

Table of Contents

Preface

Goal Setting

1. Introduction 1

- 1.1. Who is a Business Analyst? 2
- 1.2. What is Requirement?
 - Types of Requirements
- 1.3. Bond between Requirement and BA 2
- 1.4. Who is stakeholder? 3
- 1.5. What is Business Process Modeling? 4
- 1.6. BA Completeness Skill Areas 4

2. BA Directives 5

- 2.1. IT Companies overview
 - Types of IT Companies
 - Types of Development Units
 - IT Company Hierarchical Structure
 - How project gets initiated 6
- 2.2. Basic Knowledge on Projects 6
 - BA proportion in Projects
 - Project Sizes
 - Project Types
 - Project Milestones 7
 - Reasons for Project Failure
 - Working in a Project
 - Quality Audits during Project progress
 - Scope Creep
 - Project Budget for Team Outing, Meeting Clients, onsite visits
 - Servers information
 - Resources that work in Project
 - Timesheets
 - Gantt Charts
 - Documents Naming Standards
 - 5W 1H – Tool of a BA
- 2.3. Risk Analysis and Management 8
 - Requirements are inherent to Change

Situation 1 : 9

Situation 2 : 9
- 2.4. Thumb rules 10
 - Solve Client Problem only by our IT Solution
 - Be like a lotus in the mud
 - Never take tensions but pass on the tensions
 - Requirements hurried – Project buried

- Never criticize any stakeholder- appreciate them even for their small efforts

- 2.5. Dos and Don'ts as BA 11
- 2.6. Challenging Areas of BA

3. Business Analyst Competency Skills 12

- 3.1. Business Communication
- 3.2. Supplier Management
- 3.3. Leadership
- 3.4. Conflict Management

4. SDLC Methodologies and Models 13

- 4.1. Sequential – waterfall 13
- 4.2. Iterative – RUP (Rational Unified Process) 14
- 4.3. Evolutionary – Spiral 15
- 4.4. Agile - Scrum 16
- Scrum 17
- BA role in Agile Scrum

5. OOA and UML 18

- 5.1. Learning OOA
 - Object
 - Class
 - Component 19
 - Package
 - Subsystems
- 5.2. Implementing OOA
 - Abstraction
 - Encapsulation
 - Inheritance
 - Polymorphism
 - Relationships 20
 - Message sending
- 5.3. Learning UML 22
 - Mostly used Diagrams by BA
- 5.4. Use Case Diagram 23
 - Actor
 - Learning use case Diagrams Step-1: (basic)
 - Learning use case Diagrams Step-2: (Generalization)
 - Learning use case Diagrams Step 3 (Include)
 - Learning use case Diagrams Step 4: (Extend)
 - Learning use case Diagrams Step 5: (Automation)
 - How to draw Use Case Diagram from a Case study 25
- 5.5. Use Case Description Document 25

	➤ Use Case Spec _ Example	26
5.6.	Deriving Test Cases out of Use-cases	27
	➤ Test Case Document	28
	Case Study – Hospital Management System	29
	Case Study on Online Flight Reservation System	30
	Case Study on Online Flight Reservation System - Version 2	31
	Case study on Course Registration	32
	Experiences using MS Visio or Rational Rose or any Drawing Tool	35
5.7.	Understanding how a Software Application Works	36
	➤ An Overview	
	➤ Two Tier Architecture	
	➤ Three Tier Architecture	
	➤ MVC Architecture	37
	➤ MVC Architecture Rules	
	➤ Guideline to place identified MVC Classes in a 3 Tier Architecture	38
5.8.	Sequence Diagram	39
5.9.	Domain Modelling	40
5.10	Activity Diagram	41
	➤ Activity Diagram Elements	43
	➤ Swimlanes	44
	Case-study– Activity Diagram	
	Case-study– Activity Diagram with Swimlanes -	

