



# BUSINESS ANALYSIS IN SCRUM

## CONFRONTATION BETWEEN THEORY AND PRACTICE

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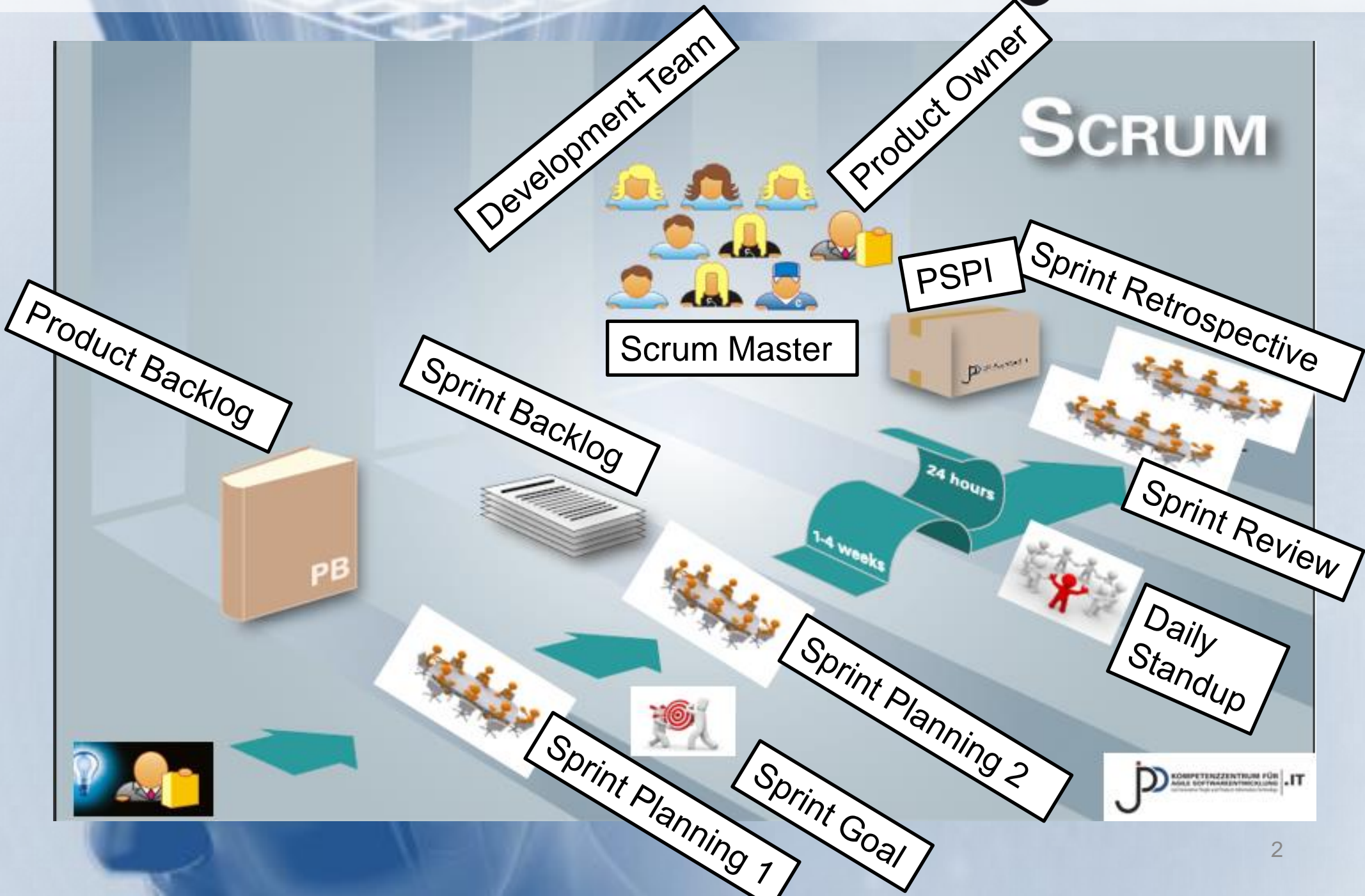
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# SCRUM



Business analysis is the practice of

Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

**enabling change**  
in an enterprise by  
**defining needs**

and

Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value.

