Impact on Stakeholder**

# Conduct Stakeholder Analysis Special Techniques III.

## Stakeholder Onion Diagram

Figure 2-6: Stakeholder Onion Diagram

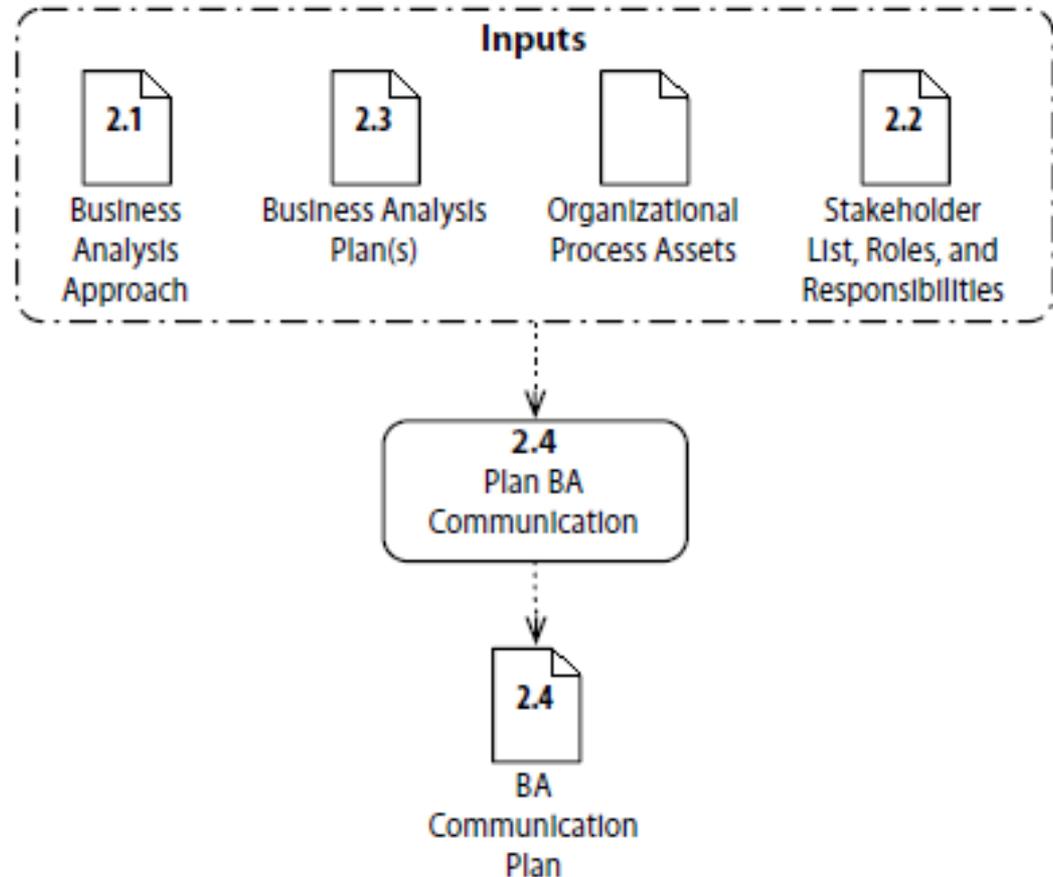


# Plan Business Analysis Communication

## Purpose

A business analysis communications plan describes the proposed structure and schedule for communications regarding business analysis activities. Record and organize the activities to provide a basis for setting expectations for business analysis work, meetings, walkthroughs, and other communications.

Figure 2–8: Plan Business Analysis Communication Input/Output Diagram



# Enterprise Analysis

- ▶ **Business Goals and Objectives**
- ▶ As goals are analyzed they are converted into more descriptive, granular and specific objectives, and linked to measures that make it possible to objectively assess if the objective has been achieved. A common test for assessing objectives is to ensure that they are SMART:
- ▶ **Specific** – describing something that has an observable outcome
- ▶ **Measurable** – tracking and measuring the outcome
- ▶ **Achievable** – testing the feasibility of the effort
- ▶ **Relevant** – in alignment with the organization’s key vision, mission, goals
- ▶ **Time-bounded** – the objective has a defined timeframe that is consistent with the business need

# MoSCoW Analysis

- ▶ **MoSCoW Analysis** – MoSCoW analysis divides requirements into four categories: **Must**, **Should**, **Could**, and **Won't**. Category descriptions are as follows:
- ▶ **Must**: Describes a requirement that must be satisfied in the final solution for the solution to be considered a success.
- ▶ **Should**: Represents a high-priority item that should be included in the solution if it is possible. This is often a critical requirement but one which can be satisfied in other ways if strictly necessary.
- ▶ **Could**: Describes a requirement which is considered desirable but not necessary. This will be included if time and resources permit.
- ▶ **Won't**: Represents a requirement that stakeholders have agreed will not be implemented in a given release, but may be considered for the future.

# Requirements Management & Communication

## Conflict and Issue Management

- ▶ As requirements are developed and reviewed, conflicts often arise. A conflict may result from stakeholders in different areas viewing requirements from different perspectives. It may also result from conflicting priorities. Inconsistent requirements cannot be satisfied by a single solution and so any inconsistency must be resolved.

## Presenting Requirements For Review

- ▶ Determine how requirements will be presented to various stakeholders and whether presentations will be formal or informal.

## Approval

- ▶ Ensure that the stakeholder(s) responsible for approving requirements understands and accepts the requirements.

# Requirements Management & Communication

**Problem Tracking** : Allows the business analyst to manage any issues identified with requirements by stakeholders and ensure that those issues are resolved

## **Baselining**

- ▶ Once requirements are approved, they may be baselined, meaning that all future changes are recorded and tracked, and the current state may be compared to the baselined state. Subsequent changes to the requirement must follow the change control process.

## **Signoff**

- ▶ Requirements signoff formalizes agreement by stakeholders that the content and presentation of documented requirements is accurate and complete.

**Thank you for your attention!**

