

Out line of Dynamical Business Analysis Function for Organizational Structure

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ABSTRACT

*In continuously developing society brainstorming session often used to generate and analyse ideas and options. It is useful to encourage specific types of thinking and can be a convenient and symbolic way to request someone to “switch gears”. It involves restricting the group to only thinking in specific ways - giving ideas & analysis in the “mood” of the time. In present global scenerio this way of thinking has been coined as **Business analysis**; is a potential research discipline of identifying business needs and determining solutions to business problems. Solutions evolves from study often include a software-systems development component, but may also consist of process improvement, organizational change or strategic planning and policy development. Person who carries out this task is called a business analyst or BA. Business analysts do not work solely on developing software systems; but to apply business intelligence for sustainable development. Though the term business intelligence is sometimes a synonym for competitive intelligence (because they both support decision making), BI uses technologies, processes, and applications to analyze mostly internal, structured data and business processes while competitive intelligence gathers, analyzes and disseminates information with a topical focus on company competitors. If understood broadly, business intelligence can include the subset of competitive intelligence. Business intelligence and business analytics are sometimes used interchangeably, but there are alternate definitions.*

As the scope of business analysis is very wide, there has been a tendency for business analysts to specialize in one of the three sets of activities which constitute the scope of business analysis, the primary role for business analysts is to identify business needs and provide solutions to business problems these are done as being a part of following set of activities. Considering need of 21st century, the data age, here author has attempted to focus his discussion on the term business analysis in its multidementional way of thinking and its application in specific cases.

Introduction

Analysis is the process of breaking a complex topic or substance into smaller parts to gain a better understanding of it. The technique has been applied in the study of mathematics and logic since before Aristotle (384–322 B.C.), though *analysis* as a formal concept is a relatively recent development.^[1]

The word analysis comes from the Ancient Greek ἀνάλυσις (*analusis*, "a breaking up", from *ana-* "up, throughout" and *lysis* "a loosening").^[2] As a formal concept, the method has variously been ascribed to Alhazen,^[3] René Descartes (*Discourse on the Method*), and Galileo Galilei. It has also been ascribed to Isaac Newton, in the form of a practical method of physical discovery (which he did not name). Application of the term analysis is in Chemistry, Mathematics, Statistics, Economics, Linguistics, Literature, Philosophy, Psychotherapy, Music, Engineering, Signal processing, Computer science, Intelligence and some other fields have widen its application with scientific approach in Business^[4].

Consequence of which Business analysis has gaining potential in modern methodologies for multidentional approach of issues related to business^[5].

In modern society Business analysis means the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and to recommend solutions that enable the organization to achieve its goals. Business analysis is a research discipline^[6] of identifying business needs and determining solutions to business problems. Solutions often include a software-systems development component, but may also consist of process improvement, organizational change or strategic planning and policy development.

Business analysis involves understanding how organizations function to accomplish their purposes, and defining the capabilities an organization requires to provide products and services to external stakeholders. It includes the definition of organizational goals, how those goals connect to specific objectives, determining the courses of action an organization has to undertake to achieve those goals and objectives, and defining how the various organizational units and stakeholders within and outside of the organization with which that particular organization interact. Business analysis may be performed to understand the current state of an organization or to serve as a basis for the later identification of business needs i.e. needs of 21st century, the data age. In most cases, however, business analysis is performed to define and validate solutions that meet business needs, goals, or objectives.

A **Business Analyst** is the person who analyzes an organization or business domain (real or hypothetical) and documents its business or processes or systems, assessing the business model or its integration with technology. The role of a Systems Analyst can also be defined as a bridge between the business problems, that may be about business systems; for example the model, process, or method and the technology solutions^[7].

Business analysts must analyze and synthesize information provided by a large number of people who interact with the business, such as customers, staff, IT professionals, and executives. The business analyst is responsible for eliciting the actual needs of stakeholders, not simply their expressed desires. In many cases, the business analyst will also work to facilitate communication between organizational units. In particular, business analysts often play a central role in aligning the needs of business units with the capabilities delivered by information technology, and may serve as a "translator" between those groups.

