

# *Business Analysis and Requirements Gathering*

(Version 1)

**Duration: 3 - 4 Days**

## **Overview**

This seminar will teach you the most commonly used techniques for analyzing business technology solutions and defining quality business requirements. The evolving role of business and systems analysts is explained. Current information gathering and documentation techniques from the effective use of JAR/JAD sessions to the concepts of the Unified Modeling Language (UML) are introduced.

## **Approach**

The seminar presents an integrated set of techniques that will help you from the beginning of an information system project to the end. Each technique is explained in non-technical language and demonstrated on a simple example. Working with others, you will try it out on a clearly defined case study. Your results are then evaluated, discussed and compared to the desired results. In extended workshops, you will apply the technique to situations from your real-life environment with instructor guidance.

## **Audience**

The target audience includes project leaders, business/system analysts, managers and end-users who are not information system experts but are interested in using information technology to create a competitive advantage.

## **Customization**

Each section listed in the outline can be presented as a stand-alone workshop. The duration of each section depends on the amount of time needed for the participants to absorb the material. The listed times represent the absolute minimum per section. Any section can be expanded with additional exercises and/or discussions with your in-house information system experts to increase the learning effect.

## **Presenters**

Our instructors have extensive experience in applying these techniques on projects with business experts from a wide variety of fields. Their ability to recognize communication gaps between business experts and information system experts uniquely qualifies them for presenting this material.

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## Outline

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### **GI Introduction**

*Duration ≈ 1 hour*

In a competitive world, the company that gets the goods to the customer with the highest quality at the lowest cost will survive. This is true whether you sell products or services. It implies an organization with a cost-effective workflow that adds value to the goods at every step. Information technology can help, if it is efficiently designed with the business need in mind.

1. Why is it difficult to get good information systems?
2. What is a business analyst?
3. What tools and techniques can a business/system analyst use?

### **BA Defining Business Problems**

*Duration ≈ 3 hours*

Jobs are usually not designed, they evolve. The people doing the work do whatever they have to do to get the job done. Quite often, that means being creative and figuring out how to get the job done in spite of the “system.” There is nothing wrong with that approach, unless the selected solution causes problems somewhere further down the line. The business/system analyst has to figure out if the cure is worth the price.

1. What is the problem?
2. Can you separate symptoms and solutions from “real” problems?
3. Who is affected by the problem and who can fix it?
4. What questions should you ask?

### **JI Overview of JAR/JAD Requirements Gathering**

*Duration ≈ 2 hours*

Decreasing time and cost to deliver information technology that the business community can use has been the goal of the information industry since it was born. Joint Application Requirements/Development (JAR/JAD) is a powerful option if your situation is right. Given the state-of-the-art, how can this consensus-building approach help your project and your organization?

1. Why do technology projects (still) take so long?
2. The promises of accelerated techniques
3. What are the risks of acceleration?

### **BP Model the Business Perspective**

*Duration ≈ 4 hours*

Process models help people without business expertise understand how things work. A work flow diagram makes problem areas visible and shows the impact of proposed changes. The diagram can be modified and tested without affecting the real world. Used effectively, it will reduce the probability of omitting critical aspects of your solution. To be effective, all involved parties have to understand what the model represents and what it ignores.

1. What is a work flow diagram?
2. How will the diagram help you identify problems?
3. What other benefits do process models provide?
4. Which analysis techniques use the model and why do you need them?

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**Outline (continued)**

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**BD Defining Business Data***Duration ≈ 4 hours*

With or without computers, you can't do a good job if you don't know what you need to know. Data describes everything in a company from the initial customer order to the final invoice and beyond. Getting correct data when you need it lets you meet or exceed your customers' expectations. Inaccurate, late and missing data causes expensive rework and delays. As a business/system analyst, you have to understand the role of data.

1. What is a business data model?
2. Why do you need one?
3. What are the long-term benefits of a data model?
4. How can you create a business data model?

**UI Introduction to the Unified Modeling Language (UML)***Duration ≈ 2 hours*

The Unified Modeling Language (UML) is currently viewed as the future method for developing and delivering information technology. This new language enables analysts, developers and end-users to work from a set of standard models that are created at the beginning of analysis and evolve to become the solution that is delivered. The challenge here is to understand the complex models and figure out how to implement them in your organization.

1. What diagrams does the UML encompass?
2. How can a business/system analyst start the project right?
3. Where can you get help for this cutting edge approach?

**BR From Business Rules to System Requirements***Duration ≈ 4 hours*

The purpose of a business requirement is to communicate a business need to a technical expert. It has to enable the technical expert to recognize the technological impact. The purpose of a system requirement is to define the solution that will meet the business requirements. Missing or misunderstood business and system requirements cost considerably more than programming or testing errors. Fortunately, the ability to define usable requirements is a learnable skill.

1. Why is requirements definition so difficult?
2. What is the difference between business and system requirements?
3. How can you manage requirements?
4. Can you test what the requirements imply before the solution is developed?

**TI Testing Based on Business Requirements***Duration ≈ 2 hours*

Testing is your primary weapon in the war against errors. To define good requirements, you need to understand the testing process that will ultimately determine whether or not the solution fits your needs. If you don't know how you will test a requirement when the system is delivered, you need to know more about the requirement.

1. Which testing deliverables does the business/system analyst have to understand?
2. What is a testing strategy and why do you care?
3. When are you done testing?

**Case Study**

**Bibliography**

## Objectives

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*Attend this section. . .*

*. . .to learn how to*

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|---|--|
| <b>GI Introduction</b>  | <ul style="list-style-type: none"><li>➤ Define the evolving role of today's business analyst</li><li>➤ Identify the critical skills required by business analysts</li><li>➤ Organize questions, issues and assumptions efficiently</li></ul>               |
| <b>BA Defining Business Problems</b>                          | <ul style="list-style-type: none"><li>➤ Write clear, easy-to-understand problem statements</li><li>➤ Determine which problems are worth solving</li><li>➤ Plan and conduct effective interviews</li></ul>  |
| <b>JI Overview of JAD/JAR Requirements Gathering</b>          | <ul style="list-style-type: none"><li>➤ Understand what JAD/JAR sessions are and what they are not</li><li>➤ Identify projects that are suitable JAD/JAR candidates</li><li>➤ Recognize the risks of accelerating the analysis and design phases</li></ul> |
| <b>BP Model the Business Perspective</b>                      | <ul style="list-style-type: none"><li>➤ Present business processes in work flow diagrams</li><li>➤ Identify timing problems and requirements</li><li>➤ Analyze a system for potential short-term or quick fixes</li></ul>                                  |
| <b>BD Defining Business Data</b>                              | <ul style="list-style-type: none"><li>➤ Recognize how a data model impacts business decisions</li><li>➤ Understand the role of data in work flow problems</li><li>➤ Make better business use of data as a resource</li></ul>                               |
| <b>UI Introduction to The Unified Modeling Language (UML)</b> | <ul style="list-style-type: none"><li>➤ List the 9 diagramming types that compose the UML</li><li>➤ Determine when each diagram is created and why</li><li>➤ Interpret what the diagrams say and what they don't</li></ul>                                 |
| <b>BR From Business Rules to System Requirements</b>          | <ul style="list-style-type: none"><li>➤ Write clear, verifiable requirements</li><li>➤ Prioritize requirements based on business needs</li><li>➤ Manage requirements throughout the project life cycle</li></ul>   |
| <b>TI Testing Based on Business Requirements</b>              | <ul style="list-style-type: none"><li>➤ Use business requirements to define test cases</li><li>➤ Differentiate between 8 types of integration and system tests</li></ul>   |