Business Analyst Notes PDF

A business analyst connects business needs with solutions by gathering and documenting requirements, modelling processes, working with stakeholders and checking that the delivered product meets the need. These notes explain the role, the requirement documents, user stories, process models, SWOT, stakeholder analysis and how the work fits in Agile teams.

Key takeaways

- A business analyst translates between business stakeholders and technical teams.
- Core outputs are requirements, user stories, process models and acceptance criteria.
- Elicitation techniques include interviews, workshops, observation and document review.
- Good requirements are clear, testable and prioritised.
- In Agile teams the analyst helps refine the backlog and clarify user stories.

What is business analyst notes?

Business analysis is the practice of understanding a business problem or opportunity, defining what is needed to address it and communicating that clearly so that a team can build and deliver the right solution.

What does a business analyst do?

A business analyst (BA) finds out what a business needs, writes it down clearly and helps the team deliver it. Typical tasks are meeting stakeholders, analysing current processes, documenting requirements, preparing user stories, supporting testing and communicating changes. A BA does not always code or manage the project, but works closely with both developers and managers.

How are requirements gathered?

Techniques include **interviews** with stakeholders, **workshops** with a group, **observation** of how work is done, **document review** of existing forms and reports, **surveys** for many users and **prototypes** to get feedback early. Use more than one technique, because people often describe what they think they need, not what they do.

What types of requirements exist?

Type	Meaning	Example
Business	Goal of the organisation	Reduce order errors

Type	Meaning	Example
Stakeholder	Needs of a group	Store staff need a quick stock view
Functional	What the system does	Show stock level by product
Non-functional	How well it works	Load in under three seconds
Transition	Needs to switch over	Migrate old records

What is the difference between BRD, SRS and user stories?

A **Business Requirements Document (BRD)** describes the business need and objectives. A **Software Requirements Specification (SRS)** describes the detailed system behaviour. **User stories** are short descriptions from the user's view: "As a store manager, I want to see low-stock items so that I can reorder on time." Each story has **acceptance criteria**, which are testable conditions such as "Items below the reorder level are highlighted."

How do I model a process?

Draw the current process (as-is) and the proposed one (to-be) using a flowchart or BPMN-style diagram with start, steps, decisions and end. Look for delays, handoffs and repeated work. The comparison shows where the change adds value. Use simple symbols and label each step with an action verb.

What analysis tools are used?

SWOT lists strengths, weaknesses, opportunities and threats. **Root cause analysis**, such as the five whys, asks why repeatedly to find the real cause. **MoSCoW** prioritises requirements as Must, Should, Could and Won't. **Stakeholder analysis** maps influence and interest to decide how to communicate with each person. **Gap analysis** compares the current state with the desired state.

How does a BA work in Agile?

The BA helps the product owner refine the backlog, writes and clarifies user stories, joins sprint planning, answers team questions during the sprint, supports acceptance testing and updates documents when needed. Documentation is lighter than in waterfall, but clarity is still required.

Which data skills help a BA?

Reading reports, basic SQL, Excel for analysis, simple charts and knowing which metrics measure a goal. A BA who can check numbers can support requests with evidence, for example how many orders are affected by an error.

What are common mistakes?

Writing vague requirements ("system should be fast"), skipping stakeholders, mixing solution and need, ignoring non-functional needs and failing to confirm requirements in writing. Always ask

"how will we know this is done?"

What does a sample user story with acceptance criteria look like?

Story: As a customer, I want to track my order so that I know when it will arrive. **Acceptance criteria:** 1) Given an order number, when I open tracking, then I see the current status. 2) The status updates within five minutes of a change. 3) If the number is wrong, a clear error is shown. 4) The page works on mobile. Criteria like these are specific enough for a tester to write test cases and for a developer to know when the work is done.

How do I run a good requirements workshop?

Share the goal and agenda in advance, invite people who decide and people who use the process, set time limits, capture decisions and open questions on a visible board and send a written summary the same day. Ask for examples of real cases, and confirm each requirement by reading it back. Rotate who speaks so quieter participants contribute.

How do I manage change requests?

Record each change with its reason and requester, assess the effect on scope, time, cost and risk, discuss with the decision maker and update documents and the backlog if approved. A simple change log prevents surprises and shows the team why decisions were made.

What are the key terms to remember?

Stakeholder: anyone affected by or influencing the solution. **Scope:** what is included and excluded. **Baseline:** the approved version of requirements. **Assumption:** something believed true but not confirmed. **Constraint:** a limit such as budget, time or regulation. Keeping a glossary in each project avoids confusion between teams.

Frequently asked questions

What does a business analyst do?

A business analyst gathers and documents requirements, models processes, works with stakeholders and helps ensure the delivered solution meets the business need.

What is a user story?

A user story is a short description of a need from the user view, such as "As a manager, I want X so that Y", with acceptance criteria.

What is the difference between BRD and SRS?

A BRD describes business needs and objectives, while an SRS describes detailed system behaviour and functions.

Does a business analyst need to code?

Not usually, but basic SQL, Excel and data reading skills help a lot.

What is MoSCoW prioritisation?

It ranks requirements as Must have, Should have, Could have and Will not have this time.

Sources and further reading

- IIBA: business analysis resources
- The Scrum Guide
- Atlassian Agile Coach

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