

# Course Outline

## Foundations of Business Analysis Course BA30: 5 days Instructor Led

### About this course

In this course-currently the only offering in the market devoted to Group Policy training-you will learn how to reduce costs and increase efficiencies in your network. You will discover how to consolidate the administration of an enterprise IT infrastructure with Group Policy and learn to control and manage computer systems and domain users running Windows Server and Windows clients. Create Group Policies, implement administrative and security templates, and determine best practices when deploying software packages. Walk away with the experience and tools needed to optimize your enterprise systems and networks.

### Audience profile

This course is intended for beginner to intermediate business analysts who are looking to improve their skills by learning best practices and techniques for eliciting, analyzing, documenting, validating, and communicating requirements.

### At course completion

After completing this course, students will be able to:

- Obtain a thorough understanding of the core responsibilities of the business analyst
- Understand the main professional associations and standards supporting business analysts in the industry
- Discuss and explore the components of each of the domains/knowledge areas that comprise the work of business analysis
- Recognize the importance of properly defining the business need prior to engaging in requirements activities
- Formulate a strong understanding of the concepts that comprise strategy analysis
- Obtain knowledge of and experience with the important work of stakeholder analysis
- Decipher between project and product scope and successfully use models to communicate scope
- Thoroughly understand and identify the various requirements categories and be able to recognize requirements of various types
- Develop interviewing skills and explore ways to plan and structure interviews
- Examine different forms of requirements documentation
- Explore elements of communication, conflict, and issue management
- Obtain a solid understanding of the concepts and activities involved in solution evaluation
- Obtain hands-on experience with a number of business analysis techniques for eliciting, analyzing, and modeling requirements

## Course Outline

### DAY 1

#### Section 1: Introduction to Business Analysis

- What is Business Analysis?
- Benefiting from business analysis
- Business analysis and project success
- Challenges of business analysis
- Discussions:
- Who performs business analysis functions in your organization?
- Exploring solutions options

# Course Outline

- Your biggest challenges on past projects

## Section 2: A Closer Look at the Business Analyst Role

- Definition of business analyst
- Responsibilities of a business analyst
- The BA/PM roles
- IIBA/PMI and the goals of a professional association
- Purpose for having a BA standard
- IIBA's BABOK® Guide and PMI's Practice Guide in Business Analysis
- Business analysis core concepts
- Business analysis perspectives
- IIBA and PMI certifications for business analysts

## Section 3: Strategy Analysis and Change

- Define Strategy Analysis
- When to perform Strategy Analysis
- Business models
- Defining the business need
- Root cause analysis
- 5 Whys
- Fishbone diagram
- Defining business requirements
- Discussions: Who is involved in strategy analysis in your organization?
- Workshops:
  - Create a Business Model
  - Define the Business Need
  - Create a Fishbone Diagram
  - Write Business Requirements

## Section 4: Defining a Change Strategy

- Define change strategy
- Gap analysis
- Determining solution options
- Enterprise readiness
- Cultural fit
- Operational and functional analysis
- Impact analysis
- Transitioning to the future state

## Section 5: Stakeholder Analysis

- What is a stakeholder?
- The importance of stakeholder analysis
- Stakeholder identification

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- Stakeholder types
- Tips/techniques for identifying analyzing stakeholders
- Keeping track of stakeholders
- Workshop: Identify Stakeholders

### DAY 2

#### Section 6: Understanding and Defining Solution Scope

- Defining solution scope
- Techniques to use
- Project scope versus product scope
- Finding solution boundaries
- What is a feature?
- Identifying key features
- Discussion: Identifying Solution Scope
- Workshops:
  - Draw a Context Diagram
  - Defining Scope with Features
  - Section 7: Understanding Requirements

#### Section 7: What is a requirement (IEEE and IIBA definitions)

- Project roles involved in requirements activities
- Requirements types
- Assumptions and constraints
- Business rules
- Decision tables and inference rules
- Requirements vs. business rules
- Requirements vs. specifications
- Discussions:
  - Requirements
  - Business rules
- Workshops:
  - Define a Business Rule
  - Write Requirements

#### Section 8: Business Process Modeling

- Why do we model processes?
- What is Business Process Management?
- Using a modeling notation
- “As Is” vs. “To Be” modeling
- Why use BPMN?
- Basic BPM notation
- Developing a business process model
- Using a facilitated session

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- Business Process Modeling – A case study
- Developing a Business Process Model
- Workshop: Create a Business Process Model

### Section 9: Preparing for Requirements Elicitation

- Types of elicitation techniques
- Interviewing – what and why?
- Preparing for an effective interview
- Selecting the right interviewees
- Types of questions to ask
- Sequencing of questions
- Discussion: Elicitation Techniques You Have Used
- Workshop: Planning for an Interview

### DAY 3

### Section 10: Elicitation using Interviews and Workshops

- Conduct the Interview
- Establishing rapport with stakeholders
- Active listening and listening styles
- Workshops and getting the right people
- The role of the facilitator
- The brainstorming technique
- Decision rules and reaching consensus
- Avoiding Groupthink
- Encouraging participation
- Managing meetings and conflict
- Workshop: Conduct an Interview

### Section 11: Confirming Elicitation Results

- Defining requirements analysis
- Prioritizing requirements (MoSCoW, Timeboxing, Voting, etc.)
- Documenting requirements
- Other uses for specifications and models
- Unified Modeling Language (UML®)
- Explaining user stories
- The traceability matrix
- Communicating requirements
- Workshop:
  - Analyzing Requirements
  - Identifying User Stories
  - Tracing Requirements
  - Obtaining Approval

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## Section 12: Analyzing Requirements with Use Cases

- What is an actor?
- Types of actors
- Defining actors
- Locating use cases
- Use case diagrams
- Use case tips
- Defining and identifying scenarios
- Parts of a use case
- Defining primary, secondary actors and pre and post conditions
- Best practices for writing use cases
- Template: Use Case Specification
- Workshop:
  - Drawing a Use Case Diagram
  - Write the Main Success Scenario

## DAY 4

### Section 12 (cont'd): Documenting Requirements

- Scenarios and flows
- Alternate and exception flows
- Alternate scenario post conditions
- Guidelines for Alternate flows
- Examples of alternate and exception flows
- Workshop: Writing Alternate and Exception Flows

### Section 13: Documenting Requirements

- How requirements relate to use cases
- Writing Non-Functional requirements
- User Interface Requirements
- Reporting requirements
- Data requirements
- Data accessibility requirements
- Business requirements document (BRD)
- BRD vs the Functional Requirements
- Verifying Requirements
- Quality attributes
- Purpose of the requirements package
- BA Deliverables across knowledge areas/domains
- Planning BA deliverables
- Workshops:
  - Develop a User Interface
  - Verifying Requirements

## Course Outline

### Section 14: Managing and Communicating Business Analysis Information

- Business analysis communication
- The business analyst's role in communication
- Forms of communication
- 7Cs of communication
- Symptoms of information overload
- Information mapping
- Presentation and common elements
- Requirements walkthroughs
- Conflict and issue management
- Conflict resolution techniques

### Section 15: Evaluating the Solution

- Understanding solution evaluation
- Verification vs. validation
- Timing of solution evaluation
- Planning solution evaluation
- Performing solution evaluation
- Using existing metrics
- Evaluating long term performance
- Qualitative vs. Quantitative measures
- Tools and techniques used in solution evaluation
- Comparing expected vs. actuals
- When variances occur
- Proposing recommendations to address variances
- Communicating evaluation results

### Section 16: Additional Information

- Helpful links for obtaining additional business analysis information