

Course 103:
**The Roles, Responsibilities and Processes of the
Business Analyst**
(4 days)

Course Description...

This course defines the activities of the Business Analyst from the identification of a business problem to be solved to the final implementation of the solution to that problem. The Business Analyst's role is to define the problem, identify the solution and manage the product through the System Development Life Cycle. The course emphasizes the primary responsibilities of the Business Analyst in defining the requirements for the product, while also addressing the important issues of communication, and ensuring a quality solution.

Learning Objectives...

- Define the roles and responsibilities of the Business Analyst
- Explore the concept of requirements and their importance to the development of quality systems
- Differentiate between gathering information and generating requirements
- Demonstrate the importance of defining the problem first
- Create a process for turning gathered information into quality requirements
- Trace the progress of a product through the system development life cycle defining what the Business Analyst's role is throughout the process
- Increase the Business Analyst's ability to communicate with the business and development communities, negotiate, and facilitate a successful project
- Understand the development processes for turning requirements into a solution
- Recognize the factors that go into confirming that the delivered solution does solve the problem in a way that is acceptable to the stakeholders

Who should attend...

Business Analysts, project managers and anyone who is responsible for converting a business problem into a successful IT solution.

Prerequisites...

There are no prerequisites for this course.

See next page for a detailed course outline...



Course Outline...

Unit 1: Overview

The Business Analyst (BA)

- Roles and responsibilities
 - Solving problems
 - Business-development liaison
- Objectives
- Relationship of IT to business

Business Analyst Relationships

- Business
- User community
- Development community

Role of an Intermediary

- Communication specialist
- Facilitation
- Mediation
- Potential problems

Requirements

- Business Analyst role
- The requirements process

The BA's role throughout the System Development Life Cycle

- The Problem And Solution Domain Model
- Life Cycle process
- Problems, projects and products
- The Business analyst during Design
- The Business analyst during Construction
- The Business analyst During Test and Confirmation

Unit Summary and Best Practices

Unit 2: Requirements

Definition of Terms

- Why don't we get good requirements?
- What are requirements?
- Quality requirements
- Functional vs. non-functional requirements

Reason for Requirements

- Relative cost of defect fix
- Why bother to formalize requirements?
- Life Cycle relationships

Requirements Process

- The process of generating quality requirements
- Requirements Principles

Unit Summary and Best Practices



Unit 3: Information Gathering Plan

Information Gathering Process

- Six stages of information gathering
- Research questions
- What information is needed

Where is the information located

- Problem domain
- Stakeholders defined
- Users defined

Methods of Information Gathering

- Forms of one-on-one information gathering
- Requirements sessions
- Brainstorming
- Observation
- Demonstration

Workshop: Building an Information Gathering Plan

Unit Summary and Best Practices

Unit 4: The Product Scope

Defining the Problem

- Components of the problem
- Basic problem definition
- Identifying the real problem
- Establishing the product vision

Workshop: Defining the real problem

Business Orientation

- Justification
- Impact Analysis
- Risk and Product Constraints
- ROI Analysis

Establishing Product Scope

- Functional Goals

Estimating: Round One

- Estimating the Cost of the Product Scope

Unit Summary and Best Practices

Unit 5: Information Gathering Techniques

Gathering Information

- What information to Gather
- Iterative Information Acquisition



Interview Approaches

- Management
- Stakeholder
- User
- User information needs

Interview Techniques to Get the Most Information

- Five components of an interview
- Preparation
- Using the problem definition
- Establishing Rapport
- Be Receptive
- Inquire Skillfully
- Getting the Most Information
- Listen Loudly
- Listen Actively
- Other Interview Considerations

Information Gathering Tips and Techniques

- Meetings
- Brainstorming
- Use Cases

Unit Summary and Best Practices

Unit 6: Requirements Analysis

Analyzing Requirements

- What to do with the information
- Defining the problem environment
- Using the problem definition
- Classification

Modeling

- Purpose of modeling requirements
- Modeling options
- Modeling results

Requirements Classification

- Requirements classification summary trade-offs
- Requirements progression
- Classes of requirements – overview
- Tips on classifying requirements
- Prioritizing requirements
- Quality issues

Gap Analysis

- Functional goals
- Deriving the functional requirements from the gap

Workshop: producing requirements

Unit Summary and Best Practices



Unit 7: Requirements Documentation

Requirements Document Contents

- Organizing the document
- Document Structure

Requirements Representation

- Documentation and Specification
- Functional and Systems Requirements
- Quality requirements definition

Requirements Documentation Guidelines

- Writing valid requirements
- The Structured Approach
- Good requirements form

Workshop: documenting requirements

Unit Summary and Best Practices

Unit 8: Requirements Communication and Approval

Communication

- User confirmation methods
- Communication and information
- Presenting the results
- Facilitating The Confirmation Meeting
- Confirmation process

Validation

- Inspection overview
- Inspection process

The purpose of Approval

Approval and Sign off

- Formal approval
- Alternatives

Negotiation

- Negotiating with customers / users
- Negotiating with developers
- Collaborative negotiating
- Handling conflict

Unit Summary and Best Practices

Unit 9: Managing Product Quality

Designing the Requirements

- Development Integrity
- Maintaining Quality

Traditional Life Cycle Approach

- Requirements to design
- Designing the requirements
- Analysis and design
- Logical and physical design



- Constraining the Design
- Trade off Issues
- Mapping Requirements to Design

Alternative Life Cycle Approaches

- Iterative Approaches
- Agile methods
- Enhancements

Requirements Management

- The problem
- The Need for Requirements Management
- Change Management

Tracing the Requirements

- Requirements Traceability
- The traceability matrix
- Traceability example
- Multilevel traceability

Unit Summary and Best Practices

Unit 10: Confirming a Quality Product

Creating the Test Plans and Cases

- Testing the Requirements
- Writing Test Cases from Requirements

Test Stages

- Unit test cases
- Integration test procedures
- System test scenarios
- Acceptance test methods

Unit Summary and Best Practices

Unit 11: The Bottom Line

- The Business Analyst Process
- Where to go for More Information

