



# Business Analysis Practice

CoE Training

**nearshore**  
technology

# agenda

introduction

planning & monitoring

elicitation

requirements mgmt. & communication

enterprise analysis

requirements analysis

solution assessment & validation

basic BA project approach

underlying competencies

techniques

business frameworks

certifications

# requirements analysis

# Content

- ☐ Specify & Model
- ☐ Verify
- ☐ Validate
- ☐ Define Designs Options
- ☐ Analyze Potential Value & Recommend Solution



# Analysis & Prioritization

## Requirements Analysis

Describes tasks and techniques used by a business analyst to analyze stated requirements to define the required capabilities of a potential solution to fulfill stakeholder needs.

## Prioritize Requirements

Focus on the most critical requirements to determine which ones should be targets for further analysis and which ones should be implemented first.



## Basis for Prioritization

- Business Value
- Business or Technical Risk
- Implementation Difficulty
- Likelihood of Success
- Regulatory or Policy Compliance
- Relationship to Other Requirements
- Stakeholder Agreement
- Urgency

MoSCoW Analysis



# Organize & Model

## Organize Requirements

Create a set of views of the requirements for the new business solution that are comprehensive, complete, consistent, and understood from all stakeholder perspectives.

## Specify and Model Requirements

Specifications and models are created to analyze the functioning of an organization and provide insight into opportunities for improvement. They also support:

- Development and implementation of solutions
- Facilitating communication among stakeholders
- Training activities and knowledge management
- Ensuring compliance with contracts and regulations.



# Text

A textual requirement must describe the capabilities of the solution, any conditions that must exist for the requirement to operate, and any constraints that may prevent the solution from fulfilling the requirement.

- Express one and only one requirement at a time.
- Avoid complex conditional clauses.
- Do not assume your reader has domain knowledge.

- Use terminology that is consistent.
- Express requirements as a verb or verb phrase.

- Active voice, clearly describing who is responsible for fulfilling the requirement.
- Terminology familiar to the stakeholders who must review or use the requirement.



# Matrix & Models

## Matrix Documentation

Requirements attributes and data dictionaries are often expressed in matrices used for requirements traceability to each other, to test cases, and for gap analysis.

## Models

A model is any simplified representation of a complex reality that is useful for understanding that reality and making decisions regarding it.

- Describe a situation or define a problem.
- Define boundaries for business domains and sub-domains. Describe components within each.

- Describe thought processes and action flows.
- Categorize and create hierarchies of items.

- Show components and their relationships.
- Show business logic.





**live exercise:  
unstructured credit  
approval business  
rules**

# How are they different?

Requirement

- Implementation
- Compliance

Business Rules

- Criteria
- Conditions

Scenario

- Validation
- Verification



# Unstructured -red Business Rules

“If the customer’s current debt load plus the credit application is more than four times his gross income, reject the application. If the customer has excellent, good, or fair credit, is employed full-time, has been employed for more than 2 years, has no recent bankruptcies, and the application is for a credit line or credit card, approve the application. Otherwise, reject the application.”

Scenarios  
that cover all  
outcomes



# Decision Tables

Is it cold?		Yes, it's rainy	No, it's not rainy
	Yes, it's cold	Lined raincoat	Wool overcoat
	No, it's not cold	Unlined raincoat	None



**exercise:  
define  
assumptions and  
constraints for  
credit approval**

# Unstructured Business Rules

“If the customer’s current debt load plus the credit application is more than four times his gross income, reject the application unless the credit is excellent, and the customer has more than 5 years of work experience. If that is the case, approve the application but request a co-signer. If the total projected debt is less than four times their gross income and their credit is excellent or good, approve the application. If they have only good credit and have been in their current profession for less than 5 years, approve the application with a co-signer. Otherwise, reject the application.”



# Decision Tables

	1	2	...	n
Projected Debt > 4 X Income				
Employment History > 5 Years				
Credit: Excellent				
Credit: Good				
Approve				
Request Co-Signer				
Deny				

