Index

● A ●

acceptance risk response, 201
access
  enterprise level challenges, 23
  security access setup, 316
accessibility, nonfunctional requirements, 84
account manager roles, 32–33
active listening, 45
actors
  core component requirements, 93–94
  use case description, 271
  use case model, 268–269
affinity diagram, 338–339
Agile Project Management For Dummies
  (Layton), 230, 281
agile team, 241
agility
  agile development methodology, 229–230
  scope and business driver alignment, 191
ALM (application lifecycle management)
  tools, 61
alternate path, use case description, 272
alternative solution, 172–173
analysis level. See level
ANSI (American National Standards Institute) flowchart, 264
application domain interaction, 326
application lifecycle management (ALM)
  tools, 61
approval, test plan, 302
AS-IS process, 176–177
ask-the-user-first prompt, 95
associations, use case diagram, 269
assumption, 202–203
attainable objectives, 160, 170
attribute
  entity relationship diagram, 255
  examples, 91
audience
  needs analysis, 153
  for solution, 156–157
author, formal review, 305
automation boundary, use case diagram, 269
avoidance risk response, 201

● B ●

BA (business analyst)
  goals, 8
  introduction to this book, 1–4
  process, 8
  skills, 13–16
BA Forum, 321
Babcock, Jonathan
  on affinity diagram technique, 338–339
BABOK (Business Analysis Body of Knowledge) Guide
  business analysis defined, 7–8
  knowledge areas, 16–17
  requirements definition, 77–78
  underlying competencies, 17
backtracking usability heuristic, 291–292
batch job, 96
books, 325
BPMN (Business Process Modeling Notation), 264, 340
brainstorming
  as elicitation source, 106–107
  performing the session, 129–130
brand, 190
BRD (business requirements document), 118
breaks, 330–331
brochure, 116
Brounstein, Marty
  Communicating Effectively For Dummies, 45
B2T Training
  certification, 17
  website, 53
budget, tool, 69–70
build verification test, 286
Busby, Greg
  functional decomposition diagram, 344–345
business
  features, 343
  technology requirements, 86
business analysis
  books, 325
  definition, 7–8
  lifecycle, 8–11
  value of, 11–13
Business Analysis Body of Knowledge. See BABOK Guide
business analyst. See BA
business books, 325
business case
  basic description, 163
  benefits of writing, 164
  executive summary, 168–169
  home office business analysis, 327
  information categories, 166–167
  knowing audience before writing, 165–166
  presentation, 183–184
  recommendation, justifying the, 172–178
  structure, 166–167
  support documentation, 180–183
business domain interaction, 326
business driver
  executive summary, 168–169
  root cause analysis, 146
  scope alignment with, 188–191
business needs
  capability needs, 74
  future of company assessment, 141
  identifying, 74–75
  improvement needs, 74
  market-related problem assessment, 140–141
  mission, analyzing, 140
  obstacles, identifying, 141–143
  outcomes desired versus problems perceived, 75
  pairing problems and opportunity, 75
  performance-related questions, 143
business Process Modeling Notation (BPMN), 264, 340
business requirements
  documentation, 241–242
  project reason and objective, 80
  requirements review, 303
  scope creep, 80
  stakeholder requirements comparison, 81
  who reviews and uses, 240
business requirements document (BRD), 118
business risk, 200–201
business rules
  ask-the-user-first prompt, 95
  batch jobs, 96
  business and stakeholder requirements documentation, 242
  cardinality, 95–96
  challenges, 94–95
  as document analysis, 117
  exception log, 95
  mandatory rules, 96
  optional rules, 95
  performing observation, 121
  positive/negative, 94
buy-in, gaining, 49