A *business analyst* is a person who performs business analysis activities, no matter what their job title or organizational role may be. The Business Analyst is someone who is a part of the business operation and works with Information Technology to improve the quality of the services being delivered, sometimes assisting in Integration and Testing of new solutions. The BA may also support the development of training material, participates in the implementation, and provides post-implementation support. This may involve the development of project plans and often requires project management skills. Business analysts do not work solely on developing software systems. Those who attempt to do so, run the risk of developing an incomplete solution.

Business analysis practitioners include not only people with the job title of business analyst, but may also include business systems analysts, systems analysts, requirements engineers, process analysts, product managers, product owners, enterprise analysts, business architects, management consultants, or any other person who performs the tasks described in the *BABOK® Guide*, including those who also perform related disciplines such as project management, software development, quality assurance, and interaction design.

In many ways a business analyst (BA) is considered in a similar position to that of other skilled professionals. For example a surgeon, who will have available a wide array of instruments during a procedure. Some of these (a scalpel, for instance) are used all the time; others have very specific uses.

Skilled surgeons (i) have all of the instruments at their disposal, (ii) know how to use each, and (iii) know which one to select at each point in the procedure. Also, since each procedure is different, each will require its own specific combination of instruments to be used in a particular order. The business analyst, similarly, needs a full kit of tools and the skills and knowledge to be able to use each when and where it is needed. The business analyst should have fair knowledge in STEM – science, technology and mathematics. He should be aware of statistics, data science and A/B testing, which often involves testing various different web page designs to see which attracts more traffic.

There are at least four tiers of business analysis, viz: i. Strategic planning, ii. Business model analysis, iii. Process design, iv. Systems analysis :

- **Strategic planning** : Strategic planning is identifying the organization's business needs.
- **Business model analysis** : Strategic planning is the organization's policies and market approaches.
- **Process design** : Process design is standardising the organization's workflows.
- **Systems analysis** : Systems analysis is the interpreting business rules and requirements for technical systems (generally within IT)

Business analysis as a discipline has a heavy overlap with requirements analysis sometimes also called requirements engineering, but focuses on identifying the changes to an organization that are required for it to achieve strategic goals. These changes include changes to strategies, structures, policies, processes, and information systems.

Examples of business analysis includes: a. Enterprise analysis or company analysis, b. Requirements planning and management, c. Requirements elicitation, d. Requirements analysis and documentation, c. Requirements communication, d. Solution assessment and validation

Enterprise analysis or company analysis : Enterprise analysis or company analysis is focuses on understanding the needs of the business as a whole, its strategic direction, and identifying initiatives that will allow a business to meet those strategic goals. It also includes:

i. Creating and maintaining the business architecture, ii. Conducting feasibility studies, iii. Identifying new business opportunities, iv. Scoping and defining new business opportunities, v. Preparing the business case, vi. Conducting the initial risk assessment

Requirements planning and management : Requirements planning and management Involves planning the requirements development process, determining which requirements are the highest priority for implementation, and managing change.

Requirements elicitation : Requirements elicitation describes techniques for collecting requirements from stakeholders in a project. Techniques for requirements elicitation include: i. Brainstorming, ii. Document analysis, iii. Focus group, iv. Interface analysis, v. Interviews, vi. Workshops, vii. Reverse engineering, viii. Surveys, ix. User task analysis, x. Process mapping, xi. Observation/job shadowing.

Requirements analysis and documentation : It describes how to develop and specify requirements in enough detail to allow them to be successfully implemented by a project team.

