Business Analysis FAQ

- What is Business Analysis and why is it important?
  - Business Analysis is the set of tasks, knowledge, and techniques required to identify business needs and determine solutions to business problems. Solutions often include a systems development component, but may also consist of process improvement or organizational change. Business Analysis is important because making sure that we are doing the right things is as important as doing things right. In a software project, business analysis makes the project more likely to succeed. The following list summarizes some of the reasons why business analysis is important:
    - A 2001 survey cited the following SW project risks:
      - Unstable, changing requirements (66%)
      - Poor requirements specification (55%)
      - Poor client management/communication (42%
      - Lower relative cost to correct a requirement defect (Boehm 1981; Grady 1999)
      - Found during requirements development: cost 1 X
      - Found during system design: cost 2-3 X
      - Found during implementation: cost 5-10 X
      - Found during testing: cost 8-20 X
      - Found during operation: cost 68-110 X
    - Reduce cost overruns (NASA, 2001)
    - ≤ 5% project time spent on requirements; 125% average overrun
    - 5-10% project time spent on requirements; 83% average overrun
    - > 10% project time spent on requirements; 30% average overrun

- What do Business Analysts do?
  - From BA Methodology Presentation (2/5/07 in SF)
  - Develop and Communicate requirements
  - Elicitation
  - Analysis and documentation
  - Validation
  - Additional Roles
  - Planning, Management, and Communication
  - Assist in management and requirements development
  - Inform stakeholders of requirements
  - Project Initiation and Planning
  - Help define and scope projects
  - Feasibility & Enterprise Analysis
  - Business Architecture
  - Project feasibility
  - Train and mentor other analysis activities

- What is a Business Analyst’s Primary Role?
  - From BA Methodology Presentation (2/5/07 in SF)
  - Develop and communicate product requirements
  - Act as a liaison between business people who have a business problem or need, and technology people who know how to create automated solutions (B2T)
  - Facilitate communication between two groups of people with different languages and priorities (IL)

- What is the Business Analysis Framework?
  - From BA Methodology Presentation (2/5/07 in SF)
  - Process and set of tools to improve project analysis
  - Guidelines and best practices for how and when to use the tools
  - Training and mentoring for analysts
  - “If it doesn’t add value, don’t use it!”

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
</table>
| **What is Business Analysis and why is it important?** | Business Analysis is the set of tasks, knowledge, and techniques required to identify business needs and determine solutions to business problems. Solutions often include a systems development component, but may also consist of process improvement or organizational change. Business Analysis is important because making sure that we are doing the right things is as important as doing things right. The following list summarizes some of the reasons why business analysis is important:
  - A 2001 survey cited the following SW project risks:
    - Unstable, changing requirements (66%)
    - Poor requirements specification (55%)
    - Poor client management/communication (42%
    - Lower relative cost to correct a requirement defect (Boehm 1981; Grady 1999)
    - Found during requirements development: cost 1 X
    - Found during system design: cost 2-3 X
    - Found during implementation: cost 5-10 X
    - Found during testing: cost 8-20 X
    - Found during operation: cost 68-110 X
    - Reduce cost overruns (NASA, 2001)
    - ≤ 5% project time spent on requirements; 125% average overrun
    - 5-10% project time spent on requirements; 83% average overrun
    - > 10% project time spent on requirements; 30% average overrun |
| **What do Business Analysts do?** | From BA Methodology Presentation (2/5/07 in SF)
  - Develop and Communicate requirements
  - Elicitation
  - Analysis and documentation
  - Validation
  - Additional Roles
  - Planning, Management, and Communication
  - Assist in management and requirements development
  - Inform stakeholders of requirements
  - Project Initiation and Planning
  - Help define and scope projects
  - Feasibility & Enterprise Analysis
  - Business Architecture
  - Project feasibility
  - Train and mentor other analysis activities |
| **What is a Business Analyst’s Primary Role?** | From BA Methodology Presentation (2/5/07 in SF)
  - Develop and communicate product requirements
  - Act as a liaison between business people who have a business problem or need, and technology people who know how to create automated solutions (B2T)
  - Facilitate communication between two groups of people with different languages and priorities (IL) |
| **What is the Business Analysis Framework?** | From BA Methodology Presentation (2/5/07 in SF)
  - Process and set of tools to improve project analysis
  - Guidelines and best practices for how and when to use the tools
  - Training and mentoring for analysts
  - “If it doesn’t add value, don’t use it!” |
### What's the difference between CPMM and BAF? Doesn't CPMM include Business Analysis?

