

College of Humanities Master of Financial Technology- FinTech

Business Analysis

FNT613

Revision Lecture

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Ch.1: Introduction to Business Analysis

Ch.2: The Competencies of a Business Analyst

- **What is the Business Analysis**
- **The Competencies of a Business Analyst**

Ch.1: Introduction to Business Analysis

1. THE ORIGINS OF BUSINESS ANALYSIS

2. THE DEVELOPMENT OF BUSINESS ANALYSIS

- **The impact of outsourcing**
- **Competitive advantage of using IT**
- **Successful business change**
- **The importance of the business analyst**
- **Business analysts as internal consultants**

Ch.1: Introduction to Business Analysis

3. THE SCOPE OF BUSINESS ANALYSIS WORK

- **The range of analysis activities**
 - **Business analysis**
 - Realizing business analysis
 - Taking a holistic approach- POPIT model
 - Agile systems development
 - Supporting business change

3. THE ROLE AND RESPONSIBILITIES OF A BUSINESS ANALYST

Investigate, Evaluate, Strategy implementation, Business case production, Benefits realization,

4. THE BUSINESS ANALYSIS MATURITY MODEL (BAMM)

5. PROFESSIONALISM AND BUSINESS ANALYSIS

Qualifications, Standards, Continuing Professional Development, Professional Body

6. THE FUTURE OF BUSINESS ANALYSIS

Ch.2: The Competencies of a Business Analyst

1. THE COMPETENCIES OF A BUSINESS ANALYST

- PERSONAL QUALITIES
- BUSINESS KNOWLEDGE
- PROFESSIONAL TECHNIQUES

2. THE RIGHT SKILLS FOR THE RIGHT SITUATION

3. HOW CAN I DEVELOP MY SKILLS?

4. INDUSTRY SKILLS FRAMEWORKS

5. INDUSTRY QUALIFICATIONS

Ch.3: Strategy Analysis

Introduction

1. The Context for Strategy
2. What is strategy?
3. Strategy Development
4. External Environment Analysis
5. Internal Environment Analysis
6. SWOT Analysis
7. Executing Strategy

Ch.3: Strategy Analysis

1. The key steps involved in strategy analysis:

- Understand the organization's goals and objectives
- Assess the external environment
- Evaluate internal capabilities
- Analyze the current strategy
- Identify strategic options
- Conduct a risk analysis
- Make recommendations

2. The levels of the strategy:

- **Corporate Strategy**
- **Business Unit Strategy (BUS)**
- **Operational Strategy**

