

Business Analysis: Concepts, Tools and Techniques

Course Summary

Description

Business Analysis: Concepts, Tools and Techniques provides an in-depth examination of current Business Analysis practices. After reviewing core BA concepts, participants engage in numerous hands-on exercises to learn commonly used tools and techniques in enterprise analysis, process analysis, project requirements work, and additional BA roles. Significant focus is placed on what BAs can do to optimize post-project value. The BA role in both waterfall and agile projects is discussed.

Objectives

By the end of this course, students will be able to:

- The value of Business Analysis
- Roles of the Business Analyst
- BA certification
- Stakeholder collaboration
- Enterprise Analysis
- Business Process Analysis
- Types of project requirements
- Planning for the requirements engagement
- Requirements Elicitation: Tools and Techniques
- Analyzing and documenting requirements
- Verifying and Validating Requirements
- Requirements management
- Solution validation
- BA participation in design and testing
- Post-Project Solution Assessment

Topics

- Introduction to Business Analysis
- The Business Analysis Professional
- Stakeholder collaboration skills
- Enterprise Analysis
- Business Process Analysis (BPA)
- Understanding Project Requirements
- Requirements Planning
- Requirements Elicitation
- Analyzing Requirements
- Documenting Requirements
- Verifying and Validating Requirements
- Additional BA Functions
- Final Course Review

Audience

This course is of particular value to business analysts, project managers and other project staff with direct or indirect responsibility for requirements definition and analysis; Project Management Office staff; and managers of business analysts

Prerequisite

This course assumes that participants have participated in some projects and have some understanding of one or more business analyst roles.

Duration

Four Days
28 CDUs / PDUs

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Course Outline

I. Introduction to Business Analysis

- A. Nature of Business Analysis
- B. Reasons organizations perform projects
- C. Roles of the Business Analyst
- D. Value of Business Analysis
- E. Business Analysis supports project success

II. The Business Analysis Professional

- A. IIBA: BABOK Guide
- B. PMI: Business Analysis Practice Guide
- C. Certification programs
- D. BA Competencies

III. Stakeholder collaboration skills

- A. Stakeholder identification and analysis
- B. Expectations Management

IV. Enterprise Analysis

- A. Developing strategy
- B. Problem definition
- C. Root cause and Needs analysis
- D. Solution identification
- E. Establishing scope boundaries

V. Business Process Analysis (BPA)

- A. Nature and goals of BPA
- B. When BPA is needed: CCC analysis
- C. How to improve process quality
- D. BPA roles and tools
- E. BPA Lifecycle
- F. Planning the work
- G. Elicitation techniques
- H. Process goals and requirements
- I. Analysis with As-is versus To-be models
- J. Process improvement

VI. Understanding Project Requirements

- A. Definition of requirement
- B. Requirement types
- C. Format of documented requirements
- D. Business rules

- E. Business case
- F. Vision and Scope Document
- G. Requirements Lifecycle
- H. Benefits of high-quality requirements

VII. Requirements Planning

- A. Drivers of requirements planning
- B. Business Analysis Plan
- C. Requirements Engagement Plan
- D. Roles and responsibilities
- E. BA – PM Synergy

VIII. Requirements Elicitation

- A. Requirements elicitation
- B. BA Skills that support elicitation
- C. Elicitation versus gathering
- D. Stages of elicitation
- E. Elicitation techniques
- F. Asking good questions
- G. Facilitation skills
- H. Active listening
- I. Requirements versus design
- J. Choose the best elicitation technique

IX. Analyzing Requirements

- A. Requirements Analysis activities
- B. Structure the requirements
- C. Requirements analysis models
- D. Review models with stakeholders
- E. Transition requirements
- F. Prioritizing requirements

X. Documenting Requirements

- A. Requirements documentation options
- B. Requirements quality characteristics
- C. Consequences of poor requirements quality
- D. The Use Case Model: Diagrams and scenarios
- E. Writing the requirements document
- F. Consequences of poor document quality

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Course Outline (cont.)

XI. Verifying and Validating Requirements

- A. Verification and Validation
- B. Requirements Traceability
- C. Validating the requirements document
- D. Requirements approval

XII. Additional BA Functions

- A. Project functions
 - 1. Participation in design
 - 2. Roles in requirements management
 - 3. Requirements Traceability Matrix
 - 4. Requirements re-use
 - 5. Requirements communication
 - 6. BA role in testing
 - 7. Solution Validation
- B. Post-Project Solution Assessment
 - 1. Assessing Business Value

XIII. Final Course Review