Role of the Business Analyst

Presented by:
Angie Musa, CBAP® and Paul Franz, CBAP®
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Presentation Outline

– What is Business Analysis?
– Who is the Business Analyst?
– What skills and knowledge does a BA need?
– Tools and Techniques
– BABOK® KAs and the PM Lifecycle
– Summary
What is Business Analysis?
Who is the Business Analyst?

– any person who performs business analysis activities – regardless of their job title or organizational role
Role of a BA

The Bridge Between Stakeholders

• Liaison
• Enabler
• Change Agent

“Maybe I should’ve been more clear when I said I wanted to build a bridge between business and IT.”

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Job Duties

NYS Civil Service Position Description

Work as a liaison between stakeholders in order to elicit, analyze, communicate, and validate requirements for changes to business processes, policies, and information systems

http://www.cs.state.ny.us/announarchive/announcements/25-156.cfm
Assigning the Business Analyst

"Thanks for coming by, Joe. Our client is demanding we have a business analyst on his project so I was thinking you might be able to take on a little extra responsibility!"

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Soft skills

- Communication
  - Written
  - Oral
  - Presentation

- Interpersonal
  - Relationships
  - Facilitation
  - Negotiation
  - Trustworthiness

- Analytic skills
  - Creativity
  - Logical thinking
  - Decision making
The depth of business and technical knowledge varies and finding the right balance is important.
Knowledge Areas

- Business Analysis Planning and Monitoring
- Elicitation
- Requirements Management and Communication
- Enterprise Analysis
- Requirements Analysis
- Solution Assessment and Validation
- Underlying Competencies
Tools and Techniques

– Techniques are the way a practitioner performs a business analysis tasks
  • Techniques can also describe a specific form that the output of a business analysis task may take

– BABOK® Guide identifies 49 techniques
  • BA does not need to be an expert in all techniques
  • Should understand commonly used techniques and how to best apply them
Sample Tools and Techniques

– **Elicitation**
  - Observation
  - Brainstorming
  - Focus Groups
  - Survey/Questionnaire
  - Interviews
  - Requirements Workshops

– **Analysis**
  - Business Rules Analysis
  - Decision Analysis
  - Document Analysis
  - Interface Analysis
  - Functional Decomposition
Sample Tools and Techniques

— Modeling
  • Scope Models
  • Process Models
  • Data Models
  • Technical Models

— Validation
  • Criteria Definition
  • Metrics and Key Performance Indicators
  • Structured Walkthrough
BA Activities and the Project Management Lifecycle

Cited from the BABOK® Guide v 2
Cited from the NYS Project Management Guidebook, Section III

**Project Management Lifecycle**

- Project Origination
- Project Initiation
- Project Planning
- Project Execution and Control
- Project Closeout

**Business Analysis Planning and Monitoring**

- Plan Business Analysis Approach
- Conduct Stakeholder Analysis
- Plan BA Activities
- Plan BA Communication
- Plan Requirements Mgmt Process
- Manage BA Performance

**Inputs from Enterprise Analysis**

- Business Need

**BA Planning & Monitoring Outputs**

- Business Analysis Approach
- Stakeholder List, Roles & Responsibility
- Business Analysis Plan(s)
- BA Communication Plan
- BA Performance Assessment

Initially performed with project planning. Continued throughout project lifecycle.
Cited from the NYS Project Management Guidebook, Section III

**Project Management Lifecycle**

- Project Origination
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**Inputs from Requirements Elicitation**
- Elicitation Results (Requirements)
- Stakeholder Concerns

**Inputs from Requirements Analysis**
- Assumptions and Constraints

**Inputs from Solution Assessment & Validation**
- Solution Performance Assessment

**Enterprise Analysis**
- Define Business Need
- Assess Capability Gaps
- Determine Solution Approach
- Define Solution Scope
- Define Business Case

**Enterprise Analysis Outputs**
- Business Need
- Business Case
- Required Capabilities
- Solution Approach
- Solution Scope

Starting point for a new project
Continued as information becomes available
Summary

– Role of the successful BA?
  • Liaison among stakeholders
  • Enables the organization to achieve goals
  • Identifies and supports transformational change
  • Necessary knowledge, skills and experience
  • Understanding of how to best apply commonly used tools and techniques
Thank You!

Paul Franz, CBAP®
franz@nystec.com

Angie Musa, CBAP®
musa@nystec.com