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# Messenger

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## Business Analysis

Business analysis is used to identify and articulate the need for change in how organizations work, and to facilitate that change. According to the *Business Analysis Body of Knowledge (BABOK® Guide)*, business analysis is the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders. It involves understanding how organizations function to accomplish their purposes.

In October 2003, the International Institute of Business Analysis (IIBA®) was founded in Toronto, Canada. The purpose of this organization is to support the business analysis community and create and develop an awareness and recognition of the value and contribution of the business analyst. It was within this organization that the *BABOK® Guide* was created.

The *BABOK® Guide* breaks Business Analysis down into six knowledge areas. For the next few months, we are going to give a brief overview of each area and the tasks associated with each.

### **Business Analysis Planning and Monitoring**

Business Analysis Planning and Monitoring defines the tasks related with the planning and monitoring of business analysis activities.

#### **Business Analysis Planning and Monitoring Tasks:**

1. **Plan business analysis approach** - You must start the entire process by describing the overall process that will be followed, how and when tasks will be performed, techniques that will be used, and deliverables that should be produced.

2. **Conduct stakeholder analysis** - Before you can begin any kind of analysis, you must identify your stakeholders. Determine who and what will be affected by a change.
3. **Plan business analysis activities** - During this task, you will answer many initial questions about the change. You will identify business analysis deliverables, determine the scope of work, determine which activities the business analyst will perform and when, and develop estimates for business analysis work.
4. **Plan business analysis communication** - We all know how important communication is. In order for any project or change to be successful, one of the key components is describing what needs to be communicated, what method will be used, who will receive the information, and how often should it happen.
5. **Plan requirements management process** - This is when you will define the process that will be used to approve requirements for implementation and manage changes to the solution or requirements scope.
6. **Manage business analysis performance** - This final task determines which metrics will be used to measure the work. It includes how to track, assess, and report on the quality of the work and authorizes steps to take in order to correct any problems that may arise.

***Opportunity is a moving target, and the bigger the opportunity, the faster it moves.***

***Richard Gaylord Briley  
Writer***

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**Elicitation**

Elicitation is an activity within requirements development that identifies sources for requirements and then uses elicitation techniques to gather requirements from those sources.

**Elicitation Tasks:**

1. **Prepare for elicitation** - You will first need to ensure that all needed resources are organized and scheduled for conducting the elicitation activities. You want to be prepared up-front to avoid delays and added costs.
2. **Conduct elicitation activity** - Next, gain information from your stakeholders regarding their needs. This can range from informal methods, such as observations, to a formal interview.
3. **Document elicitation results** - Once you have gained the necessary information from the

stakeholders, record it for use in analysis.

4. **Confirm elicitation results** - Finally, it is vital to validate that the stated requirements expressed by the stakeholder match the stakeholder's understanding of the problem and the stakeholder's needs.

In next month's *Messenger*, we will look at the third and fourth knowledge areas: Requirements Management & Communication and Enterprise Analysis

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