Analysis

The major forms of analysis are: i. Architecture analysis, ii. Business process analysis, iii. Object-oriented analysis, iv. Structured analysis, v. Data warehouse analysis, storage and databases analysis

Documentation

Requirements documentation can take several forms viz. : i. Textual, ii. Matrix, iii. Diagrams, iv. Wireframe, v. Models

- **Textual** - for example, stories that summarize specific information
- **Matrix** - for example, a table of requirements with priorities

- **Diagrams** - for example, how data flows from one structure to the other
- **Wireframe** - for example, how elements are required in a website,
- **Models** - for example, 3-D models that describes a character in a computer game

Requirements communication : Requirements communication describes techniques for ensuring that stakeholders have a shared understanding of the requirements and how they will be implemented.

Solution assessment and validation : Solution assessment and validation describes how the business analyst can perform correctness of a proposed solution, how to support the implementation of a solution, and how to assess possible shortcomings in the implementation.

Business analysis techniques

Given the increasing emphasis on early-engagement business analysis, and the need for this work to align with the business strategy and objectives, an understanding of strategic analysis techniques is essential for all BAs. A range of techniques for carrying out strategic analysis and definition, plus techniques to monitor ongoing performance are required in which the following four areas are covered: a. strategy analysis, including external environment and internal capability; b. strategy definition; c. strategy implementation; d. performance measurement.

There are a number of generic business techniques that a business analyst will use when facilitating business change. Some of these techniques are i. PESTLE, ii. Heptalysis, iii. MOST, iv. SWOT, v. CATWOE, vi. de Bono's Six Thinking Hats, vii. Five Whys, viii. MoSCoW, ix. VPEC-T, x. SCRS

PESTLE : This techniques is used to perform an external environmental analysis by examining the many different external factors affecting an organization.

The six attributes of **PESTLE** are : i. Political (current and potential influences from political pressures), ii. Economic (the local, national and world economy impact), iii. Sociological (the ways in which a society can affect an organization), iv. Technological (the effect of new and emerging technology), v. Legal (the effect of national and world legislation), vi. Environmental (the local, national and world environmental issues)

Heptalysis : This techniques is used to perform an in-depth analysis of early stage businesses/ventures on seven important categories of Heptalysis are:^[8]

i. Market opportunity, ii. Product/solution, iii. Execution plan, iv. Financial engine, v. Human capital, vi. Potential return, vii. Margin of safety

MOST : This is used to perform an internal environmental analysis by defining the attributes of MOST to ensure that the project you are working on is aligned to each of the four attributes.

The four attributes of MOST are^[9] : i. Mission (where the business intends to go), ii. Objectives (the key goals which will help achieve the mission), iii. Strategies (options for moving forward), iv. Tactics (how strategies are put into action)

SWOT : This is used to help focus activities into areas of strength and where the greatest opportunities lie. This is used to identify the dangers that take the form of weaknesses and both internal and external threats.

The four attributes of SWOT analysis are, i. Strengths, ii. Weaknesses, iii. Opportunities, iv. Threats :

Strengths : What are the advantages? What is currently done well? (e.g. key area of best-performing activities of your company)

Weaknesses : What could be improved? What is done badly? (e.g. key area where you are performing poorly)

Opportunities : What good opportunities face the organization? (e.g. key area where your competitors are performing poorly)

Threats : What obstacles does the organization face? (e.g. key area where your competitor will perform well)

CATWOE : CATWOE analysis is a Soft Systems Methodology tool used to prepare a rigorous and comprehensive root definition, as the basis to solving problems with multiple perceptions. This is used to prompt thinking about what the business is trying to achieve. Business perspectives help the business analyst to consider the impact of any proposed solution on the people involved.

There are six elements of CATWOE^[10] are i. Customers, ii. Actors, iii. Transformation Process, iv. World View, v. Owner, vi. Environmental Constraints :

Customers : Who are the beneficiaries of the highest level business process and how does the issue affect them?

Actors : Who is involved in the situation, who will be involved in implementing solutions and what will impact their success?

Transformation Process : What processes or systems are affected by the issue?

World View : What is the big picture and what are the wider impacts of the issue?

Owner : Who owns the process or situation being investigated and what role will they play in the solution?