- Test

### Can I follow the BAF without using CPMM?

- Test

### Why do CPMM and BAF label project phases differently?

### Does every business problem need an automated solution?

### IS Business Analysis conducted differently for an Agile project than for a more traditional one?

### What is Business Process Re-engineering and how can Business Analysis be of assistance?

**What is Requirements Elicitation?**

From BA Methodology Presentation (2/5/07 in SF)

- **Entry Criteria**
  - Completed BA Request
  - Completed Business Case (or Project Charter)
  - Executive and User Sponsorship

- **Activities**
  - Elicit business requirements
    - Conduct interviews
    - Send out surveys
    - Hold brainstorming sessions
  - Gather business rules
    - Identify sources of data if it exists
  - Document requirements
    - Begin filling out Business Requirements document

- **Deliverables**
  - Draft of Business Requirements document

### What is a Requirement?

From BA Methodology Presentation (2/5/07 in SF)

- A software capability needed by the customer to solve a problem or to achieve an objective (Dormon and Thayer)
- A description of the necessary and sufficient properties of a product that will satisfy the customer's needs (EBG)
- Requirements include everything that BAs produce to communicate with their stakeholders to accomplish the completion of the product (from B2T)

From Kuali Coeus Instructions:

A requirement is a statement of a customer need or an objective, or a statement about a capability, condition, rule or behavior that a product (software) must possess to satisfy a need or objective.

There are no shortcuts in requirements specification. If we don't identify and define the requirements, the developers will be back looking for it if we are lucky, or it will just not get built and not be what we expected.

From BA Methodology Presentation (2/5/07 in SF)
### What are the different types of requirements?

From Kuali Coeus Instructions:

Certain categories of requirements have proved useful because they model what really goes on in the world. They are closely tied to our dreams, desires and objectives for the work we do. They stem directly from the interests and responsibilities of the people that are, hopefully, committed to the software product. For instance: at the executive level a manager is thinking about the potential of the business and the capabilities she would like to have and what the costs will be. She may be concerned with convincing others why it is necessary to invest all the time effort and money in this big project. These why arguments generate statements about what the business wants to get for its investment. These are the Business Requirements or objectives, the high level concerns about the customer, infrastructure, cost reduction and so on. Managers and users of the future product may have a long a wish list of items that would make their work easier and more efficient, such as removing the burden of managing and tracking all that paperwork and those dam approvals that are forever getting lost on desks. These are the User Requirements. The users and the builders of the software are concerned about what will have to be built, the Functional Requirements, and how it will all work (Design Requirements) they are going to design a system that will meet the requirements that will easy to maintain and grow for the expected life of the product. For our purposes we will consider four basic types of requirements: Business, User, Functional and Design. They progress, from the higher level why focus of Business Requirements, to the more specific what type information in User and Business Requirements and on to even more detail in how it will be implemented in the Design Requirements.