C

capability needs, 74
cardinality
  business rules, 95–96
data, 91–92
  entity relationship diagram, 255–256
cash flow, 175
categories, requirements, 238–240
CBAP (Certified Business Analysis Professional), 17, 324
CCBA (Certification of Competency in Business Analysis), 17, 324
certification, 17–18
challenges
  business rules, 94–95
  communication, 45–46
  enterprise level, 23
  operational level, 27
  organizational level, 25
project level, 29
requirements, 80
stakeholder requirements conflict, 82
change management
books, 325
organization change management
professional, 36
organization readiness assessment,
309–310
scope creep, 207–208
chat, 54
checkpoint, 214
child process, 259
circle symbol, data flow diagram, 252–253
Claycomb, Kathy
root cause analysis, 342–343
C-level case, 184
C-level leadership, 22
closed question, 123–124
Cockburn, Alistair
Writing Effective Use Cases, 268
collaboration tools
event-type place, 57
face-to-face, 58
new project startup, 335
repository-type place, 57
tools, 58
virtual, 58–59
coloring in a solution, 332–333
columns, decision table, 262
commercial off-the-shelf (COTS) tool, 32,
201, 214–215
Communicating Effectively For Dummies
(Brounstein), 45
communication
active listening, 45
business analysis lifecycle, 9
business analysis topics, 324
business analyst skills, 13
challenges, 45–46
culture and language differences, 46
elicitation, 107–110
home office business analysis, 327
interest in recording or reviewing, 57
Kupersmith on, 345–346
stakeholder, 42–45
tools, 54–57
value of business analysis, 13
verbal and nonverbal, 46–47
work plan, 233
compatibility, 246
competence, 311–312
competitive analysis
as elicitation source, 106–107
needs analysis, 154
performing, 136–137
compilation, work plan, 231–234
complete requirement, 87
complexity, project, 221–222
compliance, 190
conference, web, 55
configuration test, 290
confirmation, user story, 281–282
consensus, 49
consistency usability heuristic, 292
constraint
project management triple, 206
specifying in project initiation document,
202–203
construction, waterfall project, 229
Context Level Data Flow Diagram, 194, 338
contingencies
planning for, 234
test plan, 301
convergence, 66
conversion, data, 316
core component requirements
basic description, 89–90
business rules, 94–96
data, 90–92
external agent and actors, 93–94
process, 92–93
core team, 334
correct requirement, 87
cost
scope and business driver alignment, 190
tool budget challenges, 69–70
cost/benefit analysis
cash flow, 175
estimation techniques, 175–176
financial terminology and metrics, 174–175
goodwill, 175
cost/benefit analysis (continued)
implementation cost, 179–180
ongoing operating cost, 176–179
payback period, 175
people-related impact, 178–179
process-related impact, 176, 178
return on investment, 175
sunk cost, 175
system-related impact, 179
tangible/intangible cost, 174–175
COTS (commercial off-the-shelf) tool, 32, 201, 214–215
culture differences
communication, 46
in stakeholder communication work plan, 226
current requirements, 79
curved line symbol, data flow diagram, 252–253
customer facing application, 38
customer satisfaction, 13
customer service, 190
customer-focused perspective, 15

● D ●
data
attribute, 91–92
cardinality, 91–92
conversion/migration, 316
core component requirements, 90–92
entity, 91
functional requirements
documentation, 243
keys, 92
logical design, 90
meta, 63, 91
migration, 247
performing observation, 121
presenting with entity relationship text template, 257
relationship, 92
as requirements component, 308–309
storage, 90
test, 298
uniqueness, 91
data dictionary, 277
data flow diagram
advantages/disadvantages, 253
defining scope with, 193–198
external agents, 252
information flows, identifying among party or system, 195–196
party and system impacted by project, identifying, 195
scope, consensus on, 196–197
symbol, 252
data model techniques
choosing the right analysis technique, 251–252
Morris on, 341
data warehouse project, 216–217
database, 90
Database Development For Dummies (Taylor), 257
DBA (database administrator), 39
decision points, workflow diagram, 266
decision table
advantages/disadvantages, 263
columns and rows, 262
creating, 263
decision-making, 165
definition tools
modeling and diagramming tools, 62–63
prototyping and simulation tools, 64
textual, 62
deliverables, 211
description of approach used, 171
design
nonfunctional requirements, 84
waterfall project, 229
diagram
affinity, 338–339
data flow, 193–197, 252–254
entity relationship, 255–258
functional decomposition, 344–345
process decomposition, 258–262
scope, 193–194
tools, 62–63
use case, 268–270, 272–273
workflow, 264–268
distribution cost, 69
document analysis
basic description, 113–114
benefits, 114
brochures as, 116
business rules as, 117
as elicitation source, 105, 107
forms as, 117
letters as, 115–116
performing, 114–115
reports as, 115
screen layout as, 116–117
system documentation, 117
website as, 116
documentation
business case support, 180–183
business requirements, 241–242
functional requirements, 242–244
interview, 122–123
nonfunctional requirements, 84, 244–247
process decomposition diagram, 261–262
risk analysis, 183
solution requirements, 242–247
supporting, 167
system, 117
technology requirements, 247–248
test, 295
documentation consumer, 78
documented requirements, 78–79, 240–241
domain subject matter expert
dealing with, 43–44
roles, 34–35
downward stream desired outcomes, 146
dynamic test, 289

