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)