The Business Analyst Friend or Foe?

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Business Analysis

"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."

A guide to the Business Analysis Book of Knowledge

Business Analysis (continued)

- 2003
- ‘Problem’ being made to fit the ‘solution’
- Shift in focus
- International Institute for Business Analysis (IIBA)
  - *The Business Analysis Book of Knowledge* (*BABOK*), 2nd edition

Business Analyst

- Any person performing business analysis activities
  - Business process analyst
  - Business requirements engineer
  - Enterprise analyst
  - Business architect

@ Unisa: Business consultants

Business Consultants within ICT

- Directorate: ICT Innovation and Business Support
  - Relationship & Business Analysis
  - *ICT Research & Innovation*
  - *User Education & Training*

- Directorate Academic Systems

The role of the Business Analyst

- Facilitates communication
- Conducts enterprise analysis
  - Identifying business needs
  - Conducting analysis
  - Solutions in line with organizational goals

Tasks performed by the business analyst

1. Business analysis planning
2. Elicit requirements
3. Requirements management and communication
4. Identify a solution
5. Verify solution meets the requirements

Customer relationship management

1. Business analysis planning

- Business case
- Define the business problem
- Identify stakeholders, organizational units
- Exclusions
- Elicitation and analysis techniques
- Time
- Measure progress

2. Elicit requirements

"Requirements are the necessary and sufficient properties of a product that will satisfy the [client's] need." *(Getting it right…)*

- Obtain complete, detailed requirements through facilitation/interviews
  - Business needs
  - Business processes: AS IS and TO BE
  - Business rules
- Prioritize requirements

"The business analyst is responsible for eliciting the actual needs of stakeholders, not simply their expressed desires." *(BABOK)*

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3. Requirements management and communication

Different approaches

- Appropriate level of detail
- Document – models, diagrams and/or text – format determined by client
- Analyze and follow up
- Project scope
- Communicate
- Approval and sign off

Why requirements analysis is important…

Template: High-level business requirements document

1. **INTRODUCTION / BACKGROUND**
2. **OBJECTIVE**
3. **SCOPE**
4. **EXCLUSIONS**
5. **GLOSSARY**
6. **CONSTRAINTS**
7. **ASSUMPTIONS**
8. **CRITICAL SUCCESS FACTORS**
9. **RISKS**
10. **INTERDEPENDENCIES**
11. **APPLICATIONS (SYSTEMS)**
12. **REFERENCE DOCUMENTS**

4. Identify a solution

- Assess potential solutions
- Assist with evaluation
- Recommendation
  - Procedural
  - Workflow
  - Automated solution
  - Commercial/off-the-shelf

5. Verify the solution meets the requirements

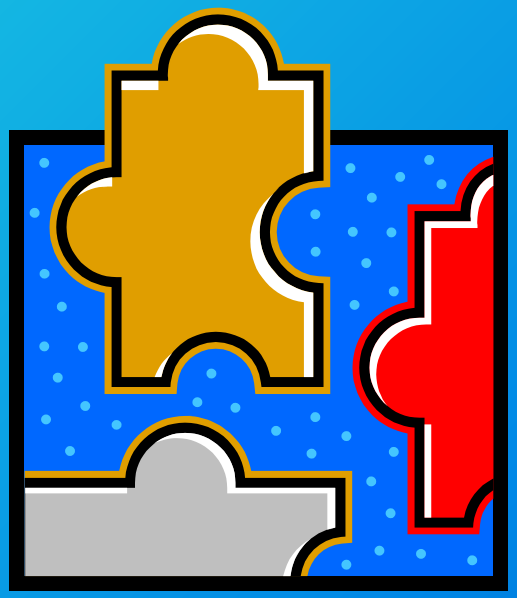
- Monitor implementation/development
- Test plans

Customer relationship management

- Your main point of contact in ICT
- “Link” between business and ICT
- Problem management
- Project meetings

Skills for dealing with clients

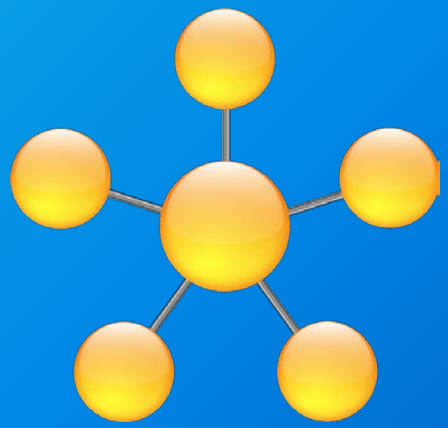
- Investigative, analytical
- Attention to detail
- Problem solving
- Administrative
- Understanding of the business
- Interpersonal skills
- Communication & listening skills

