

# Foundation of Business Analysis

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*Duration: 4 Day(s)*

## Course Overview

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Why do more than 50% of projects fail to meet their original objectives? Why do we continue to see the number of troubled and canceled projects on the rise? According to PMI's 2014 Pulse of the Profession® In-Depth Report, 47% of failed projects fail to meet goals due to poor requirements management [1]. With a strong correlation between poor requirements practices, failed projects, and wasted dollars; organizations can no longer afford to accept mediocre business analysis skills from those fulfilling the business analysis role.

This 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.

Review this course online at <https://www.alta3.com/courses/BA215>

## Objectives

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- Understand the core responsibilities and techniques of business analysis.
- Develop skills in stakeholder and strategy analysis for effective requirements management.
- Explore and utilize various models to define and communicate project scope.
- Gain hands-on experience with business analysis tools and best practices.

## Who Should Attend

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- Beginner Business Analysts
- Intermediate Business Analysts
- Project Managers
- Anyone involved in requirements management

## Prerequisites

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No prerequisites - This course is suitable for both beginner and intermediate business analysts who would like to increase their skills in order to better elicit, analyze, write and effectively manage requirements for their projects.

## Course Outline

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### Day 1

#### Section 1: Introduction to Business Analysis

1. What is Business Analysis?
2. Benefiting from business analysis
3. Business analysis and project success
4. Challenges of business analysis
5. Discussions: Who performs business analysis functions?, Exploring solutions options, Your biggest challenges on past projects

## **Section 2: A Closer Look at the Business Analyst Role**

6. Definition of business analyst
7. Responsibilities of a business analyst
8. The BA/PM roles
9. IIBA/PMI and the goals of a professional association
10. Purpose for having a BA standard
11. IIBA's BABOK® Guide and PMI's Practice Guide in Business Analysis
12. Business analysis core concepts
13. Business analysis perspectives
14. IIBA and PMI certifications for business analysts
15. Workshop: Introduction to Case Study

## **Section 3: Strategy Analysis and Change**

16. Define Strategy Analysis
17. When to perform Strategy Analysis
18. Business models
19. Defining the business need
20. Root cause analysis
21. 5 Whys
22. Fishbone diagram
23. Defining business requirements
24. Discussions: Who is involved in strategy analysis?
25. Workshops: Create a Business Model, Define the Business Need, Create a Fishbone Diagram, Write Business Requirements

## **Section 4: Defining a Change Strategy**

26. Define change strategy
27. Gap analysis
28. Determining solution options
29. Enterprise readiness
30. Cultural fit
31. Operational and functional analysis
32. Impact analysis
33. Transitioning to the future state

## **Section 5: Stakeholder Analysis**

34. What is a stakeholder?
35. The importance of stakeholder analysis
36. Stakeholder identification
37. Stakeholder types
38. Tips/techniques for identifying analyzing stakeholders
39. Keeping track of stakeholders

40. Workshop: Identify Stakeholders

## **Day 2**

### **Section 6: Understanding and Defining Solution Scope**

1. Defining solution scope
2. Techniques to use
3. Project scope versus product scope
4. Finding solution boundaries
5. What is a feature?
6. Identifying key features
7. Discussion: Identifying Solution Scope
8. Workshops: Draw a Context Diagram, Defining Scope with Features

### **Section 7: Understanding Requirements**

9. What is a requirement (IEEE and IIBA definitions)
10. Project roles involved in requirements activities
11. Requirements types
12. Assumptions and constraints
13. Business rules
14. Decision tables and inference rules
15. Requirements vs. business rules
16. Requirements vs. specifications
17. Discussions: Requirements, Business rules
18. Workshops: Define a Business Rule, Write Requirements

### **Section 8: Business Process Modeling**

19. Why do we model processes?
20. What is Business Process Management?
21. Using a modeling notation
22. "As Is" vs. "To Be" modeling
23. Why use BPMN?
24. Basic BPM notation
25. Developing a business process model
26. Using a facilitated session
27. Business Process Modeling – A case study
28. Developing a Business Process Model
29. Workshop: Create a Business Process Model

### **Section 9: Preparing for Requirements Elicitation**

30. Types of elicitation techniques
31. Interviewing – what and why?
32. Preparing for an effective interview

33. Selecting the right interviewees
34. Types of questions to ask
35. Sequencing of questions
36. Discussion: Elicitation Techniques You Have Used
37. Workshop: Planning for an Interview

## **Day 3**

### **Section 10: Elicitation using Interviews and Workshops**

1. Conduct the Interview
2. Establishing rapport with stakeholders
3. Active listening and listening styles
4. Workshops and getting the right people
5. The role of the facilitator
6. The brainstorming technique
7. Decision rules and reaching consensus
8. Avoiding Groupthink
9. Encouraging participation
10. Managing meetings and conflict
11. Workshop: Conduct an Interview

### **Section 11: Confirming Elicitation Results**

12. Defining requirements analysis
13. Prioritizing requirements (MoSCoW, Timeboxing, Voting, etc.)
14. Documenting requirements
15. Other uses for specifications and models
16. Unified Modeling Language (UML®)
17. Explaining user stories
18. The traceability matrix
19. Communicating requirements
20. Workshop: Analyzing Requirements, Identifying User Stories, Tracing Requirements, Obtaining Approval

### **Section 12: Analyzing Requirements with Use Cases**

21. What is an actor?
22. Types of actors
23. Defining actors
24. Locating use cases
25. Use case diagrams
26. Use case tips
27. Defining and identifying scenarios
28. Parts of a use case
29. Defining primary, secondary actors and pre and post conditions
30. Best practices for writing use cases

31. Template: Use Case Specification
32. Workshop: Drawing a Use Case Diagram, Write the Main Success Scenario

## **Day 4**

### **Section 12 (cont'd): Documenting Requirements**

1. Scenarios and flows
2. Alternate and exception flows
3. Alternate scenario post conditions
4. Guidelines for Alternate flows
5. Examples of alternate and exception flows
6. Workshop: Writing Alternate and Exception Flows

### **Section 13: Documenting Requirements**

7. How requirements relate to use cases
8. Writing Non-Functional requirements
9. User Interface Requirements
10. Reporting requirements
11. Data requirements
12. Data accessibility requirements
13. Business requirements document (BRD)
14. BRD vs the Functional Requirements
15. Verifying Requirements
16. Quality attributes
17. Purpose of the requirements package
18. BA Deliverables across knowledge areas/domains
19. Planning BA deliverables
20. Workshops: Develop a User Interface, Verifying Requirements

### **Section 14: Managing and Communicating Business Analysis Information**

21. Business analysis communication
22. The business analyst's role in communication
23. Forms of communication
24. 7Cs of communication
25. Symptoms of information overload
26. Information mapping
27. Presentation and common elements
28. Requirements walkthroughs
29. Conflict and issue management
30. Conflict resolution techniques

### **Section 15: Evaluating the Solution**

31. Understanding solution evaluation

- 32. Verification vs. validation
- 33. Timing of solution evaluation
- 34. Planning solution evaluation
- 35. Performing solution evaluation
- 36. Using existing metrics
- 37. Evaluating long term performance
- 38. Qualitative vs. Quantitative measures
- 39. Tools and techniques used in solution evaluation
- 40. Comparing expected vs. actuals
- 41. When variances occur
- 42. Proposing recommendations to address variances
- 43. Communicating evaluation results

### **Section 16: Additional Information**

- 44. Helpful links for obtaining additional business analysis information