Ch.3: Strategy Analysis

3. The main five sources of power in strategic development

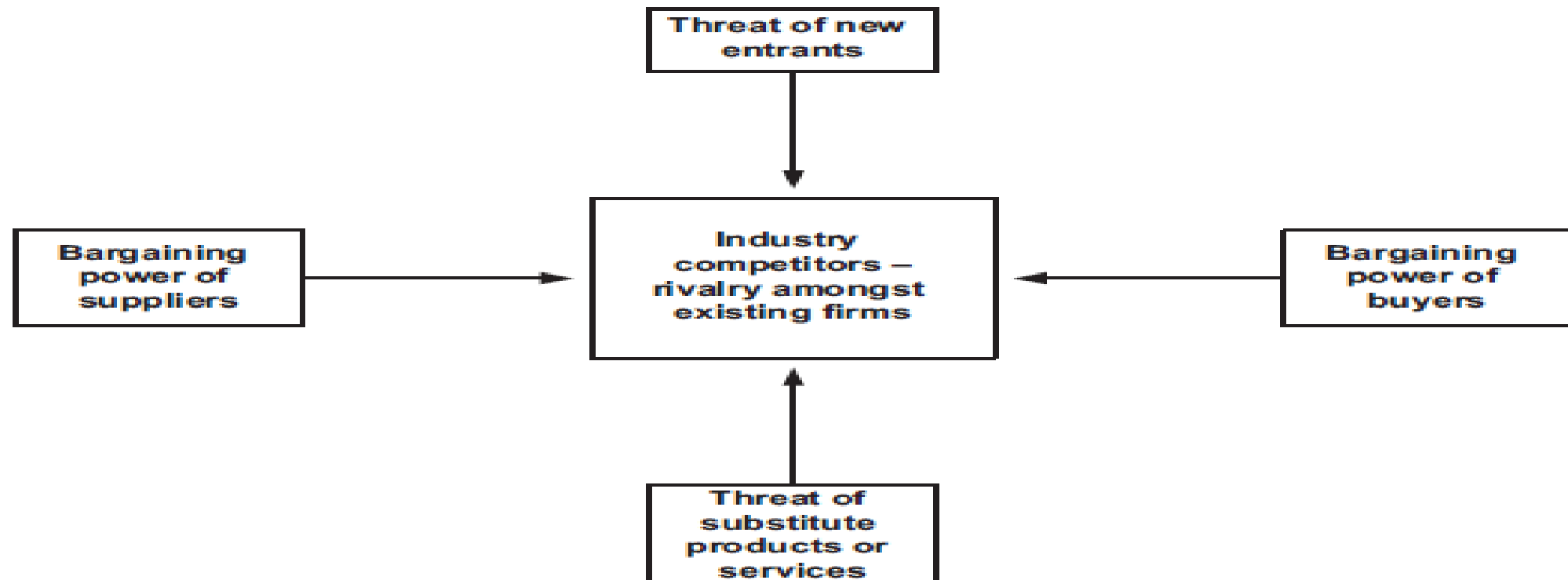
- **Dependency-**
- **Financial resources**
- **Position**
- **Uniqueness**
- **Uncertainty**

4. The External Environment Analysis is conducted using two models;

- **PESTLE analysis (political, economic, socio-cultural, technological, legal, and environmental)**
- **Porter's Five Forces model**

4. EXTERNAL ENVIRONMENT ANALYSIS

Figure 3.1 Porter's Five Forces model



Ch.3: Strategy Analysis

5. The Internal environment analysis

The internal organization is analyzed by two techniques:

- The MOST analysis technique. (Mission, Objectives, Strategy, Tactics)
- The resource audit and portfolio analysis using the Boston Matrix.

6. SWOT ANALYSIS

7. EXECUTING STRATEGY

- Three particular aspects of implementing strategy;

The context for the strategy,

The role of the leader, and

The two tools that could be used

- Two tools that help in the execution of strategy;

The Balanced Business Scorecard, and The McKinsey 7-S Model.

Ch.4: THE BUSINESS ANALYSIS PROCESS MODEL

- **NTRODUCTION**
 - 1. AN APPROACH TO PROBLEM SOLVING**
 - 2. THE BUSINESS ANALYSIS PROCESS MODEL**
- **INVESTIGATE SITUATION**
- **ANALYSE NEEDS**
- **EVALUATE OPTIONS**
- **DEFINE REQUIREMENTS**
- **DELIVER CHANGES**
- **CONCLUSION**

Ch.4: THE BUSINESS ANALYSIS PROCESS MODEL

1. Introduction

- **Mess findings**
- **Data finding**
- **Problem finding**

2. THE BUSINESS ANALYSIS PROCESS MODEL

- **Investigate Situation**
- **Consider Perspectives**
- **Analyze needs**
- **Evaluation Option**
- **Define Requirements**
- **Deliver Changes**

Ch.4: THE BUSINESS ANALYSIS PROCESS MODEL

2.1 INVESTIGATE SITUATION (OSCAR mnemonic)

- 1. Investigation techniques**
- 2. Documenting business situations**

2.2 CONSIDER PERSPECTIVES

- 1. Stakeholder identification and analysis**
- 2. Stakeholder perspectives**
- 3. Business activity modelling**