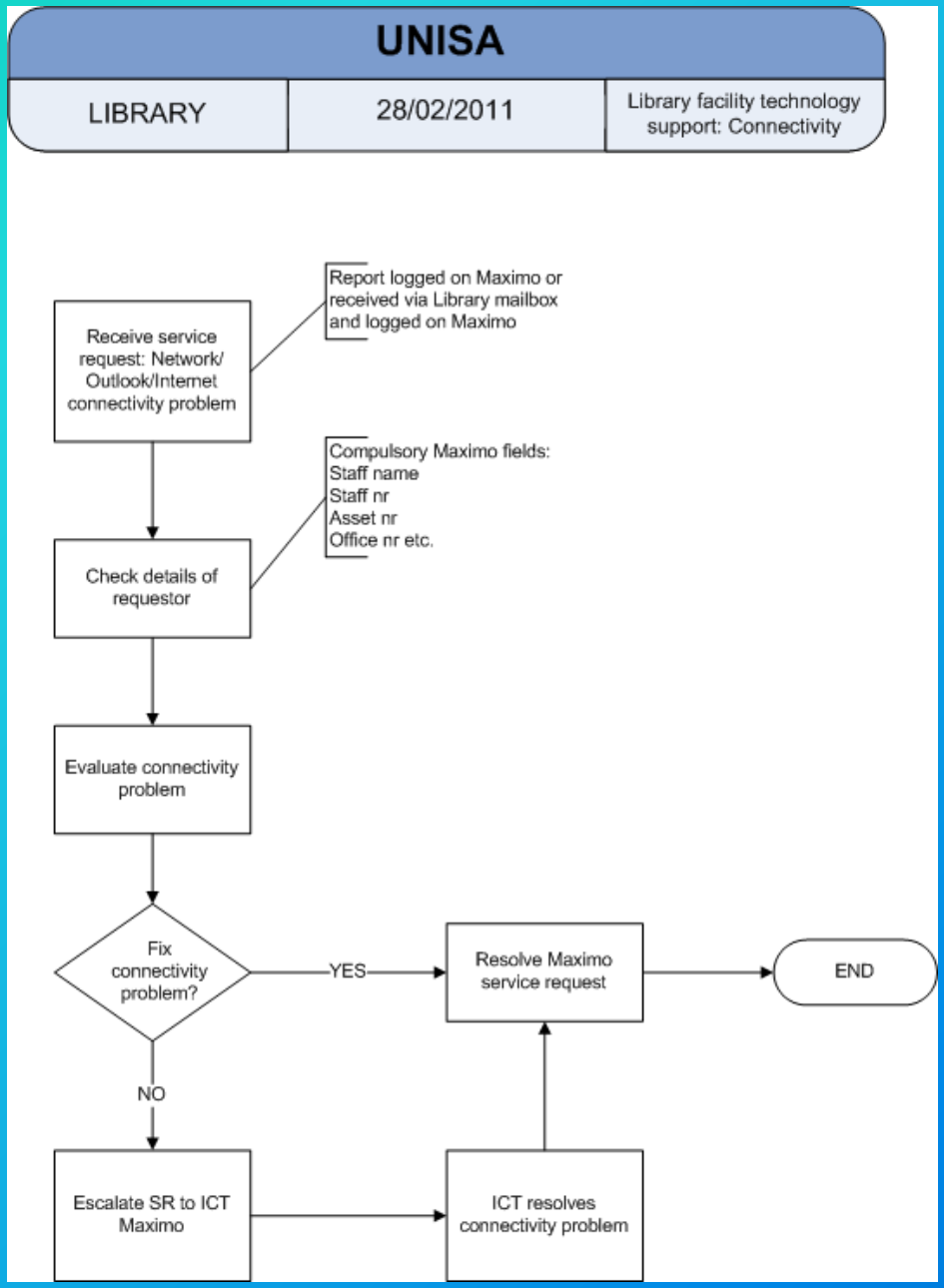


"You have two ears and one mouth. I suggest you use them in that proportion." *(G.K. Chesterton)*

Skills for dealing with developers and solution providers

- Communication skills
- Specification skills
- Data and process modelling skills