E

Eckman, Hans
elicitation techniques, 337–338
electronic place collaboration, 58
elevator pitch, 168
elicitation
approaches, 105–107
BABOK knowledge areas, 16
brainstorming techniques, 129–130
communication, 107–110
competitive analysis techniques, 136–137
document analysis techniques, 113–118
Eckman on, 337–338
focus group techniques, 130–131
“how” question, 103
interface analysis techniques, 131–132
interview techniques, 121–123
language techniques, 107–110
new project startup, 329–330
observation techniques, 118–121
planned sessions, 110–112
prototyping techniques, 132–135
requirements workshop techniques, 125–129
reverse engineering techniques, 135–136
Ruth on, 342
sources of information, identifying,
103–105
stakeholder communication work plan, 226
survey techniques, 123–125
type of question to ask, identifying,
98–103
“what” question, 99
“when” question, 102–103
“where” question, 101–102
“who” question, 99–100
“why” question, 100–101
e-mail, 54
engineer
reverse engineering, 106–107, 135–136
usability, 38
enterprise analysis, 16
enterprise level
basic description, 20
business analysis tasks, 22
challenges, 23
leadership, 22
parent organization, 21
as starting point for new project, 22
entity, 91
entity relationship diagram. See ERD
environmental needs
test case, 296
test plan, 299–300
ERD (entity relationship diagram)
advantages/disadvantages, 256
attributes, 255
ERD (continued)
cardinality, 255–256
creating, 256–257
data presentation, 257
entities, 255
entity ID, 258
entity name, 258
entity owner, 258
number of occurrences, 258
relationship, 255
symbols, 255–256
template, 257
error
error prevention usability heuristic, 292
software developer error codes, 293
estimation
cost/benefit analysis, 175–176
value of business analysis, 11
event-type place collaboration, 57
evolutionary prototype, 135
excellent requirements, 86–89
exception path, use case description, 272
executive sponsor
roles, 32
working with, 43
executive summary
business driver, 168–169
elevator pitch, 168
recommendation description, 169
expectation
log, 95
value of business analysis, 11
extended team member communication, 334
external agent
core component requirements, 93–94
data flow diagram, 252
performing observation, 121
as requirements component, 309
scope diagram, 193
external interaction textual template
basic description, 252
sample, 254

● F ●
face-to-face collaboration, 58
facilitator
formal review, 305
home office, 327
feasibility study
business case benefits, 164
large project work plan, 221
feasible requirement, 88–89
flexibility, 15–16
focus group
as elicitation source, 106–107
engaging the members, 131
facilitator, 131
off-site, 130
topic, 130
follow-up response, 110
formal review, 305–306
formal training, 324
forms, 117
forums, 321–322
framework, work plan, 211–213
FRD (functional requirements
document), 118
fulfillment time, 191
functional decomposition diagram, 344–345
functional requirements
documentation, 242–244
solution requirements, 83–84
functional requirements document
(FRD), 118
future requirements, 79

● G ●
gap analysis, 215
gathering information. See elicitation
geographic workflow diagram, 264
goals
business analyst, 8
value of business analysis, 11
good problem, 147, 178
goodwill, 175
Grace, Robin
Process One Pager, 340–341
A Guide to the Project Management Book Of
Knowledge, 5th Edition, 201
Gygi, Craig
Six Sigma For Dummies, 2nd Edition, 264

● H ●
hand over, transition, 317–318
hardware cost, 70
hardware interface, 193
heuristics, usability, 291–292
high-fidelity prototype, 275
home office, 327
“how” question, 79, 103
human factors engineering, 278

