



Business Analysis Defined: Learn what BA is, when to do it in Agile and Waterfall SDM, and what techniques are in use.

Tom Hathaway, Angela Hathaway

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A Buddhist proverb warns, “Be mindful of intention. Intention is the seed that creates our future.” In a very real sense, this statement expresses the reason for business analysis. This discipline is really all about choosing and defining a desired future because without intention (expressed in business analysis terms, “requirements”), no future is more or less desirable than another. In reality, every organization does some form of business analysis whether they use the term or not. For many (especially larger organizations), it is an extremely structured, managed process while others thrive on change and only do business analysis when and as needed. The perception that business analysis is only needed to develop IT solutions is not entirely accurate. Actually, it is a critical component of any change initiative within an organization whether software is involved or not. This book provides insight into this fast-growing field by distinguishing strategic, tactical, and operational business analysis. It is based in part on surveys of what BAs really do and what business analysis techniques people use most often when they are the one “wearing the BA hat”. Because of the tight relationship between requirements and information technology, the authors also share their experience on how software development methodologies impact the business analysis responsibility.

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