

## **Business Analysis in an Agile World**

### **Course Summary**

#### **Description**

This is a hands-on course on implementing the Business Analysis function on an agile project. Working through a case study, you'll gain a practical understanding of where the Business Analysis function fits into agile and Scrum and the value Business Analysis brings to the team and the business. You'll learn how to use your BA skills to shepherd an initiative from the strategic business level down to the 'weeds' of requirements trawling and analysis while keeping the team focused on business value. By the end of this course, you'll have gained practical experience applying the BA function over the course of an agile project to have a more satisfying and productive engagement with the business, while staging the analysis so that the right questions are asked at the right time.

In this course, you will learn how to perform 'just in time', 'just barely enough' Business Analysis on an agile project in order to incrementally develop a comprehensive understanding of business goals and requirements. As you and your team work through a case study project, you'll gain practical experience in how to leverage the BA function and toolkit to help teams overcome some of the most vexing issues that confront agile teams today, including: how to help business owners overcome 'prioritization phobia' by guiding them towards an MVP approach to development; how to track dependencies between requirements and development teams; how and when to unbundle epics into manageable User Stories; when to 'bend' agile principles; how to apply UML 2.0; how to coordinate development across multiple teams and how to manage supplementary requirements such as non-functional requirements and constraints. You will also learn when and how to create persistent requirements documentation for communication with non-agile teams and for use after the project is over.

#### **Objectives**

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

- Carry out the Business Analysis function on an agile project using an analysis approach that integrates best practices from Scrum, Lean Startup, Extreme Programming (XP), Kanban and Use Case 2.0
- Stage agile 'Just In Time' 'Just Barely Enough' requirements trawling: Know how much to elicit upfront and when to when to use which agile BA tools over the course of an agile lifecycle
- Shepherd an initiative from Vision to IT requirements while keeping the value chain intact over an agile project
- Use a Story Map to guide the timing of requirements analysis and feature rollout over the course of a project – and to help the team visualize dependencies and relationships between User Stories
- Help business owners overcome the tendency to view all requirements as 'high priority' and guide them towards an MVP/MMP (Minimum Viable Product/Minimum Marketable Product) iterative approach to development
- Integrate Lean Startup principles and practices into the product development lifecycle – from visioning through development to final validation in the marketplace
- Guide the business in agile planning at various horizons: Strategic, long-term planning; mid-term (next quarter, Release Planning); short-term (next 2-3 weeks)
- Guide the Customer to make effective choices for the iterative rollout of features in a way that maximizes business value early
- Help the team track dependencies between requirements
- Split epics into valuable User Stories by applying the Lawrence Patterns and INVEST guidelines

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### Course Summary (cont'd)

- Manage supplementary requirements such as non-functional requirements
- Know how and when to create persistent documentation from agile artifacts using Use Case 2.0
- Be able to apply the following agile tools and concepts in an agile context:
  - Lean Startup and MVP
  - User Personas and Scenarios
  - Features
  - Themes
  - Epics and User Stories
  - Spikes
  - Backlog Refinement (Grooming)
  - 3 Amigos Meetings
  - Product Canvas
  - Product Roadmap
  - Story Mapping
  - Use Case 2.0
  - The Planning Game
  - Planning Poker; Delphi Estimation
  - Kanban Board
  - Cumulative Flow Diagram
  - Funnel Metrics
  - Burndown Chart; Burnup Chart

#### Topics

- Overview of Agile Business Analysis
- Release Plan Preparation: 'Sprint Zero' A) Defining the Problem
- Release Plan Preparation: 'Sprint Zero' B) Business Impact Analysis: Stakeholder Analysis, User Roles and Personas, MVP, Features
- Release Plan Preparation: 'Sprint Zero' C) BA Tools for Decomposing Epics (Backlog Grooming)
- Release Plan Preparation: 'Sprint Zero' D) Creating and Tracing Initial User Stories
- Sprint n: Business Analysis During the Implementation Sprint
- Sprint n: Analyzing Business Rules
- BA Role in Rolling Lookahead/Grooming; Sprint Review and Retrospective; Release Retrospective

#### Audience

This course is ideal for:

- BAs and BSAs of all levels working on, or interested in working on, agile projects
- Product Owners (POs) originating from the business side (Product Managers, SMEs) who need to acquire skills in agile requirements management in order to work effectively as POs
- Proxy Product Owners originating from the IT side (BSAs, etc.) who need to acquire agile analysis skills
- Product Managers, Program Managers who will be working on or with agile teams
- Managers of BAs (PMs, BA Leads, etc.)
- High-level executives

#### Prerequisites

There are no prerequisites for this class.

#### Duration

Two days

CDUs (Continuing Development Units): 14

BABOK Compliance: BABOK Release 3

Supports: ITIL

IIBA Endorsed Curriculum