2.3 ANALYSE NEEDS

Analyzing Activities

Analyzing business processes

Ch.4: THE BUSINESS ANALYSIS PROCESS MODEL

2.4 EVALUATE OPTIONS

- 1. Identify potential options**
- 2. Assess feasibility**

2.5 DEFINE REQUIREMENTS

- 1. Requirements engineering**
- 2. Modelling systems**

2.6. DELIVER CHANGES

- 1. Delivering the requirements**
- 2. Implementing the business changes**

Ch.5: Investigation Techniques of business situation

Introduction

- Prior research
- Investigation techniques; Interviews, Observation, Workshops, scenarios
- User analysis
- Prototyping
- Quantitative approaches
- Suitability of techniques
- Documenting the current situation

Ch.5: Investigation Techniques of business situation

- 1. Prior research**
 - Study website
 - Study company reports
 - Study procedure manuals and documentation
 - Study the organization chart
- 2. Investigation techniques; Interviews, Observation, Workshops, scenarios**
 - INTERVIEWS
 - OBSERVATION
 - WORKSHOPS- focus Group
 - SCENARIOS
 - USER ANALYSIS
 - PROTOTYPING
 - QUANTITATIVE APPROACHES

Ch.5: Investigation Techniques of business situation

3. User analysis

4. Prototyping

5. Quantitative approaches

☐ **Surveys or questionnaires**

☐ **Special Purpose Record**

- **Activity Sampling**
- **Document Analysis**

6. Suitability of techniques

7. Documenting the current situation

Ch.5: Investigation Techniques of business situation

7. Documenting the current situation

- **Rich pictures**
- **Mind maps**
- **Business process models**
- **Spaghetti maps**
- **Fishbone diagrams**

Ch.6: Stakeholder Analysis and Management

- **Introduction**
- **Stakeholder Categories and Identification.**
- **Analyzing Stakeholders.**
- **Stakeholder Management Strategies.**
- **Summary of Stakeholder Management Strategies.**
- **Managing Stakeholders.**
- **Defining Stakeholder involvement – RACI and RASCI Charts**
- **Using Social Media in Stakeholder Management**
- **Understanding Stakeholder Perspectives- CATWOE**

Ch.6: Stakeholder Analysis and Management

1. Stakeholder Categories and Identification

- **Customers**
- **Partners**
- **Suppliers**
- **Competitors**
- **Regulators**
- **Owners**
- **Employees**
- **Managers**
- **Other stakeholders**

2. Analyzing Stakeholders.

One technique for analyzing stakeholders is the power/interest grid

Ch.7: Modelling Business Process

Introduction

1. Organizational Context
2. An Alternative View of an Organization
3. The Organizational View of Business Processes
4. Value Propositions
5. Business Process Models
6. Analyzing the 'as is' Process
7. Improving Business Processes
8. Process Measurement
9. Business Process Model and Notation
10. Six Sigma

Defining the Solution & Making a Business and Financial Case

Ch.8: Defining the Solutions
Ch.9: Making a Business and
Financial Case

Ch.10: ESTABLISHING THE REQUIREMENTS

- 1. Introduction**
- 2. The Problems with Requirements.**
- 3. A Framework for Requirement Engineering**
- 4. Actors.**
- 5. Requirements Election**
- 6. Requirements Election Techniques.**
- 7. Building the Requirements List**
- 8. Requirements Analysis**
- 9. Requirements Validation**
- 10. Agile Approach to Requirements**

DOCUMENTING AND MANAGING REQUIREMENTS & MODELLING REQUIREMENTS

**Ch.11: Documenting and
Managing Requirements**

Ch12: Modelling Requirements

DELIVERING THE REQUIREMENTS and DELIVERING THE BUSINESS SOLUTION

Ch13: DELIVERING THE
REQUIREMENTS

Ch14: DELIVERING THE
BUSINESS SOLUTION



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