

Agile for Business Analysts

Course Summary

Description

As more organizations are moving to agile delivery, it is becoming increasingly important for business analysis professionals to understand how to adapt their current skills to support different delivery frameworks. Even when organizations have not fully embraced agile, research shows that many teams are embracing 'some' agile practices. Traditional waterfall business analysis skills are still important, but so is professionally developing to understand how to adapt your processes and skills as delivery frameworks evolve.

Project success is dependent on effective business analysis, therefore business analysis professionals must continue to evolve their skillsets to keep up with the needs and expectations of agile teams. Many traditional project teams run into trouble when they try to define all of the requirements up front. The reality is that stakeholders often cannot articulate their requirements and the best design is not known until some prototypes are built. Every project and program can benefit from adopting some agile practices. In this course, you will develop your understanding about agile business analysis and the role of business analysis within the agile delivery framework.

In this course, you will gain an understanding about agile business analysis. You will learn how business analysis on an agile project is 'the same' and 'different' than business analysis performed on waterfall projects. You will understand how the business analysis role changes on an agile team. A number of business analysis techniques suited for supporting agile teams will be introduced as will the various standards available to the community to help teams and organizations transition. Since few organizations are pure agile, you will also learn about delivery approaches that use a combination of practices from waterfall and agile and will also be introduced to the important concept of business analysis tailoring – the key skill used to adapt business analysis skills to all environments – regardless of the delivery life cycle selected.

Objectives

After taking this course, students will be able to:

- Understand the fundamentals of agile delivery and agile business analysis
- Compare and contrast business analysis on waterfall and agile projects
- Explain the value proposition for agile product development
- Define the 4 main types of project life cycles
- Complete an in-depth walkthrough of the agile delivery life cycle
- Explain the major flavors of agile
- Understand the major standards available to assist in transition of skills
- Define business analysis tailoring and understand how to apply it
- Learn over 20 business analysis techniques commonly used on agile projects

Topics

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|-------------------------------------|--|
| • Introduction | • Introduction to Agile Business Analysis |
| • What is Agile | • Business Analysis Tailoring |
| • The current state of agile | • Tools and techniques for agile business analysis |
| • Understanding project life cycles | • Prioritization Techniques |
| • An in-depth look at Agile | • Course wrap-up |
| • Type of Agile Delivery Approaches | |

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Course Summary (cont'd)

Audience

This course is designed for anyone with the need to understand how business analysis is performed to support agile projects or who must transition their existing business analysis skills and practices from waterfall to agile.

Prerequisites

There are no prerequisites for this course. This course is suitable for novice and experienced practitioners who are responsible for business analysis activities on projects using iterative or adaptive (agile) delivery methods. It is recommended that participants complete the Business Analysis Essentials course (PT8492) prior to enrolling or have equivalent experience.

Duration

Two days
14 PDUs

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Course Outline

I. Introduction

- A. Learning and course objectives

II. What is agile

- A. The Agile Manifesto
- B. Agile principles
- C. Agile benefits
- D. Hands-on activity

III. The current state of agile

- A. Agile trends
- B. Agile skills
- C. Value proposition
- D. The business case for agile
- E. The BA role changes on an agile project
- F. Hands-on activity

IV. Understanding project life cycles

- A. Project life cycle
- B. Product life cycle
- C. Incremental versus Iterative
- D. Hybrid approaches to delivery
- E. Choosing a project life cycle

V. An in-depth look at Agile

- A. The agile development life cycle
- B. A sequence of iterations
- C. Essential concepts
- D. Inside each iteration
- E. Iteration goal
- F. Iteration planning
- G. Sequence of tasks
- H. Work period
- I. Testing
- J. End of iteration activities
- K. Evaluation and feedback
- L. Structured walkthroughs
- M. Evaluation guidelines
- N. The BA role in structured walkthroughs
- O. Scripting scenarios
- P. Defect list
- Q. Retrospectives
- R. Hands-on exercise

VI. Type of Agile Delivery Approaches

- A. The flavors of agile
- B. Scrum
- C. Scrum roles
- D. Extreme Programming (XP)
- E. Dynamic System Development Method (DSDM)
- F. Feature Driven Development (FDD)
- G. Testing
- H. Best practices used by FDD
- I. Kanban
- J. Kanban Boards
- K. Agile Unified Process
- L. Scaling Frameworks

VII. Introduction to Agile Business Analysis

- A. What is business analysis?
- B. What is agile business analysis?
- C. Framework for agile business analysis
- D. Business analysis components
- E. International Institute of Business Analysis (IIBA®)
- F. Project Management Institute (PMI®)
- G. Context to business analysis
- H. Our industry BA standards
- I. Our industry Agile BA standards
- J. Product Owners
- K. What stays the same
- L. What is expected to change
- M. Agile requirements deliverables
- N. Lightweight documentation
- O. Requirements repository
- P. Where business analysis fits in
- Q. The BA workload
- R. Hands-on exercise

VIII. Business Analysis Tailoring

- A. Business analysis tailoring (defined)
- B. Tailoring considerations
- C. What tailoring looks like
- D. The PMI Guide to Business Analysis
- E. Determining the 'best' BA approach
- F. Methodology vs Standard
- G. Why use methodologies
- H. Determining your methodology
- I. Business analysis impacts

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Course Outline (cont'd)

IX. *Tools and techniques for agile business analysis*

- A. Agile BA techniques
- B. Backlog refinements
- C. Behavior Driven Development (BDD)
- D. Burndown chart
- E. Collaborative games
- F. Definition of done
- G. Definition of ready
- H. INVEST
- I. Iteration planning
- J. Kanban board
- K. Minimum marketable features (MMF)
- L. Minimum viable product (MVP)
- M. MoSCoW
- N. Narrative writing
- O. Persona analysis
- P. Product roadmap
- Q. Progressive Elaboration
- R. Prototyping
- S. Purpose alignment model
- T. Retrospectives
- U. Story slicing
- V. Hands-on Exercise

X. *Prioritization Techniques*

- A. Requirements prioritization
- B. Prioritizing on agile projects
- C. Prioritization criteria
- D. Business benefit
- E. MoSCoW
- F. Pair-choice comparison
- G. Setting priorities with multi-voting
- H. Cost to acquire and operate
- I. Determining business value
- J. Story point estimating
- K. Planning poker
- L. Project velocity
- M. Hands-on activity

XI. *Course wrap-up*

- A. Making the transition to agile
- B. How my role will be different
- C. Course summary
- D. Retrospective
- E. Questions

XII. *Appendix*

- A. BA Techniques Table
- B. Pair Choice Spreadsheet
- C. Class Exercises
 - 1. Self-organizing teams
 - 2. Review the case study
 - 3. Create user personas
 - 4. Create user stories
 - 5. Applying the INVEST technique
 - 6. Planning poker to prioritize