Development of Requirements on the Role Business Analyst

Petr Doucek, Milos Maryska, and Lea Nedomova

University of Economics, W. Churchill sq. 4, Prague, Faculty of Informatics and Statistics, Czech Republic
{doucek,maryska,nedomova}@vse.cz

Abstract. The article analyzes the role Business Analyst in Czech companies in the context of current requirements of economic entities. The requirements represent the level and structure of knowledge and experience that the person entering the role should possess. We analyze them in time according to selection surveys carried out between 2006 and 2010. The article also includes a brief presentation of the methodology used for the survey including the method for measuring the knowledge in the different knowledge domains, selection of statistical sample for the selection survey among the companies and definition of how the data obtained was evaluated. In the end, the identified requirements of this role are stated as well as their dependence on the investigated aspects and the impacts of those requirements on the options for training this type of experts in the universities.

Keywords: Business Analyst, knowledge, requirement, corporate sphere, ICT role.

1 Introduction

The dynamic boom of information and communication technologies (ICT) has significant influence on the changes to the professional requirements of all roles [1] that are found in the corporate information technology. However, besides these changes, the corporate practice is also characterized by changes to the role of ICT professionals [2]. In view of this fact, it is therefore not only necessary, but also very important to answer the questions related to changes in competencies and qualifications of professional ICT personnel in connection with changing technologies and their deployment. Competencies and qualification can be analyzed from many different angles. One of these is, for instance, the factors impacting the fluctuation of workforce in companies [3], or the total concept of competencies and qualifications of Business Analysts [4].

The role Business Analyst is one of the traditional roles for ICT professionals in companies and its importance is proved by other researches [19 – 21]. It has a wide range of tasks and acts as a “bridge” transforming the requirements of the customer (requirements originator) to a language intelligible to developers and often communicates, for instance, with the role Enterprise Architect, who sets the direction for the development of the whole corporate information system [5].

Business Analyst [6] works as a liaison among stakeholders to elicit, analyze, communicate and validate requirements for changes to business processes, policies, and
information and information systems. He understands business problems and opportunities in the context of the requirements. This definition is quiet complex. On contrary easier definition of the role Business Analyst is provided by ASRI [7] that define Business Analyst as role that identifies and communicates with users to formulate and produce a requirements specification to create system and software solutions. The last approach and view on Business Analyst role is provided by CEPIS [4]. Based on the CEPIS [4] the Business Analyst is expected to be very effective in understanding business cases, eliciting requirements, modeling business processes and identifying the appropriate type of ICT solutions. For this role, a high level professional attitude and the ability to communicate are as vital as a wide and thorough ICT competence.

The importance of the role Business Analyst in companies is supported by various research works and analyses [8 – 10].

In order to track the assessment of the different ICT roles in practice, we looked for a suitable basis. The concept offered in the paper [3] allows to understand viewing of ICT professionals on the labor market and their behavior as an incremental structure, shown in Fig. 1.

![Research Framework for Turnover of ICT Professionals](image)

**Fig. 1.** Research Framework for Turnover of ICT Professionals  
*Source: [3]*

Within our analyses, we identified that one of the main current problems is the structure of knowledge expected by companies from the people entering the role Business Analyst. Their identification and exact description is important for the academy as educational establishments can adopt their training programs to the requirements of practice in training professionals for the role BA, thus increasing the employment opportunities of their graduates. Description of required knowledge and level of required knowledge is mentioned for example in [16, 22]. The problem was identified through discussion with professional both practice and academics are. They were usually closely oriented on their area and they did not see anything else.