6. Requirements Engineering 46

6.1.	Business Requirements Initiation (Gathering Stage)	
	6.1.1 Stakeholder Analysis	
	➤ Identify Stakeholders	
	➤ Stakeholders Listing Document	
	➤ Stakeholders Summary	
	➤ RACI Matrix – Responsible, Accountable, Consulted, Informed	
	6.1.2 Requirement Elicitation Techniques	
	➤ Brainstorming	
	➤ Document Analysis	47
	➤ Reverse Engineering	
	➤ Focus Groups	48
	➤ Observation	
	➤ Workshop	49
	➤ JAD(Joint Application Development) -Requirements Workshop	50
	➤ Interview	
	➤ Prototyping	51
	➤ Questionnaire (Survey)	52
	6.1.3. Sort the requirements (Define Requirements)	
	6.1.4. Prioritize Requirements	

	➤ 100 Dollars Test	
	➤ Top 10 requirements	
	➤ Numerical Assignment	
	➤ MoSCoW	
6.1.5.	Validating Requirements	53
	➤ FURPS	
	➤ CUCV	
	➤ CAE	
	➤ APVU	
	➤ SMART	
6.2.	Business Requirements Management	54
6.2.1.	Requirements Communication	
	➤ 3R Concept	
6.2.2.	Requirements Management	
6.2.3.	Requirements Organization	
	➤ Requirements Definition	
	➤ Requirements Modeling	
	➤ Requirements Verification	
6.3.	Business Solutions Evaluation and Implementation	55
6.3.1.	Business Solutions	
6.3.2.	Solution Assessment	
	➤ Assess proposed Solutions	
	➤ Requirements Allocation	
	➤ Organizational readiness Assessment	
6.3.3.	Solution Validation	56
	➤ Verification Vs Validation	
6.3.4.	Solution Evaluation	
6.3.5.	Solution Implementation	
	Case study on Stanford University	56
7.	Contribution of BA in Projects	57
7.1.	Enterprise Analysis	
	➤ SWOT Analysis	
	➤ GAP Analysis	58
	➤ Feasibility Study	59
	➤ Root Cause Analysis	
	• Technique – 5 Why	
	• Tabular Method – Technique	60
	• Fishbone Diagram	
	➤ Decision Analysis	61
	• Financial Factors	
	• Non- Financial Factors	
	➤ Strategy Analysis	
	• External Environmental Analysis	
	○ PESTLE Technique	

- Porter's Five force Model
- Internal Environmental Analysis
- MOST Analysis Technique
- Enterprise Architecture Frameworks 62
 - The Zachman Framework
 - The POLDAT Framework 63
 - TOGAF
- Scope 63
- Business Case 64

- 7.2. Business Analysis Planning 65
 - Business Plan
 - Business Analysis Planning
 - Planning Factors
 - Business Communication Scheduling
 - Performance Monitoring
 - Techniques
 - Estimation
 - Estimate planning
- 7.3. Role of BA in handling Change Request 66
- 7.4. Role of BA in Project 67

Appendix A - Documents A1

Company specific Templates

- Business Requirements Document A2
- Software requirements Specification A20

Appendix B - Tools A29

- B.1. Rational Suite
 - Rational Suite Analyst Studio
 - Rational Suite Development Studio
 - Rational Suite Development Studio - RealTime Edition
 - Rational Suite Enterprise
 - Rational Suite Performance Studio
- Rational Suite Test Studio
- B.2. Various Supporting Tools A31

Appendix C - Functional Skills (Domain Knowledge) A33

- C.1. Domains list
- C.2. Domain Certifications

Appendix D- Important References A35

- D.1. Websites
- D.2. Materials and Books
- D.3. Certifications A36

Appendix E - Sample Questions A37

Appendix F –Answers A39

Situation 2 :

Appendix G - More Case studies A39

- Hospital Management System
- Point of Sale Terminal Management System
- Online Shopping
- Retail Store Management System
- Course-Ware Management System
- Railway Reservation System
- Stock Maintenance
- Tour Management System

Appendix H - BA Activities & Check list A43

Appendix I - BA Glossary A45