Environmental Constraints : What are the constraints and limitations that will impact the solution and its success?

de Bono's Six Thinking Hats

de Bono's Six Thinking Hats is often used in a brainstorming session to generate and analyse ideas and options. It is useful to encourage specific types of thinking and can be a convenient and symbolic way to request someone to "switch gears". It involves restricting the group to only thinking in specific ways - giving ideas & analysis in the "mood" of the time. de Bono's Six Thinking Hats also known as the Six Thinking Hats and comprises Green, Yellow, Black, Red, Blue, Not all colors, White.

White: Pure facts, logical.

Green: Creative.

Yellow: Bright, optimistic, positive.

Black: Negative, devil's advocate.

Red: Emotional.

Blue: Cold, control.

Not all colors / moods have to be used

Five Whys

Five Whys is used to get to the root of what is really happening in a single instance. For each answer given a further 'why' is asked.

MoSCoW

MoSCoW is used to prioritize requirements by allocating an appropriate priority, gauging it against the validity of the requirement itself and its priority against other requirements.

MoSCoW comprises:

Must have - or else delivery will be a failure.

Should have - otherwise will have to adopt a workaround.

Could have - to increase delivery satisfaction.

Would like to have in the future - but won't have now.

VPEC-T

Technique VPEC-T is used when analyzing the expectations of multiple parties having different views of a system in which they all have an interest in common, but have different priorities and different responsibilities viz: Values, Policies, Events, Content, Trust. Where Values means constitute the objectives, beliefs and concerns of all parties participating, may be financial, social, tangible and intangible; Policies means constraints that govern what may be done and the manner in which it may be done; Events means real-world proceedings that stimulate activity; Content means the meaningful portion of the documents, conversations, messages, etc. that are produced and used by all aspects of business activity; Trust means between users of the system and their right to access and change information within it.

SCRS

The SCRS approach in business analysis claims^[11] that the analysis should flow from the high-level business strategy to the solution, through the current state and the requirements. SCRS stands for:

i. Strategy, ii. Current State, iii. Requirements, iv. Solution

Roles of business analysts

Scope of business analysis is very wide. Tendency for business analysts to be specialized in one of the three sets of activities which constitute the scope of business analysis, the primary role for business analysts is to identify business needs and provide solutions to business problems these are done as being a part of set of activities viz. Strategist, Architect, Systems analyst.

Strategist : Organizations need to focus on strategic matters on a more or less continuous basis in the modern business world. Business analysts, well-versed in analyzing the strategic profile of the organization and its environment, serves this need, advising senior management on suitable policies, and the effects of policy decisions.

Architect : Organizations may need to introduce change to solve business problems which may have been identified by the strategic analysis, referred to above. Responsibility of business analysts analyzing objectives, contributes processes and resources, and suggests ways by which re-design (BPR), or improvements (BPI) could be made. Particular skills of this type of analyst are "soft skills", such as knowledge of the business, requirements engineering, stakeholder analysis, and some "hard skills", such as business process modeling. Although role for strategic analysis requires an awareness of technology and its uses, it is not an IT-focused role.

Three elements are essential to this aspect of the business analysis effort. These are : i. the redesign of core business processes; ii. the application of enabling technologies to support the new core processes; and iii. the management of organizational change. This aspect of business analysis is also called "business process improvement" (BPI), or "reengineering".

Systems analyst : In modern business there is the need to align IT Development with the systems actually running in production for the Business. A long-standing problem in business is how to get the best return from IT investments, which are generally very expensive and of critical, often strategic, importance. IT departments, aware of the problem, often create a business analyst role to better understand, and define the requirements for their IT systems. Although there may be some overlap with the developer and testing roles, the focus is always on the IT part of the continuously changing process, and generally, this type of business analyst gets involved, only when a case for change has already been made and decided upon.

The term "analyst" lately considered somewhat misleading, as analysts (i.e. problem investigators) also do design work (solution definers). Clear idea about systems analyst is important.