**recommending solutions**  
that  
**deliver value**  
to stakeholders.



# Compare: Agile Manifesto

Individuals and  
interactions

over

processes and tools

Working software

over

comprehensive  
documentation

Customer collaboration

over

contract negotiation

Responding to change

over

following a plan

# Agile Business Analysis Manifesto

Individuals and  
interactions

to

define needs

Working software

by

recommending solutions

Customer collaboration

to

deliver value

Responding to change

by

enabling change

Business analysts are responsible for discovering, synthesizing, and analyzing information from a variety of sources within an enterprise, including tools, processes, documentation, and stakeholders.

The business analyst is responsible for eliciting the actual needs of stakeholders—which frequently involves investigating and clarifying their expressed desires—in order to determine underlying issues and causes.



The activities that business analysts perform include:

- understanding enterprise problems and goals,
- analyzing needs and solutions,
- devising strategies,
- driving change, and
- facilitating stakeholder collaboration.

Development Team

Product Owner

# SCRUM



Scrum Master

PSPI

Sprint Retrospective

Product Backlog

Sprint Backlog



Sprint Review

# Backlog Refinement



Daily Standup

Sprint Planning 2

Sprint Planning 1

Sprint Goal





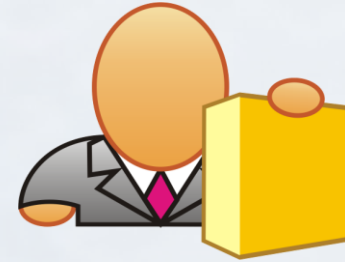
Other common job titles for people who perform business analysis include:

- business architect,
- business systems analyst,
- data analyst,
- enterprise analyst,
- management consultant,
- process analyst,
- product manager,
- product owner,
- requirements engineer, and
- systems analyst.