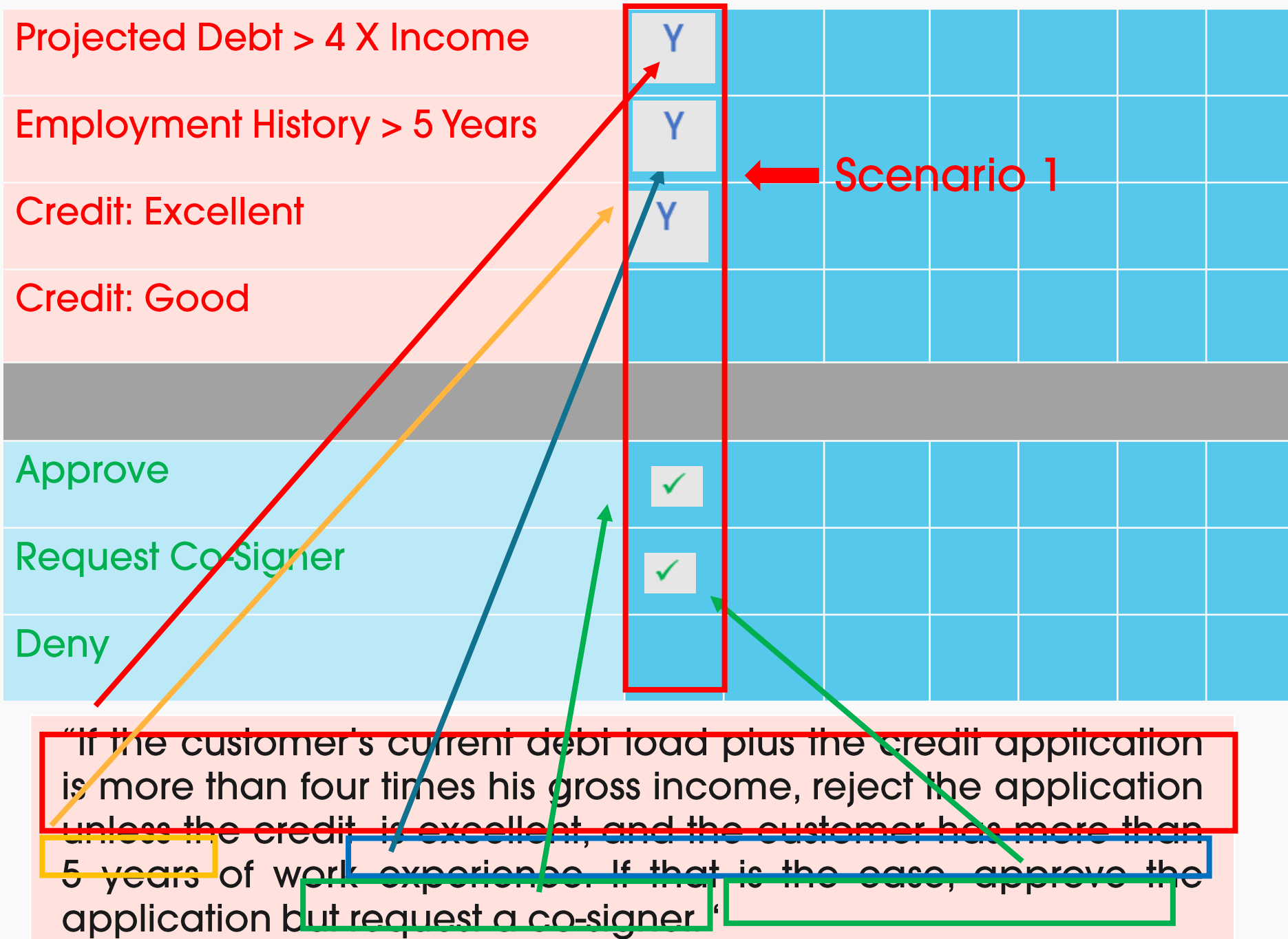
Scenarios (Y/N)

Listed conditions or criteria

Actions / outcome according to criteria



# Decision Tables





# BR with Structure

## BACKGROUND

**GIVEN** projected debt is greater than 4 times the gross income

**SCENARIO 1:** Customer applies for loan (column 1)

**GIVEN** applicant has been on the job for more than 5 years  
**AND** credit is excellent

**WHEN** customer submits loan request

**THEN** approve loan  
**AND** request Co-signer



# Decision Tables



## Mapped Scenarios

	Scenarios						
	1	2	3	4	5	6	7
Projected Debt > 4 X Income	Y	Y	Y	N	N	N	N
Employment History > 5 Years	Y		N	Y	Y	N	N
Credit: Excellent	Y	N		Y	N	Y	N
Credit: Good					Y		
Approve	✓			✓	✓	✓	
Request Co-Signer	✓				✓		
Deny		✓	✓				✓

# Assumptions & Constraints



## HLR, Assumptions, & Considerations

### Assumptions

The business analyst identifies and documents assumptions, attempts to confirm its accuracy, and identifies and manages risks related to the ability of a solution to meet the business need.