Ibarguen, Ali
   Context Level Data Flow Diagram, 338
idea
   business case benefits, 164
   innovation and idea capture tools, 59–61
IIBA (International Institute of Business Analysis)
   BABOK Guide, 16–17
   social media interaction, 321
implementation
   approach or plan, 182
   cost, 179–180
   waterfall project, 229
implementation subject matter expert, 35
improvement needs, 74
in-flight benefits, 65
informal review, 305
information. See also data
   architecture, 84
   business and stakeholder requirements documentation, 241
   capacity, 84
   as requirements component, 308–309
information gathering. See elicitation
infrastructure project, 218
initiation. See project initiation document
innovation and idea capture tools
   application lifecycle management tools, 61
   listening tools, 61
   low-tech perspective, 60
   mid- to high-tech perspective, 60
   questions facilitated or answered by, 59–60
   track and idea growing tools, 61
input and output specification, test case, 296
installation
   cost, 69
test, 290
instant messaging, 54
intangible cost, 174–175
integration test, 287–288
interaction
   application domain, 326
   business analysis topics, 324–325
   business domain, 326
   business partner lunch, 325–326
   formal training, 324
   mentor, 323
   observation with/without, 119
   peer, 322
   peer reviews, 323
   social media, 321–322
inter-case dependencies, test case, 296–297
interface
   functional requirements documentation, 243
   hardware, 193
   system, 192–193
   types, 191
   user, 192
   work plan consideration, 221
interface agreement, 118
interface analysis
   as elicitation source, 106–107, 131–132
   example of, 131–132
International Institute of Business Analysis (IIBA)
   BABOK Guide, 16–17
   social media interaction, 321
intersections, 144–145
interview
   documentation, 122–123
   as elicitation source, 105, 107
   preparation, 121–122
   with stakeholder, 122
introduction, verification and validation
test plan, 297
inventory, 67
IRACIS (increase revenue, avoid costs, improve service) acronym, 75
IT project, 218
iteration, 230, 280
iterative agile development, 230
JAD (Joint Application Development), 106
justifying the recommendation
alternative solutions, identifying and
prioritizing, 172–173
cost/benefit analysis, 174–180
Kanban board, 65
KPI (key performance indicator)
in mission statement, 170–171
sample comparison, 172–173
Kupersmith, Kupe
on communication, 345–346
language
company terminology consistency, 108–109
elicitation techniques, 107–110
follow-up response, 110
framing the questions, 109–110
open-ended question, 109
terms, consistent, 108
language differences, 46
large project
transition hand over, 318
work plan, 220–221
law of the instrument (Maslow), 15
Layton, Mark C.
Agile Project Management For Dummies, 230, 281
leadership. See also management;
   stakeholder
   C-level, 22
   enterprise level, 22
   organizational level, 23–24
legacy systems, 135–136
letter, 115–116
level
   enterprise, 20–23
   hierarchy, 20
   matrix, 21
   operational, 26–27
   organizational, 20, 23–25
project, 20, 28–29
types, 19
lifecycle, business analysis, 8–11
LinkedIn, 321
list, stakeholder, 39–40
listening
   active, 45
tools, 61
Little, Todd
Stand Back and Deliver, 281
logical design, data, 90
low-fidelity simulation, 275
lunch, 325–326
maintainability, 246
maintenance
cost, 70
waterfall project, 229
management. See also leadership;
   stakeholder
   requirements management tools, 64–66
top, 32–34
mandatory rules, 96
market
   business needs analysis, 140–141
   research, 191
   scope and business driver alignment, 190–191
Maslow, Abraham
law of the instrument, 15
matrix
   analysis level, 21
   RACI, 41–42, 203–204
   security, 245
traceability, 248–249
McDonald, Kent
Stand Back and Deliver, 281
measurable objectives, 170
meetings, 46
mentor, 323
message board, 55
meta data, 63, 91
metrics, nonfunctional requirements
   documentation, 247
migration, data, 316
mind-map, 123
mission  
business needs analysis, 140  
key performance indicators, 170–171  
mission statement, 169–170  
mitigate risk response, 201  
mockup. See also prototyping  
advantages, 278  
basic description, 276  
basics, 276–277  
creating, 278–279  
data dictionary, 277  
example, 277  
field descriptions, 279  
screen controls, 279  
screenshot, 276  
UI specification, 279  
uses for, 277  
wireframe, 276  
modeling and diagramming tools  
business analysis efforts, 62–63  
features supporting definition by, 63  
monitoring, 16  
Morris, David  
data modeling, 341  
motivation, transition readiness assessment, 310–311

• O •

objectives  
describing in project initiation document, 200  
eliciting and articulating, 157–159  
measurable, 159  
needs analysis, 157–160  
SMART, 159–160, 169–170, 200  
stakeholder communication work plan, 223–224  
value of business analysis, 11  
observation  
as elicitation source, 105, 107  
knowing when to use, 118–119  
performing, 119–121  
performing the task yourself, 119  
with/without interaction, 119  
obstacles, business needs analysis, 141–143  
off-site focus group, 130  
open-ended question, 109, 122–124  
operating cost. See cost/benefit analysis  
opergmental level  
basice description, 20  
business analysis tasks, 26–27

• N •

name, project, 197  
necessary requirement, 88  
needs  
background or evidence of, 182  
bsic description, 73  
business, 74–75, 140–143  
expression of, 139–140  
ojectives, getting clear, 157–160  
problem statement analysis, 151–152  
problems, evaluating, 146–151  
versus requirements, 77  
root cause problem analysis, 145–146  
solution position statement analysis, 153–154  
solutions, knowing when you have, 154–157  
stakeholder, 76–77, 143–145  
net flow, 252  
net impact to ongoing operations, 176  
new project startup  
collaboration, 335  
coloring in a solution, 332–333  
core team communication, 334  
elicitation techniques, 329–330  
extended team member  
communication, 334  
freeing up time, 330  
identifying what’s been done before, 332  
organization, 331–332  
research, 329–330  
roles and responsibilities, defining, 333  
vacation/break before, 330–331  
Nickolaisen, Niel  
Stand Back and Deliver, 281  
Nielsen, Jakob  
usability heuristics, 291–292  
nonfunctional requirements  
documentation, 244–247  
standards, 84  
nonverbal communication, 46–47  
notes, 40

