Chapter 4

Know your Business Environment

Find the company Vision and mission Statements (page 117)

Where is the industry headed and how will the company operate in it

How does an analyst learn about the enterprise (page 119)

Reviewing marking material (web site)

Review financial reports (company profitability)

Reviewing the corporate strategic plan (how does your project fall in to this plan)

Seeing things form the business perspective (page 121)

Put yourself in the stakeholders position

Must business people do not work in a project mind set more operational

Prioritizing Requests (page 123)

How a business analyst learns the business (page 124)

Review existing documentation (page 125)

Observations (page 126)

Interviews (page 129)

Note taking

Surveys and Questionnaires (page 131)

Ask same question of large group

Confirm understanding

Closed ended questions

Facilitated sessions (page 132)

Structured

Good for project initiations

Multiple vs individual input

Resolution of differences

Sharing stakeholder’s priorities

Aid in developing project scope

Team building

Encourages process improvements

Challenges of BA as the facilitator

Focus Groups (page 135)

Give feedback on products as external customers

Completive analysis (page 136)

Understanding who your stakeholder’s competitors are

Interface analysis (page 136)

Understanding the interfaces with systems that may impact or be impacted by the project

Learn the current AS IS system (page 137)

BA must understand the business area before making solution recommendations

Do others need to understand the current process, this will determine the level and depth of documentation (page 138)

Understand the requirement and how the current procedure are used to meet them

What is a Business Process (page 139)

Business requirements are the goals vs the business processes is the work that gets done

Business Process terms (page 140)

Function

Process

Sub process

Activity

Task

Procedure

Use case

Event

Essential Analysis (page 141)

Focusing on the business not the technology

The what vs the how

Perfect Technology (page 141)

Not storage limitations

Error Free

No performance limitations

Technology is available at no cost

Essential Business Processes (page 145)

The core to the business, Bank accepts deposits

Describing a Process (page 146)

Process names should Describe the what not the how, list of strong verbs

Process template (page 148)

By understanding the current system you will not end up designing the same solution

Important to defined business process independent of how they are accomplished

Metrics are used to measure the effectiveness of a solution and important to be part of SMART objective (page 151)

Seeing things from the Top and from the bottom (page 152)

Understand the Macro – why the organization is in business and how do they make money

Understanding the Micro – How is inventory managed,

Implementation Planning – (page 153)

How will the project impact the business?

What are the transition requirements?

Training – what are the learning impacts

Rollout Plan (page 155)

Schedule (page 155)

Metrics (page 155)