### Constraints

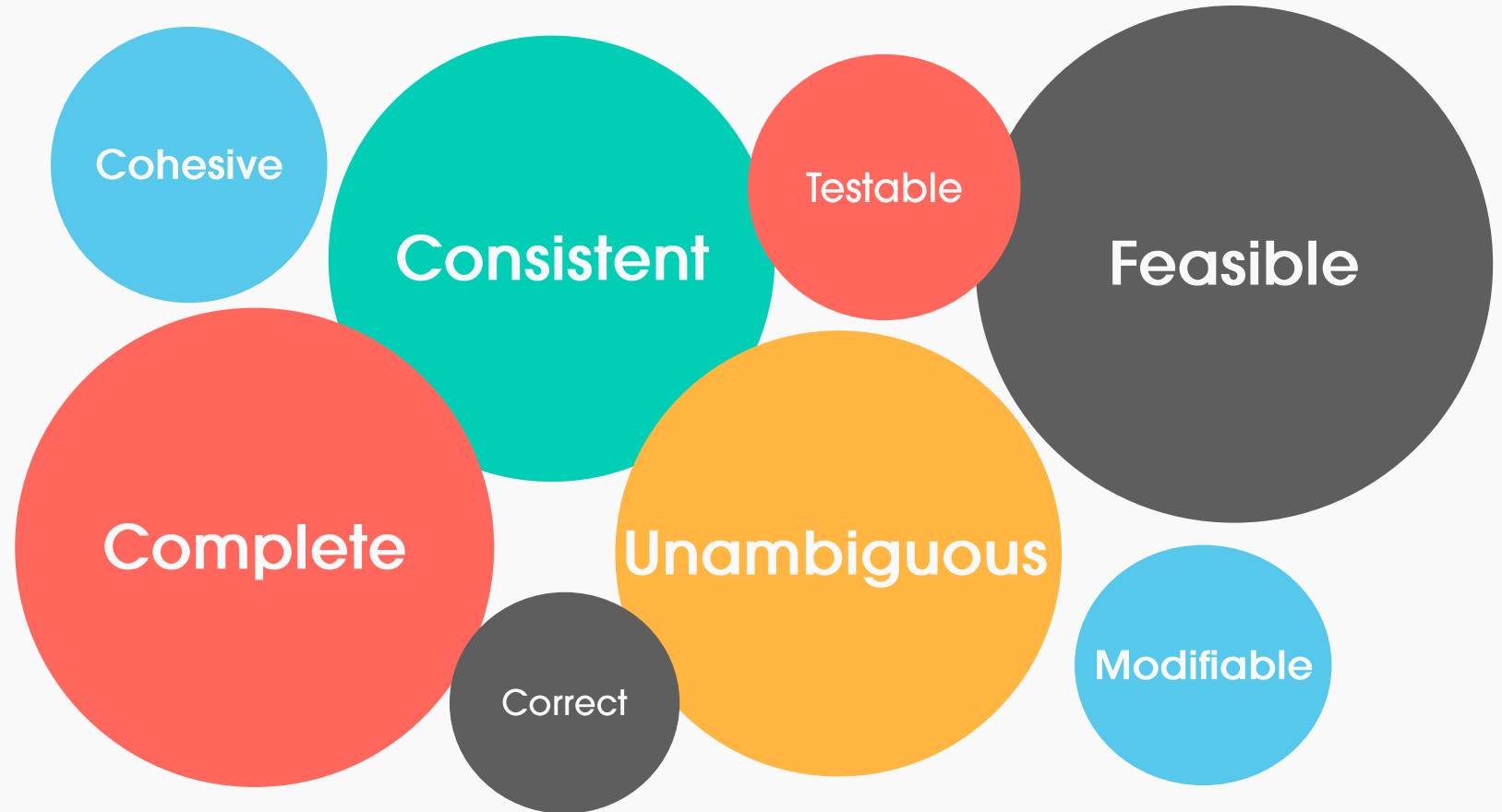
The business analyst is responsible for documenting any restrictions or limitations to the solution design, construction, testing, validation and deployment. Describe aspects of the current state or planned future state that may not be changed.

Assumptions and constraints are defined and clarified as requirements are understood. Lower-level requirements may be dependent on, and therefore traced back to assumptions or constraints and so may be affected if the assumption proves false or the constraint is changed.