27_9781118510582-bindex.indd   355
6/24/13   10:49 AM
operational level (continued)
challenges, 27
departmental focus, 26
opportunity
articulating in project initiation
document, 200
business need assessment, 75
defining and presenting, 166–171
description of approach used, 171
mission statement, 169–171
opportunity cost, 70
optional rules, 95
organization
business analyst skills, 14
new project startup, 331–332
requirements, 79
stakeholder list, 40
transition readiness assessment, 309–310
organization change management
professional, 36
organizational chart, 104
organizational level
activity and process focus, 23
basic description, 20
business analysis tasks, 24–25
challenges, 25
leadership, 23–24
outcome desired versus problems
perceived, 75
outsourced or offshore development
project, 215–216

parallel processing, 313
parent process, 259
parking lot, 127–128
pass/fail criteria, test plan, 299
past experience, 46
path, use case description, 272
payback period, 175
peers
formal review, 306
networking with, 322
reviews, 323
Pena, Russ
requirements traceability, 343–344
people-related impact, cost/benefit
analysis, 178–180
performance
business needs analysis, 143
nonfunctional requirements, 84
nonfunctional requirements
documentation, 245
test, 289
perspective, 15
phone calls, 54
piloting, 313–314
Pixton, Pollyanna
*Stand Back and Deliver*, 281
planning, *See also* work plan
BABOK knowledge areas, 16
business analysis lifecycle, 9
et elicitation sessions, 110–112
waterfall project, 228
PM (project manager)
relationship with, 234
roles, 33–34
postal mail, 54
postcondition, use case description, 271
post-implementation review, 10–11
post-implementation user assessment
feedback, 294–295
requirements review, 303
power user, 312
precondition, use case description, 271
presentation, business case, 183–184
primary path, use case description, 272
prioritized requirement, 89
privacy needs, 56
probability, 202
problem statement
business case support documentation, 181
design, 152
needs analysis, 151–152
problems
articulating in project initiation
document, 200
business need assessment, 75
costs and benefits, establishing, 150–151
determining impact of, 149–150
figuring out whether it matters, 148–149
good, 147, 178
needs analysis, 146–151
root cause analysis, 343
procedural requirements, test case, 296
process
  business analyst, 8
  core component requirements, 92–93
  performing observation, 120
  as requirements component, 309
  requirements review, 303–304
  work plan, 227–230
process area, work plan, 212
process change cost, 180
process decomposition diagram
  advantages/disadvantages, 260
  basic description, 258–259
  bottom-up creation method, 261
  child process, 259
  documentation, 261–262
  event-driven creation method, 261
  example, 259
  parent process, 259
  top-down creation method, 260
process improvement project, 217
  Process One Pager (Grace), 340–341
process-related impact, cost/benefit
  analysis, 176, 178
  product manager, 32–33
  productivity tools, 53
  professionalism, 322
program
  basic description, 26
  walkthroughs, 303
project
  agile development methodology, 229–230
  checkpoint, 214
  commercial off-the-shelf, 214–215
  complexity, 221–222
  data warehouse, 216–217
  defects, 12
  definition, 8
  emotional commitment to, 225
gap analysis, 215
  infrastructure, 218
  initiation, 241
  IT, 218
iteration, 280
large, 220–221
name, 197
new project startup, 329–334
objectives, 9
outsourced or offshore development, 215–216
process improvement, 217
  RAD/prototyping methodology, 231
  reengineering, 217
  risk, 200–201
  size, 219–221
  small, 219–220
  software maintenance, 213–214
  spiral methodology, 230–231
  statement of purpose, 9
ticket, 219
  type, 213
  waterfall, 228–229
  web development, 218–219
project characteristic area, work plan, 212–219
project charter. See project initiation
document
project initiation document
  assumption and constraint, specifying, 202–203
  clarifying scope, 198–204
  degree of responsibility, noting, 203–204
  high-level process documentation, 203
  objectives, 200
  outlining risks in, 200–202
  problems and opportunities, articulating, 200
  project approach or methodology, 199
  statement of purpose, 198–199
project level
  basic description, 20
  business analysis tasks, 28–29
  challenges, 29
  project focus, 28
  project management triple constraint, 206
  project manager (PM)
    relationship with, 234
    roles, 33–34
  project methodology area, work plan, 212
  project scope. See scope
  project support person (PSP), 36
  project support personnel
    conferring with, 44
    organization change management
      professional, 36
    regulators, 37
    roles, 36–37
    technical writer, 37
prototyping
benefits, 133
as elicitation source, 106–107
evolutionary, 135
leveraged, 134
mockup, 276–279
project methodology, 231
screen design considerations, 274
simulation, 135, 275–276
storyboard, 275
throwaway, 133–135, 274
user story, 280–282
pseudo-code, 64
PSP (project support person), 36
public broadcast television, 55