The Business Analysis Function within the organizational structure

The role of Business Analysis is of various structures within an organizational framework. Business Analysts typically act as a liaison between the business and technology functions of a company and the role can be often successful either aligned to a line of business, within IT or sometimes both.

Business Analysis Function composed of a. Business Alignment, b. IT alignment, c. Business analysis center of excellence

Business Alignment

When Business Analysts report up through the business side, they are often subject matter experts for a specific line of business. These Business Analysts typically work solely on project work for a particular business, pulling in Business Analysts from other areas for cross-functional projects. In this case, there are usually Business Systems Analysts on the IT side to focus on more technical requirements.

IT alignment

In many cases, Business Analysts live solely within IT environment and they used to focus on both business and systems requirements for a project, consulting with various subject matter experts (SMEs) to ensure thorough understanding. Depending on the organizational structure, Business Analysts may be aligned to a specific development lab or they might be grouped together in a resource pool and allocated to various projects based on availability and expertise. The former builds specific subject matter expertise while the latter provides the ability to acquire cross-functional knowledge.

Business analysis center of excellence

Whether business analysts are grouped together or are dispersed in terms of reporting structure, companies may have create business analysis centers of excellence. A center of excellence provides a framework by which all business analysts in an organization conduct their work, usually consisting of processes, procedures, templates and best practices. In addition to providing guidelines and deliverables, it also provides a forum to focus on continuous improvement for the business analysis function.

Business process improvement

Roles of business analysts using Business analysis techniques is to work for a business process improvement (BPI) typically which involves six steps: i. Selection of process teams and leader, ii. Process analysis training, iii. Process analysis interview, iv. Process documentation, v. Review cycle, vi. Problem analysis.

i. Selection of process teams and leader

Process teams, comprising 2-4 employees from various departments that are involved in the particular process, are set up. Each team selects a process team leader, typically the person who is responsible for running the respective process.

ii. Process analysis training

The selected process team members are trained in process analysis and documentation techniques.

iii. Process analysis interview

The members of the process teams conduct several interviews with people working along the processes. During the interview, they gather information about process structure, as well as process performance data.

iv. Process documentation

The interview results are used to draw a first process map. Previously existing process descriptions are reviewed and integrated, wherever possible. Possible process improvements, discussed during the interview, are integrated into the process maps.

v. Review cycle

The draft documentation is then reviewed by the employees working in the process. Additional review cycles may be necessary in order to achieve a common view (mental image) of the process with all concerned employees. This stage is an iterative process.

vi. Problem analysis

A thorough analysis of process problems can then be conducted, based on the process map, and information gathered about the process. At this time of the project, process goal information from the strategy audit is available as well, and is used to derive measures for process improvement.

Identification business needs

Identification of business needs includes following steps:

1. Business definition
2. Understand business domain(s)
3. Organization goals

4. Core competence
5. Competitive stance

Goal of business analysis

Ultimately, business analysis wants to achieve the following outcomes:

- Create solutions
- Give enough tools for robust project management
- Improve efficiency and reduce waste
- Provide essential documentation, like requirements document, project initiation documents and others.

One way to assess these goals is to measure the return on investment (ROI) for all projects. For all of software development projects, keeping accurate data is important and business leaders are constantly asking for the return or ROI on a proposed project or at the conclusion of an active project. However, asking for the ROI without sufficient data of where value is created or destroyed may result with inaccurate projections.

