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Nota di contenuto	Business Analysis: Best Practices for Success; Contents; Preface; Acknowledgments; International Institute for Learning, Inc. (IIL); PART I: THE PROBLEM SOLVER; CHAPTER 1: What Is a Business Analyst?; The Business Analyst in Context; What Is It All About?; The Role of the Business Analyst; The Business Analyst in the Center; Business Analyst Focus; The Ideal Business Analyst; Last-Liners; Notes; CHAPTER 2: The Evolution of the Business Analyst; The Business Analyst Hall of Fame; Where It Began; Information Systems; The Rise of the Business Analyst; The Business Analyst Position The Business Analyst ProfessionThe Question of Certification; The Challenge of Business Analyst Certification; The Value of Certification; Notes; CHAPTER 3: A Sense of Where You Are; Business Analysts Coming from IT; Business Analysts Coming from the Business Community; Living with the Business; The Lone Ranger; Working Both Sides of the Street; Central Business Analyst Organization; CHAPTER 4: What Makes a Good Business Analyst?; The Skillful Business Analyst; Is a Business Analyst Born or Made?; So What Does It Take to Be a Business Analyst?; CHAPTER 5: Roles of the Business Analyst

IntermediaryFilter; Mediator; Diplomat; Politician; Investigator; Analyst; Change Agent; Quality Control Specialist; Facilitator; Process Improver; Increase the Value of Organizational Business Processes; Build It and They Will Come; Reducing Complexity; Playing Multiple Roles; Notes; PART II: THE PLAYERS; CHAPTER 6: The Business Analyst and the Solution Team; Business Analyst and Project Manager; Business Analyst and Systems Analyst; Trying to Do All Jobs; Business Analyst and the Rest of the Solution Team; Bottom Line; Notes; CHAPTER 7: The Business Analyst and the Business Community Constituents and ConstituenciesBusiness Analysts and Upper-Level Management; Product Stakeholders; Subject Matter Experts; Process Workers; Managing Expectations; Notes; PART III: THE PROBLEM; CHAPTER 8: Define the Problem; First Things First; Challenge 1: Finding the Problem; Challenge 2: The Unstated Problem; Challenge 3: The Misunderstood Problem; Define the Real Problem; The Problem Determination Game; Documenting the Problem; Product Vision; Define the Vision; Checkpoint Alpha; Focus on the Problem and Vision; Note; CHAPTER 9: Define the Product Scope; Project and Product Scopes Product ScopeProduct Scope Formula; Strategic Justification; Business and Product Constraints; Business and Product Risks; Functional Goals; Political Success Factors; Product Scope Formula; Measuring; Take the Technical Pulse; Applying the Product Scope; Notes; CHAPTER 10: Confirm Alignment and Financial Justification; The Business Case; The Value of IT; Considering Alignment; Organization Mission; Organization Goals; Organization Strategies; Department-Level Mission, Goals, and Strategies; At the Tactical Level; Determining the Value of the IT Project Provide Financial Justification for Solving the Problem

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## Sommario/riassunto

"The definitive guide on the roles and responsibilities of the business analystBusiness Analysis offers a complete description of the process of business analysis in solving business problems. Filled with tips, tricks, techniques, and guerilla tactics to help execute the process in the face of sometimes overwhelming political or social obstacles, this guide is also filled with real world stories from the author's more than thirty years of experience working as a business analyst. Provides techniques and tips to execute the at-times tricky job of business analyst Written by an industry expert with over thirty years of experience Straightforward and insightful, Business Analysis is a valuable contribution to your ability to be successful in this role in today's business environment"--

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