**Business Requirements** are high-level goals for the product and are closely tied to the why or motivation for the project. Generally, these are defined in a Vision and Scope document but can be restated in and SRS to provide. Business Requirements answer “Why are we doing this?” and “What do we want to achieve?” The following is an example, and complete Business Requirements should refer to specific data supporting the claim of the objective. The Knowledge Areas are:

- Information Technology Knowledge
- Business Knowledge
- Problem Solving Skills
- Communication Skills
- Solution Assessment and Validation
- Requirements Communication
- Requirements Elicitation
- Requirements Planning & Management
- Enterprise Analysis

The underlying fundamentals include:

- Communication Skills
- Leadership Skills
- Problem Solving Skills
- Business Knowledge
- Information Technology Knowledge

### What is traceability?

From http://www.iil.com/bacp/faq.asp#21:

**Saving Proposals Management Costs:** The system must significantly reduce the amount of time it takes to process a proposal and track the information associated with it. A review of the current process has determined that an estimated 75% of this time is spent on manual data entry. This should be arranged into discrete requirements:

1. The system has validated that required fields are filled in
2. One of the following actions is taken
3. The user presses the Save button
4. The user activates a new tab

### How is the BABOK™ (Business Analysis Book of Knowledge) structured?

The Knowledge Areas include:

- Enterprise Analysis
- Requirements Planning & Management
- Requirements Elicitation
- Requirements Analysis & Documentation
- Requirements Communication
- Solution Assessment & Validation

The underlying fundamentals include:

- Communication Skills
- Leadership Skills
- Problem Solving Skills
- Business Knowledge
- Information Technology Knowledge

### How is the analytical work of a business analyst verified, confirmed, and validated?

**What are the differences between Business Requirements and Functional Requirements?**

**What are the primary deliverables that would be created while following the BAF? Which of these have templates?**
Where do requirements fit in the stages of developing a Software Product?

From Kuali Coeus Instructions:

There are several major stages or activities involved in a software project. These are not conducted in strict sequence but one may receive more emphasis than others. Define Activities related to defining the why and the what of the project: why the project is necessary and what the key goals are (Business Requirements), what the users want to do with the software (User Requirements) and what must be built to meet the user's requirements (Functional Requirements). Design Activities related to describing technically how the software will work and how the user will work with it. This includes Architecture, Data Modeling, Object Modeling, User Interface Design and other activities related to designing the technical implementation. Once a quality design is complete, the total scope of the work will about as clear as it can be. Develop Activities related to implementing the design and functional requirements creating and building the software product. Test Activities related to testing the software to ensure that what was specified was actually implemented and that it works as expected. Deliver/Deploy Activities related to packaging all the parts of the system and delivering it to the user so it can be deployed. This may include an installation package and instructions, user documentation, sample data and anything else provided to the users with the system.

I have what seems to be a small, simple project, what's the least amount of the BAF that I need to use?

I've done projects in the past without formal Business Analysis, why should I start now?

Do I have to complete every section of a template?

I can’t decide where a requirement belongs, what should I do?

From Kuali Coeus Instructions:

Don’t let it stop you! Pick a section and note it as an issue. Later ask your reviewers to comment.

Sometimes a user's description includes a lot of how in addition to what that the user wants. For instance, they start describing that there must be this piece of the interface and how that piece. You sometimes need to tease apart the how from the what.

What is meant by the "Actor" in the Use Case?

From Kuali Coeus Instructions:

A question analysts have learned to ask is, "Would some other user, who has a different objective, require or benefit from a different interaction with the system?" This is the point of listing all the user classes and their roles. From experience, we know that, more often than not, being explicit about validating use case steps with people in different roles will often highlight these additional steps - you may well end up with an additional alternate flow, that requires an additional actor. "Validate" is a key part of requirements analysis, of course, and is why we have the SME groups, but we also know that we don't have the representation of all these other "players," meaning actors with roles. Doing this explicitly helps us to remember them, to interview them and get their feedback on the proposed interactions.

Second, if we throw considerations of "flow of work" into the mix, it could well be that the actor in a use case might change mid-way through some steps. Another way of stating that is that it might take two people in different roles to complete a task. We want to make sure these people are identified.

My manager wants me to get moving on this project; how do I show that I’m making progress during the business analysis phases?

Where can a project obtain Business Analysis resources? Can the Project Manager or someone else on the project do the business analysis work?