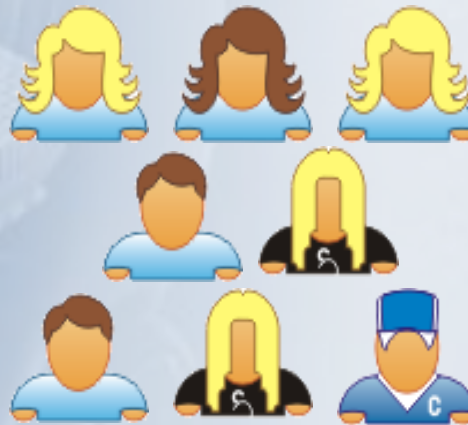
# Scrum Roles



Scrum Master



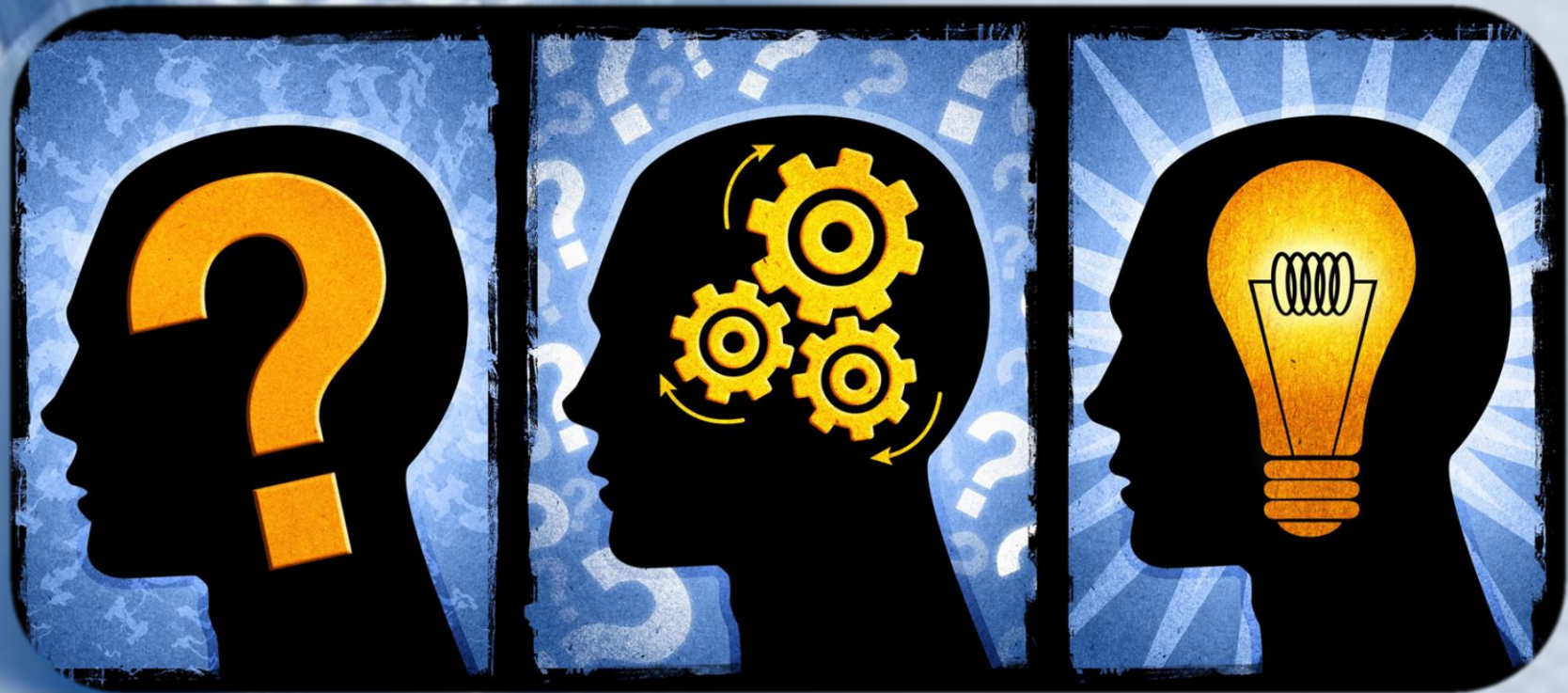
Product Owner



Development Team



# Potential Solutions





# Often seen: BA transformed into PO

Product Owner :

The Product Owner is the one and only person responsible for managing the Product Backlog and ensuring the value of the work the team performs.

This person maintains the Product Backlog and ensures that it is visible to everyone.

The Product Owner's focus is on return on investment (ROI).

[Source: Ken Schwaber]

# BA vs. PO Role

- PO more Product Manager
- BA more requirements oriented
- PO is responsible for product (and business)
- BA responsible for identifying business needs
- PO does not necessarily write User Stories
- BA often writes User Stories

- BA transformed into PO





# Often seen: Seperate BA team

- BAs work in seperate team in Sprints (or not)
- BA team hands over requirement definitions to development teams
- Communication happens much in written form
- Immediate feedback becomes a bit more difficult
- We-against-them can occur
- In contrast to agile principles

# Solution Rating

- BA transformed into PO
- Seperate BA team



# Often seen: BA as part of Dev.Team

- BA is not separate role, but skill-set
- BA may perform other activities, too
- Knowledge sharing happens automatically
- In scaling multiple BAs work in different teams, not every team has a BA (skill-set)
- Some people become part-time BAs
- Redundancy develops



- BA transformed into PO



- Seperate BA team



- BA as part of Dev.Team



- other variations possible

- Business Analysis in Scrum and other Agile Methods still important
- Ongoing effort – Backlog Refinement
- Business Analyst defines rather skill-set than role
- Often confused with the obligations of a Product Owner
- To be improved ...

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