# ProTech Professional Technical Services, Inc.

## The Agile Business Analyst

## Course Summary

### Description

The Agile Business Analyst describes the role of the BA in an agile project environment. While examining core agile BA concepts, participants engage in hands-on exercises in order to learn commonly used tools and techniques. Topics include seeing the big picture; work of the BA on an agile team; fostering stakeholder engagement; an agile requirements model; features, epics, and stories; prioritizing requirements; making things real with models; conversation and discovery; fulfilling stakeholder needs and delivering value. Topics include:

- Roles of the agile business analyst
- The BA and team development
- The agile requirements model
- Developing the product backlog
- Conversation-based discovery
- Iteration planning
- Using models to analyze requirements
- Requirements prioritization
- Verifying and validating requirements
- BA participation in design and test
- Solution validation
- Post-Project solution assessment

### Topics

- Introduction
- The Business Analysis Professional
- Stakeholder Collaboration Skills
- Understanding Project Requirements
- Enterprise Analysis
- Requirements Planning in Agile

- Requirements Elicitation
- Analyzing Requirements
- Communication in Agile
- Verification and Validation
- Additional BA Functions

### Audience

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

### Prerequisites

This course assumes that participants have participated in some projects and have some understanding of the agile project environment.

### Duration

Three days

## Course Outline

I.   Introduction
A.   Nature of Business Analysis
B.   Value of Business Analysis
C.   Roles of the Agile Business Analyst

II.   The Business Analysis Professional
A.   IIBA®: BABOK Guide®, Agile Extension®
B.   Role of the Agile BA
C.   Agile Manifesto applied to the BA
D.   BA focus on the team
E.   Agile BA Techniques
F.   Agile BA Certification
G.   BA Competencies

III.   Stakeholder Collaboration Skills
A.   Stakeholder identification and analysis
B.   Fostering stakeholder engagement

IV.   Understanding Project Requirements
A.   Poor requirements cause project failure
B.   Agile and waterfall project methodologies
C.   A quick agile primer
D.   An Agile Requirements Model
E.   Business requirements, Capabilities
F.   Features, Epics, Enablers, Themes
G.   User Stories
H.   Business Rules
I.   Transition Requirements

V.   Enterprise Analysis
A.   Enterprise analysis
B.   The Lean Business Case
C.   Problem assessment
D.   Root cause analysis and Pareto
E.   Needs analysis and Solution definition

VI.   Requirements Planning in Agile
A.   Work of the BA in Iteration Zero
B.   Defining Project Scope
C.   Business Analysis Plan
D.   Prioritizing requirements
E.   Agile Vision Document
F.   Product and Iteration Backlogs
G.   Slicing Stories from Epics
H.   User Story Acceptance Criteria

VII.   Requirements Elicitation
A.   Requirements elicitation
B.   Conversations; Workshops
C.   Iterative Prototyping
D.   Interviews
E.   Document Analysis
F.   Observation and Surveys
G.   Brainstorming and Mind Maps
H.   Requirements Versus Design

VIII.   Analyzing Requirements
A.   Requirements analysis and models
B.   Swim Lane Diagram
C.   State Diagram; Use Case Scenario
D.   Entity Relationship Diagram
E.   Data Dictionary; CRUD Matrix
F.   Personas

IX.   Communication in Agile
A.   Importance of Communication
B.   Documenting requirements
C.   The INVEST Model
D.   User Story Quality Characteristics
E.   Given - When - Then
F.   Story boards

X.   Verification and Validation
A.   Verification and Validation objectives
B.   Traceability and the RTM
C.   Requirements approval

XI.   Additional BA Functions
A.   BA participation in Design
B.   Change Control in Agile
C.   BA participation in Solution Testing
D.   End of Iteration Review
E.   Requirements Harmonization
F.   Retrospectives
G.   Keeping the Focus on Value
H.   Solution Validation
I.   Assessing Increment readiness
J.   Assessing for Business Value