# Verify

## Verify Requirements

Ensures that requirements specifications and models meet the necessary standard of quality. Requirements' verification constitutes a final check by the business analyst and key stakeholders.



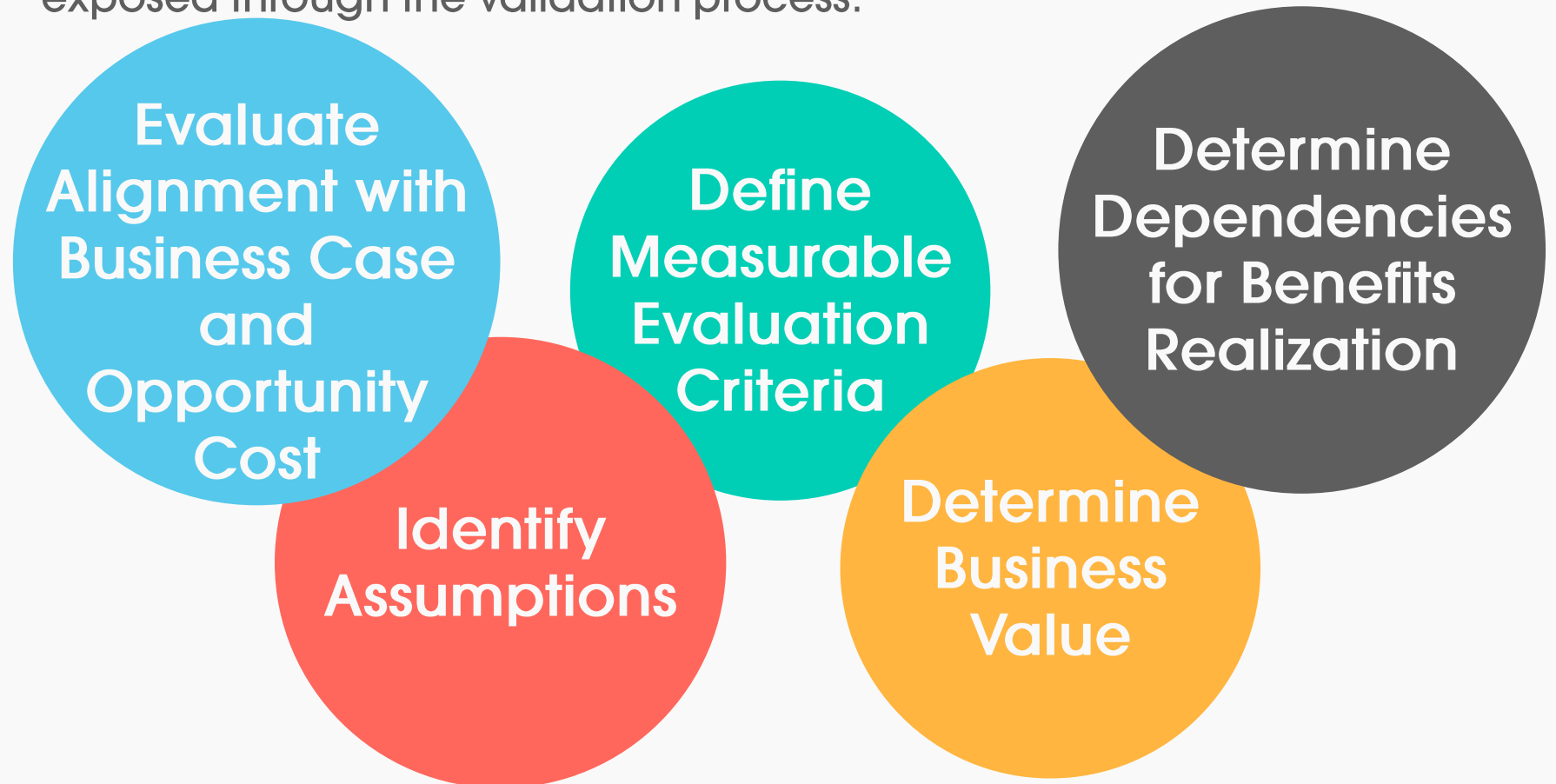
# Validate



## Validate Requirements

Ongoing process to ensure that all requirements support the delivery of value to the business, fulfill its goals and objectives, and meet a stakeholder need.

Conflicting needs and expectations from different stakeholders may be exposed through the validation process.





Thank you!!

“Fail early, fail often, but always fail forward.”  
- John C. Maxwell

go near