

BA30 – Foundations of Business Analysis

Overview

The course provides students a clear understanding and total immersion into all of the facets of the business analyst role, including a thorough walkthrough of the various domain/knowledge areas that comprise the business analysis profession. Students are provided an opportunity to try their hand at several business analysis techniques for eliciting, analyzing, and modeling requirements. The business analysis work performed in strategy analysis and solution evaluation, which is most often the least familiar to business analysts, is thoroughly presented and explored. Students completing this course will be well equipped with new skills and knowledge that can be immediately applied on current and future projects.

This course is aligned to and satisfies the professional development hours required to take the Entry Certificate in Business Analysis™ (ECBA™) certification.

Prerequisite Comments

There are no prerequisites for this course. This course is suitable for both beginner and intermediate Business Analysts who would like to increase their skills in order to elicit, write and effectively manage requirements for their projects.

Target Audience

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.

Course Objectives

- 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

[Register Online](#)

Schedule

Class Length: 4 Days

G2R = "Guaranteed to Run" OLL = "Online LIVE" ILT = "Instructor-Led-Training"					
11/15/21	G2R	11:00AM - 7:00PM	Eastern Daylight Time	OLL	\$2,660.00
03/29/22		9:00AM - 5:00PM	Eastern Daylight Time	OLL	\$2,660.00
06/28/22		11:00AM - 7:00PM	Eastern Daylight Time	OLL	\$2,660.00

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

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 and your biggest challenges on past projects

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
Workshop: Introduction to Case Study

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, and Write Business Requirements

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

5 - Stakeholder Analysis

What is a stakeholder?
The importance of stakeholder analysis
Stakeholder identification
Stakeholder types
Tips/techniques for identifying analyzing stakeholders
Keeping track of stakeholders
Workshop: Identify Stakeholders

6 - Understanding & 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

7 - Understanding Requirements

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 and business rules
Workshops: Define a Business Rule and write requirements

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

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

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

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, and Obtaining Approval

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 and writing the Main Success Scenario
- 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

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 and Verifying Requirements

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

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

16 - Additional Resources

Helpful links for obtaining additional business analysis information