● Q ●

QA (quality assurance) personnel
roles, 38–39
working with, 45

● R ●

RACI matrix, 41–42, 203–204
RAD (rapid application development), 231
radio, 55
Rational Unified Process (RUP), 230–231
reader, formal review, 306
recognition usability heuristic, 292
recommendation
  describing in executive summary, 169
  justifying, 166, 172–178
recorder, 305
rectangular box symbol, data flow diagram,
  252–253
reengineering project, 217
regression test, 288–289
regulators, 37
relationship
data, 92
  entity relationship diagram, 255
  with project manager, 234
  with stakeholder, 48–49
relevant objectives, 160, 170
reliability, 84, 245
report, 115
repository-type place collaboration, 57
requirements
  BABOK knowledge areas, 16
  business, 80, 240–242, 303
  business analysis lifecycle, 9
categories, 78, 238–240
challenges, 80
complete, 87
core component, 89–96
correct, 87
current, 79
defining solutions, 237
documented, 78–79, 240–241
excellent, 86–89
feasible, 88–89
functional, 83–84, 242–244
future, 79
getting the process started, 238–239
home office business analysis, 327
the how component, 79
linking in hierarchical fashion, 344
managing relationships among, 344
necessary, 88
versus needs, 77
nonfunctional, 84
organization, 79
prioritized, 89
reused, 79
solution, 82–84, 240, 242–247
stakeholder, 80–82, 240–242
stakeholder communication work plan, 226
technology, 85–86, 240, 247–248
traceability, 343–344
traceability matrix, 248–249
transition, 84–85, 240, 247
unambiguous, 87–88
value of business analysis, 12
verifiable, 88
the what component, 79
requirements management tools
convergence, 66
high-tech options, 66
in-flight benefits, 65
Kanban board, 65
low- and mid-tech options, 65–66
problem analysis, 64
volatility, 66
requirements package, 295
Requirements Package template, 262
requirements review
advantages, 302
business requirements, 303
entity relationship diagram, 302
formal review, 305–306
informal review, 305
participants, 304–306
post-implementation user assessment, 303
process, 303–304
program walkthroughs, 303
software requirements, 303
test case, 303
requirements validation test, 288
requirements workshop
agreeing to deadlines, 129
assigning action items, 128–129
attendees, 126
basic description, 125–126
as elicitation source, 106–107
facilitating/keeping things moving, 128
managing, 127–129
parking lot technique, 127–128
scheduling, 126–127
research
business analysis topics, 324
business analyst skills, 13–14
market, 191
new project startup, 329–330
respect, 48–49
return on investment (ROI), 175
reused requirements, 79
revenue, 189–190
reverse engineering
as elicitation source, 106–107
legacy systems, 135–136
uses for, 136
review. See requirements review
risk
business, 200–201
documenting, 183
factors, 202
project, 200–201
response, 201–202
test, 301
work plan consideration, 221
ROI (return on investment), 175
rollback plan, 316
rollout plan
components, 315–316
data conversion/migration, 316
handling of reporting and work-arounds, 316
parallel processing, 313
piloting, 313–314
rollback plan, 316
sample, 316–317
security access setup, 316
single cutover approach, 314–315
success criteria, 316
training plan, 316
transition readiness assessment, 312
root cause analysis
Claycomb on, 342–343
needs analysis, 145–146
rows, decision table, 262
RUP (Rational Unified Process), 230–231
Ruth, Shelley
elicitation session, 342