Measures for waste Reduction and completion of projects in time

Delayed Completion of Project is costly in two different dimensions, firstly for Project costs; secondly for Opportunity costs:

- **Project costs** : Timely completion of project is a must not only for budget implementation, but also out put generation. For every month of delay, the project team continues to rack up costs and expenses. When a large part of the development team has been outsourced, the costs will start to add up quickly and are very visible if contracted on a time and materials basis (T&M). Fixed price contracts with external parties limit this risk. For internal resources, the costs of delays are not as readily apparent, unless time spent by resources is being tracked against the project, as labor costs are essentially 'fixed' costs.
- **Opportunity costs** : Opportunity costs come in two flavors – lost revenue and unrealized expense reductions. Some projects are specifically undertaken with the purpose of driving new or additional revenues to the bottom line. For every month of delay, a company foregoes a month of this new revenue stream. The purpose of other projects is to improve efficiencies and reduce costs. Again, each month of failure postpones the realization of these expense reductions by another month. In many cases, these opportunities are never captured or analyzed, resulting in misleading ROI calculations. Of the two opportunity costs, the lost revenue is the most egregious and the impacts are greater and longer lasting.

Document the right requirements

Business analysts must be ensure sure to define the requirements in a way that meets the business needs. For example, in IT applications the requirements need to meet end-users' needs. Essentially, they have to note the right application. This means that they must document the right requirements through listening carefully to 'customer' feedback, and by delivering a complete set of clear requirements to the technical architects and coders who will write the program. If a business analyst has limited tools or skills to help him elicit the right requirements, then the chances are fairly high that he will end up documenting requirements that will not be used or that will need to be rewritten. In that case the time wasted to document unnecessary requirements not only impacts the business analyst, it also impacts the rest of the development cycle. Coders need to generate application code to perform these unnecessary requirements and testers need to make sure that the wanted features actually work as documented and coded. Experts estimate that 10% to 40% of the features in new software applications are unnecessary or go unused. Being able to reduce the amount of these extra features by even one-third can result in

significant savings. An approach of minimalism or "Keep it Simple" and minimum technology supports a reduced cost number for the end result and on going maintenance of the implemented solution.

Improve project efficiency

Efficiency can be achieved in two ways: firstly by reducing rework and secondly by shortening project length.

Rework is a common industry headache and it has become so common at many organizations that it is often built into project budgets and time lines. It generally refers to extra work needed in a project to fix errors due to incomplete or missing requirements and can impact the entire software development process from definition to coding and testing. The need for rework can be reduced by ensuring that the requirements gathering and definition processes are thorough and by ensuring that the business and technical members of a project are involved in these processes from an early stage.

Shortening project length presents two potential benefits. For every month that a project can be shortened, project resource costs can be diverted to other projects. This can lead to savings on the current project and lead to earlier start times of future projects.

Risk assessment

When Goal of business analysis is to suggest Measures for waste Reduction and completion of projects in time and Improve project efficiency risk factor can be ignored. So risk assessment is an important part of business analysis for achieving goal. In project management, risk assessment is an integral part of the risk management plan, studying the probability, the impact, and the effect of every known risk on the project, as well as the corrective action to take when risk occur.^[12] It is indispensable to identify and mitigate risk by verifying technical and physical aspects of a project in order to safeguard potential project financial investments.^[13] Of special consideration in this area is the relevant codes of practice that are enforce in the specific jurisdiction. Understanding the regime of regulations that risk management must abide by is integral to formulating safe and compliant risk assessment practices.^[14]

Risk assessment is the determination of quantitative or qualitative value of risk related to a concrete situation and a recognized threat or hazard). *Quantitative risk assessment* requires calculations of two components of risk (R):, the magnitude of the potential loss (L), and the probability (p) that the loss will occur. Acceptable risk is a risk that is understood and tolerated usually because the cost or difficulty of implementing an effective countermeasure for the associated vulnerability exceeds the expectation of loss.^[15]

In all types complex systems of engineering sophisticated risk assessments are often made within Safety engineering and Reliability engineering when it concerns threats to life, environment or machine functioning. In the nuclear, aerospace, oil, rail and military industries have a long history of dealing with risk assessment. In medical, hospital, social service^[16] and food industries control risks and perform risk assessments on a continual basis. Methods for assessment of risk may differ between industries and whether it pertains to general financial decisions or environmental, ecological, or public health risk assessment.

