



## **Fundamentals of Business Analysis**

### **Target Audience**

The course is aimed at junior or trainee business analysts with little or no experience, or up to about 18 months experience. However, more experienced Business Analysts have attended the course and found it extremely useful in consolidating and focusing their skills and knowledge.

The course is also suited to trainees embarking on a career in change management, IT or project management, as it provides a useful insight into the project lifecycle and the need for robust requirements and a rigorous and methodical approach.

For delegates interested in achieving their ISEB Business Analysis qualification, there is an optional fifth day of training which covers the remaining parts of the Requirements Engineering syllabus followed by an open-book exam. This is one of four modules required for the qualification.

### **Approach**

The course is highly interactive and delegates are encouraged to learn through group exercises including a detailed case study. The case study is based on a complaint management department within a medium sized bank. It requires no prior banking or business knowledge and only a minimal amount of reading to get started. The case study throws up issues surrounding project initiation, scoping, system integration, changes to user requirements and business process as well as organisational change.

Close team work is essential and delegates are encouraged to make short informal presentations at the end of each exercise to build their confidence and develop the skills of peer group review.

There is a strong focus on delivering quality requirements in a highly pragmatic way - it focuses on what will work in the real world rather than academic or exam based theory.

### **Instructors**

Instructors are experienced Business Analysts rather than 'trained trainers'. They can therefore quote real-life examples as well as being able to confidently field delegates' questions that might relate to projects or scenarios outside the scope of the course.

### **Fit with ISEB Business Analysis Accreditation**

Having attended the Fundamentals of Business Analysis course, delegates can go on to attend our Advanced Business Analysis course. This 6 day course (split over 2 separate weeks) builds on the knowledge gained through the Fundamentals course and allows delegates to sit the remaining 3 ISEB exams in Business Analysis Essentials, Organisational Context and Modelling Business Processes. The same case study is used to allow delegates to see the full end-to-end cycle of strategic analysis through requirements definition and solution delivery.

## Course Objectives

By the end of the course the Business Analyst will be able to:

- Integrate into a project or team environment with an understanding of their role, key responsibilities and relationship with fellow project members
- Work with business users to gather and document different types and levels of requirement
- Work with business users to define, scope and initiate a project
- Break-down complex business scenarios or problems into process and data models
- Validate requirements by producing Use Cases and assess requirements against defined quality criteria
- Apply end-to-end thinking to complex business and system problems to ensure 'right first time' documentation and solutions
- Work with business users and delivery teams to develop optimum solutions to defined requirements
- Confidently present findings to business users and their project team

## Course Duration

The course is split into a number of modules and the full course runs for 5 days although those not wishing to take the ISEB Requirements Engineering exam only need to attend for 4 days.

## Course Content

The course is split into 10 different modules. On-site clients may choose to exclude certain modules if required.

### Module 1 - Introduction to the BA Role

Covers the role of the Business Analyst and how the role has evolved over the past 30 years. Examines the differing roles and responsibilities of a business analyst through all project phases and how the role can differ across organisations.

### Module 2 – Defining a Project

Examines the important steps in defining a project. Covers the importance of understanding and defining objectives, how to define scope, production of a business case, identifying stakeholders. How projects are broken down into phases and what deliverables are produced from those phases.

### Module 3 - Interviewing and Fact Finding

The user perception of IT and projects. How to interview different types of user and how to capture and assimilate information. How to use workshops effectively for requirements gathering.

Three interview role-plays are performed to place delegates in real-life situations with three different types of user.

### Module 4 - Requirements Definition

What are requirements, why they need to be defined and different techniques for documenting requirements. Types of requirement, including Functional and Non-Functional requirements. The importance of defining requirements at a high and low level of detail. Examines and discusses the difference between requirements and solutions. Why end-to-end thinking must be applied. Examines the complexities of modern business systems and processes.

### Module 5 - Process Modelling

Examines business process modelling and why and when it should be used. Introduces the industry standard process modelling technique - BPMN. Process modelling as a requirements definition tool.

## BA Solutions Training Course – Fundamentals of Business Analysis

### Module 6 - Data Modelling

Why and when the BA should do data modelling. How to build entity relationship diagrams and define attributes.

### Module 7 – Ensuring Requirements Quality

Looks at the development of Use Cases and scenarios. What can go wrong during requirements analysis and how to prevent it. How to ensure a quality product.

### Module 8 - Managing Delivery

Looks at the role of the BA beyond a project's initial requirements definition phase. Revisits the detailed analysis phase and why it is so important. Examines how the BA should work with business users and delivery teams to ensure a robust and cost effective solution is delivered.

### Module 9 - Review

Revisit the key learning points from the course and looks at why projects can go wrong and how the Business Analyst can prevent it.

*Candidates taking the optional fifth day of training will also study the following module:*

### (Day 5 Optional) Module 10 – Requirements Engineering

This final optional module completes the ISEB syllabus in Requirements Engineering and allows delegates to take an open book exam in Requirements Engineering. This is the first step to an industry recognised qualification in Business Analysis.

This module covers: Production of a Requirements Catalogue, Requirements Databases and CASE tools. Knowledge Types and Investigative Techniques. Prototyping. User Acceptance Testing.

## **Course Timetable**

(all timings are approximate)

### **Day 1**

Module 1 Introduction – The Role of the Business Analyst (4 hours)

Module 2 Defining a Project (3 hours)

### **Day 2**

Module 3 Interviewing and Fact Finding (1.5 hours)

Module 4a – Documenting Requirements (2 hours)

Interview Role Play (2 hours)

Module 4b – Documenting Requirements (2 hours)

### **Day 3**

Module 5 - Process Modelling (3.5 hours)

Module 6 – Data Modelling (2.5 hours)

Module 7 – Ensuring Requirements Quality (1 hour)

### **Day 4**

Module 7 (continued) – Ensuring Requirements Quality (2 hours)

Module 8 – Managing Delivery (3.5 hours)

Module 9 - Review (0.5 hour)

### **Day 5 (Optional)**

Module 10 - Completion of Requirements Engineering ISEB syllabus (5 hours)

ISEB Requirements Engineering Exam (1.5 hours)