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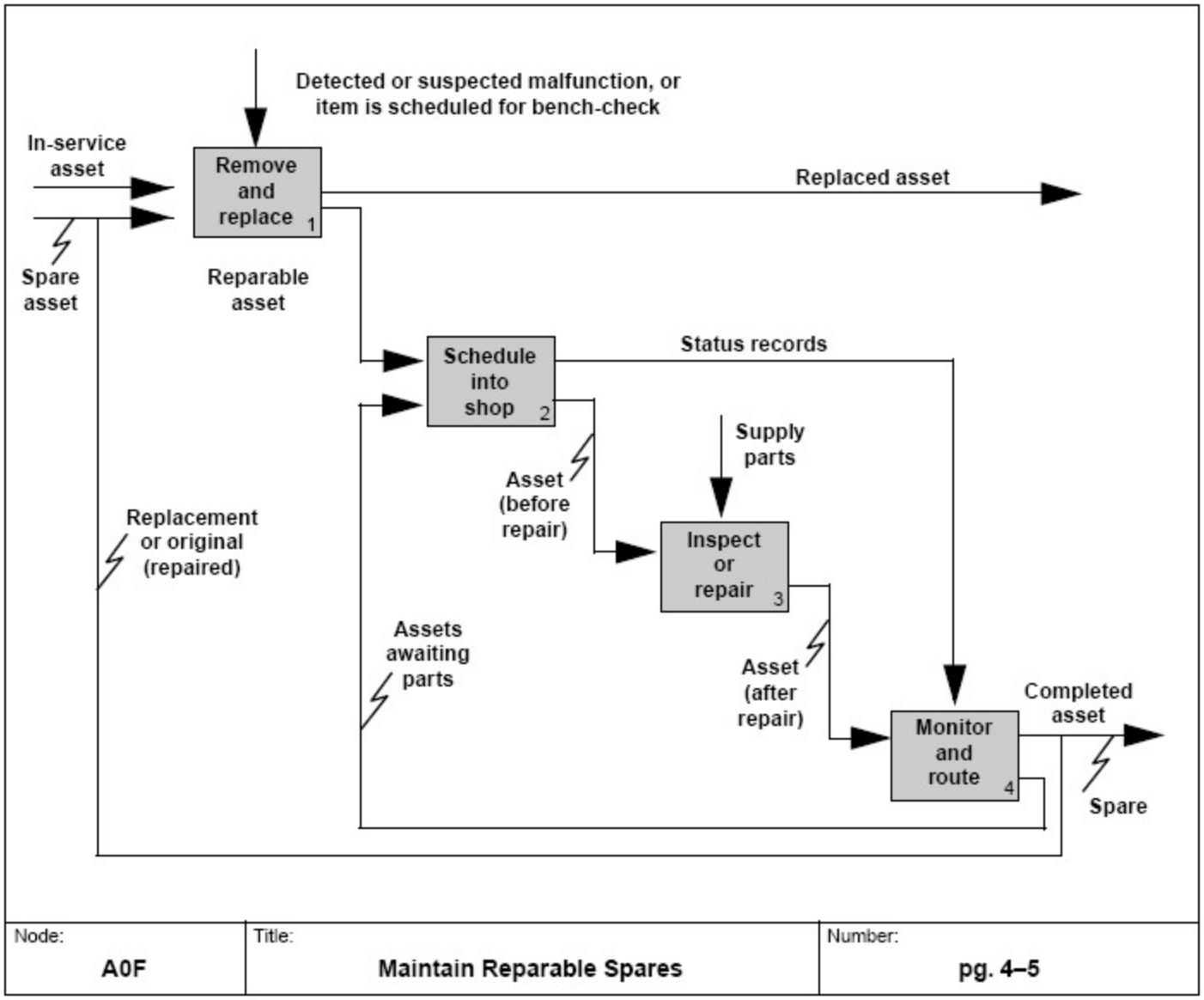
Library facility technology support: Connectivity
Receive service request: Network/ Outlook/Internet connectivity problem
Report logged on Maximo or received via Library mailbox and logged on Maximo
Check details of requestor
Compulsory Maximo fields:
Staff name
Staff nr
Asset nr
Office nr etc.
Evaluate connectivity problem
Fix connectivity problem?
YES
Resolve Maximo service request
END
NO
Escalate SR to ICT Maximo
ICT resolves connectivity problem


Detected or suspected malfunction, or item is scheduled for bench-check
In-service asset
Remove and replace 1
Replaced asset
Spare asset
Reparable asset
Schedule into shop 2
Status records
Supply parts
Asset (before repair)
Replacement or original (repaired)
Inspect or repair 3
Assets awaiting parts
Asset (after repair)
Completed asset
Monitor and route 4
Spare
Node: A0F
Title: Maintain Reparable Spares
Number: pg. 4–5

The bottom line

… per Forrester Research is that the best BAs like and are good at IT, but like and are even better at people, and the latter is what makes the difference.

Value add:

- take advantage of business opportunities,
- to meet operational/legislative requirements
- to help them solve problems

Remember…

If you want a product, service or project to be:

- *Cheap* and *fast*, it won't be *good*
- *Good* and *fast*, it won't be *cheap*
- *Good* and *cheap*, it won't be *fast*.

Courtesy: Cooney training services

Thank you