- S -
schedule, test, 301
scope
basic description, 185
business analysis lifecycle, 9
business driver alignment with, 188–191
defining with data flow diagram, 193–198
diagrams, 118
functional requirements
documentation, 242
gaining consensus on, 196–197
getting agreement on, 205
indicating items not in, 204–205
making sure of right solution, 186
scope (continued)  
project, identifying interfaces part of, 191–193  
project initiation documentation to clarify, 198–204  
relevant stakeholder, recognizing, 186–188  
scope creep  
avoiding, 205–208  
business requirements overload, 80  
changing control process formulation, 207–208  
identifying, 206–207  
value of business analysis, 12  
scope diagram, 193–194  
screen controls, mockups, 279  
screen layout  
as document analysis, 116–117  
prototyping techniques, 274  
screenshot, 276  
SDLC (software development lifecycle), 285  
security  
matrix, 245  
needs, 56  
nonfunctional requirements, 84, 245  
Rollout plan, 316  
test, 289  
silo  
business analyst lingo, 14  
stakeholders in different parts of organization, 188  
simulation prototype, 135, 275–276  
simulation tools, 64  
single cutover approach, 314–315  
SIPOC (Supplier-Input-Process-Output-Customer) diagram, 264  
Six Sigma, 264  
Six Sigma For Dummies, 2nd Edition (Gygi and Williams), 264  
size, project, 219–221  
skills, business analyst, 13–16  
small project  
transition hand over, 318  
work plan, 219–220  
SMART objectives  
listing in project initiation document, 200  
in mission statement, 169–170  
eeds analysis, 159–160  
SME (subject matter expert)  
domain, 34–35, 43–44  
implementation, 35  
roles, 34–35  
smoke test, 286  
social network  
interaction, 321–322  
tools, 55  
software developer error codes, 293  
software development lifecycle (SDLC), 285  
software maintenance project, 213–214  
software requirements, 303  
solution  
alternative, 172–173  
audience, 156–157  
BABOK knowledge areas, 16  
business analysis lifecycle, 9–10  
business case benefits, 164  
knowing when you have, 154–157  
solution option value validation model, 155–156  
technology requirements, 85–86  
value of business analysis, 12  
solution position statement  
business case support documentation, 181–182  
needs analysis, 153–154  
solution requirements  
documentation, 242–247  
functional, 83–84  
nonfunctional requirements, 84  
software requirements focus, 83  
solution conditions and capabilities, 82  
vision statement, 83  
who reviews and uses, 240  
spell-check, 47  
spiral methodology, 230–231  
staffing and training needs, 300  
stakeholder. See also leadership; management  
analysis, 81  
basic description of, 31  
breaking into smaller groups, 76  
communication, 42–45  
consensus with, 49  
finding, 39–40  
interview, 122
introduction to this book, 1
list, 39–40
motivating to accept tool, 71
project support personnel, 36–37
relationship with, 48–49
technical personnel, 37–39
top management, 32–34
trust and respect among, 48–49
uncovering by asking project-specific question, 187
stakeholder communication work plan
basic description, 211
communication/elicitation approach, 226
getting stakeholder involved, 225
identifying the people, 222–223
location/time zone, 226
objective characteristics, 223–224
requirements, 226
sample, 227
stakeholder name/group and role, 226
subjective characteristics, 224–225
stakeholder needs
identifying, 76–77
intersections/interfaces, 144–145
needs analysis, 143–145
stakeholder requirements
basic description, 80–81
business requirements comparison, 81
conflict between, 82
documentation, 241–242
stakeholder analysis to identify, 81
Stand Back and Deliver (Pixton, Nickolaisen, Little, and McDonald), 281
statement of key benefit, 153–154
statement of need or opportunity, 153
statement of primary differentiation, 154
statement of purpose, 198–199
storyboard, 275
stovepipe, 188
stress test, 289
subject matter expert (SME)
domain, 34–35, 43–44
implementation, 35
roles, 34–35
subjective characteristics, 224–225
sunk cost, 175
Supplier-Input-Process-Output-Customer (SIPOC) diagram, 264
support
cost, 70
transition hand over, 317–318
survey
closed and open-ended questions, 123–124
compiling and using data from, 125
as elicitation source, 105, 107
getting a response, 124–125
length, 124
suspension and resumption criteria, 299
swimlane workflow diagram, 264
symbols
data flow diagram, 252
entity relationship diagram, 255–256
workflow diagram, 265
synergy, 126
system architecture
document analysis, 118
functional requirements
documentation, 242
system documentation, 117
system interface, 192–193
system test, 288–290
system-related impact, cost/benefit analysis, 179–180

