

## Business Analysis Essentials

**Length:** 3 Days

**Summary:** Understand the business analyst's role and responsibilities in a successful project. In this introductory course, you'll delve into the role and responsibilities of the business analyst (BA) - the communication link between all business areas and a critical player in project success. Learn techniques for ensuring project success every step of the way-from identifying and analyzing potential projects to making sure that the final project product meets the requirements you identified. Through hands-on exercises, you'll learn to define the scope of work and master requirements-gathering techniques that will work for a variety of projects and audiences. You'll consider the unique needs of customers, stakeholders, and the IT department as you work toward building, documenting, communicating, and managing requirements.

### What you'll learn:

- Role and importance of the BA
- Plan BA requirements activities
- Elicit requirements from stakeholders, with an emphasis on interviews
- Analyze stated requirements, with an overview of modeling techniques
- Document requirements for different types of projects
- Verify and validate requirements
- Elements of requirements management and communication and the BA's role in them
- Elements of solution verification and validation and possible BA roles
- Enterprise analysis: choosing appropriate projects
- Necessary competencies and best practices of BAs
- Waterfall, incremental, and agile lifecycles and how they change BA practices

### Hands-On Exercises:

- Identify Business Analysis Concepts and Activities in Your Organization
- Review a Vision and Scope Document
- Plan Requirements Activities for a Project
- Conduct an Interview
- Choose Elicitation Techniques
- Analyze a Location Model
- Analyze a Workflow Model
- Analyze a Use Case Model
- Analyze a CRUD Matrix
- Identify Models that Answer Key Questions
- Review a Requirements Document
- Determine the Impact of a Proposed Change to a Requirements Set
- Write a Test Case Using a Use Case
- Walk Through the Steps of Enterprise Analysis for a Project
- Develop a Personal Action Plan to Improve Your BA Skills or Environment

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## COURSE CONTENT

### INTRODUCTION TO BUSINESS ANALYSIS

- Importance of Effective Business Analysis
- Role of the BA
- Standardization and Adaptability

### REQUIREMENTS PLANNING

- Role of the BA in Requirements Planning
- Vision and Scope Document
- Types of Requirements
- Stakeholders
- Business Analysis Plan

### REQUIREMENTS ELICITATION

- Role of the BA in Requirements Elicitation
- Investigative approach
- Iterative approach
- Techniques
- Interviews
- Focus groups
- Requirements workshop: Requirements meeting
- Requirements workshop: JAD session
- Brainstorming
- Observation
- Survey
- Prototype
- Document analysis
- Business rules analysis
- Reverse engineering
- Product trials

### REQUIREMENTS ANALYSIS

- Need for Analysis
- Using Analysis to get Stakeholder Feedback and Verify and Validate Developing Requirements
- Value of Modeling Techniques in Analysis
- Modeling Techniques
- Organizational model
- Location model

- Process/flow models
- Use case models
- Data models
- State model
- Types of Requirements
- Business Rules Analysis
- Prioritizing Requirements
- Verifying and Validating Requirements

### REQUIREMENTS DOCUMENTATION

- Formal and Informal Documentation and the, Level of Detail Required
- Writing for Usability and Comprehension
- Common Requirements Document Defects
- Components of a Formal Requirements Document
- Requirements Verification and Validation
- Requirements Sign-Off

### REQUIREMENTS MANAGEMENT AND COMMUNICATION

- Throughout the Project and to Decommission
- Change Management
- Define a baseline
- Define a change management process
- Identify the Change Authority
- Traceability and Its Uses
- Requirements Attributes
- Requirements Communication

### SOLUTION VALIDATION AND ACCEPTANCE

- Testing and Non-Testing Methods
- Purposes of Validation
- Find defects
- Prove compliance to requirements
- Test Cases and Test Suites
- Challenges in Testing
- Structured Testing
- Role of the BA in Solution Validation: the V Model
- Solution Acceptance and Project Close-Out

## **ENTERPRISE ANALYSIS**

- Definition and Causes
- Role of the BA on the Enterprise Analysis Team
- Steps in Enterprise Analysis
- Define the business need
- Techniques for root cause analysis
- Assess capability gaps
- SWOT analysis
- Determine the solution approach
- Define the solution scope
- Define the business case
- Contents of business case
- Who does what?: the BA's limited role in developing a business case

## **COMPETENCIES, BEST PRACTICES, AND LIFE CYCLE MODELS**

- Competency Proficiency
- BA Necessary Competencies
- Analytical thinking and problem solving
- Behavioral characteristics
- Business knowledge
- Communication skills
- Interaction skills
- Software application knowledge
- Best Practices
- Use iterative analysis
- Focus on process improvement
- Apply progressive elaboration
- Check as you go
- Use the investigative approach
- Adopt traceability
- Formalize business analysis through standardization
- Improve communication through modeling
- Life Cycle Models
- Waterfall
- Incremental
- Agile
- Effects on business analysis

## **BA FUNDAMENTALS**

- Communication Skills
  - Leadership Skills
  - Problem-Solving Skills
  - Business Knowledge
  - IT Knowledge
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