Explanation

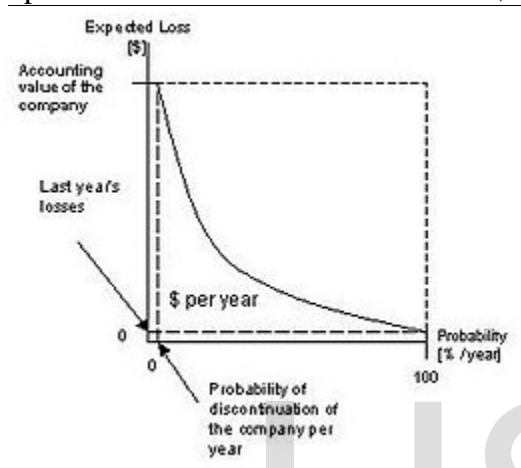
Risk assessment consists of an objective evaluation of risk in which assumptions and uncertainties are clearly considered and presented. Part of the difficulty in risk management is that measurement of both of the quantities in which risk assessment is concerned, potential loss and probability of occurrence, may be very difficult to measure. The chance of error in measuring these two concepts i.e. assumptions and uncertainties is high. Risk with a large potential loss and a low probability of occurrence, is often treated differently from one with a low potential loss and a high likelihood of occurrence. In theory, both are of near equal priority, but in practice it can be very difficult to manage when faced with the

scarcity of resources, especially time, in which to conduct the risk management process. Risk assessment function can be expressed mathematically as follows:

$$R_i = L_i p(L_i)$$

$$R_{total} = \sum_i L_i p(L_i)$$

Financial decisions, such as insurance, express loss in terms of money amounts. When risk assessment is used for public health or environmental decisions, loss can be quantified in a common metric such as a country's currency or some numerical measure of a location's quality of life. For public health and Financial decisions, such as insurance, express loss in terms of money amounts.



When risk assessment is used for public health or environmental decisions, loss can be quantified in a common metric such as a country's currency or some numerical measure of a location's quality of life. For public health and environmental decisions, loss is simply a verbal description of the outcome, such as increased cancer incidence or incidence of birth defects. In that case, the "risk" is expressed as

$$R_i = p(L_i)$$

If the risk estimate takes into account information on the number of individuals exposed, it is termed a "population risk" and is in units of expected increased cases per a time period. If the risk estimate does not take into account the number of individuals exposed, it is termed an "individual risk" and is in units of incidence rate per a time period. Population risks are of more use for cost/benefit analysis; individual risks are of more use for evaluating whether risks to individuals are "acceptable".

Risk assessment from a financial point of view.

Conclusion

Identifying business needs goal of business analysis is to achieve solutions for giving enough tools for robust project management, improve efficiency and reduce waste, provide essential documentation, like requirements document, project initiation documents, adoption of digital world and others. The way to assess these goals is to measure the return on investment (ROI) for all projects. According to Forrester Research, reduction waste and timely completion of projects, improvment project efficiency, Business Analysts wants to make sure that they have defined the requirements in a way that meets the business needs. For example, in IT applications the requirements need to meet end-users' needs. But all the parameters cited above for measuring the return on investment (ROI) for all projects varies with time, space, situation and organizational structure. There is no specific model(s), till exists, may fit for measuring sectors, time and situation of Organizational Structure in general. Dynamical Business Analysis Function for organizational structure need be developed for improvment efficiency and to reduce waste, provide essential documentation; like requirements document, project initiation documents and others particularly for achievement of solutions for robust project management. Dynamical system analysis^[17], a recent expansion on traditional functional connectivity analysis which typically assumes that functional networks are static in time^[18], a good mathematical tool and now a days it is been using by researchers in many complicated situations; model based on Dynamical Business Analysis Function will definitely come up for modern business analysing systems. Fuzzy logic^[19] Wavelet Analysis^[20], Fractal Analysis^[21,22] or Statistical Analysis may also be effective

mathematical tools for writing algorithm of such Dynamical equation^[23,24]. Deterministic approach^[25] also may be deployed for solution of such real life problem analysis.

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