- T -
tangible cost, 174–175
target audience
needs analysis, 153
for solution, 156–157
task
listing in work plan, 211, 232
test, 299
Taylor, Allen G.
Database Development For Dummies, 257
technical personnel
database administrator, 39
quality assurance personnel, 38–39
roles, 37–38
talking to, 44
usability engineers, 38
technical writer, 37
test case
   - creating, 296–297
   - requirements review, 303
   - text messaging, 54
   - textual definition tools, 62
   - throwaway prototype, 133–135, 274
   - ticket, project, 219
   - time management, 14
   - time-bound objectives, 160, 170
   - time-boxed agile development, 230
title, use case description, 271
to-be scenario, 176–177
tools
   - B2T Training website, 53
   - budget, 69–70
   - business analyst skills, 15
categories, 53
collaboration, 57–59
communication, 54–57
definition, 62–64
evaluating which to use, 66–70
innovation and idea capture, 59–61
productivity, 53
requirements management, 64–66
social network, 55
successful implementation of, 70–71
unnecessary, 69
traceability
   - matrix, 248–249
   - Pena on, 343–344
training
   - cost, 70
   - formal, 324
   - rollout plan, 316
test plan, 300
transition requirements
documentation, 247
transferability, 246
transference risk response, 201
transition. See also transition requirements
   - basic description, 307
   - hand over, 317–318
   - organization readiness assessment, 309–310
   - preparation, 307–308
   - requirement components, 308–309
   - rollout plan, 312–317
stakeholder motivation and competence assessment, 310–312
value of business analysis, 12
transition requirements. See also transition
basic description, 84–85
nonfunctional requirements documentation, 247
as part of every project type, 308
who reviews and uses, 240
trust and respect, 48–49
Twitter, 321

• U •

UAT (user acceptance test), 288, 293–294
UI specification, mockups, 279
unambiguous requirement, 87–88
underlying competencies, 17
uniqueness, data, 91
unit test, 286–287
unnecessary tools, 69
usability
  heuristics, 291–292
  nonfunctional requirements, 84, 246–247
usability engineer, 38
usability test
  heuristics, 291–292
  system test, 290
use case
  core component requirements, 92–93
  nonfunctional requirements
documentation, 245
  as use case diagram component, 269
use case description
actors, 271
basic description, 268
created by artifact, 273
creating, 273
date created and revision history artifact, 273
date, 270
example, 270
frequency of use artifact, 273
identifier, 273
path, 272
postcondition, 271
precondition, 271
priority artifact, 273
title, 271
use case diagram
  actor, 269
  associations, 269
  automation boundary, 269
  basic description, 268
  creating, 269–271
use case model, 268–269
user acceptance test (UAT), 288, 293–294
user interface
  specification, 118, 192
  usability test, 292
user story
  advantages/disadvantages, 280
  characteristics, 280
  confirmation, 281–282
  creating, 281
textual definition tools, 62
uses for, 280

• V •

vacation/breaks, 330–331
validation
  phases, 290–291
  post-implementation user assessment, 294–295
  solution option value validation model, 155–156
test plan, 297–302
usability test, 291–293
user acceptance test, 293–294
versus verification, 284
value-driven perspective, 15
verbal and nonverbal communication, 46–47
verifiable requirement, 88
verification
  integration test, 287–288
  smoke test, 286
  system test, 288–290
test plan, 297–302
unit test, 286–287
versus validation, 284
version control, 332
video, 55
virtual collaboration, 58–59
visible system status usability heuristic, 291
vision statement, 83
voicemail, 54
volatility, 66
volume test, 289

• W •

waterfall project, 228–229
WBS (work breakdown structure), 33
web conference, 55
web development project, 218–219
webinar, 55
website
  B2T Training, 53
  as document analysis, 116
“what” question
elicitation process, 99
requirements differentiation, 79
“when” question, 102–103
“where” question, 101–102
“who” question, 99–100
“why” question, 100–101
WIIFM (What’s in it for me?) acronym, 156
Williams, Bruce
  Six Sigma For Dummies, 2nd Edition, 264
wireframing (mockup), 64, 276
work breakdown structure (WBS), 33
work plan
  business risk, 221
  communication, 233
  compilation, 231–234
  contingencies, 234
  deliverables list, 211
  framework, 211–213
  interface, 221
  key components, 210–211
people represented in, 212
process, 227–230
process area, 212
project characteristics area, 212–219
project complexity, 221–222
project methodology area, 212
project size, 219–221
reasons for, 209–210
stakeholder communication, 211
task list, 211
time and cost estimation, 211, 232–233
timeline, 210
work-arounds, 316
workflow diagram
  advantages/disadvantages, 265
  ANSI flowchart, 264
  creating, 266
decision points, 266
example, 267–268
geographic, 264
point of view, determining, 266
SIPOC, 264
swimlane, 264
symbols, 265
UML Activity, 264
when to apply, 264–265
workflow type, 266
workshop. See requirements workshop
agreeing to deadlines, 129
assigning action items, 128–129
attendees, 126
basic description, 125–126
as elicitation source, 106–107
facilitating/keeping things moving, 128
managing, 127–129
parking lot technique, 127–128
scheduling, 126–127
Writing Effective Use Cases (Cockburn), 268