Fundamentals of Business Analysis

Course Overview

This 4 day course focuses on learning practical business analysis skills that can be used in the workplace. Course delegates should be able to return to their working environments and work as an effective Business Analyst, immediately adding value and building effective relationships with project stakeholders.

The course focuses on learning how to do business analysis in the real world and is mainly concerned with the role of the business analyst in developing an IT solution.

The course is highly interactive and practical with around 50% of training time devoted to practical exercises. Delegates are encouraged to learn through group exercises including a detailed case study.

The course case study and framework are based on a relatively formal 'waterfall' approach but introduce concepts and deliverables used within agile projects

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.

Intended Audience

Our Fundamentals of Business Analysis course is suited to Business Analysts recently placed in the role or to Business Analysts who have been performing the role for some time but have never received any formal training.

It is suitable as an introduction for anyone thinking about moving into the Business Analysis role or for other change management professionals wanting to gain a more in-depth understanding of the role and responsibilities of the Business Analyst.

The course is also suitable for experienced business analysts as it:

➢ Provides a reinforcement session for those Business Analysts who have been doing the job for many years but have never received formal training
➢ Provides a framework to be adopted by teams who might currently be using a mix of different techniques and deliverables
➢ Can be used as a tool for uncovering and addressing issues faced by existing Business Analysts or Business Analyst teams

The course is also suited to individuals 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.

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 stakeholders to gather and document different types and levels of requirement
➢ Work with business stakeholders to define, scope and initiate a project
➢ Understand how project approaches such as Agile affect the BA role
➢ Break-down complex business scenarios or problems into process and data models
➢ Apply techniques to validate requirements and uncover missing requirements ensuring a robust end-to-end solution
➢ Apply end-to-end thinking to complex business and system problems to ensure 'right first time' solutions
➢ Work with stakeholders to develop optimum solutions to defined requirements
➢ Confidently present findings to business stakeholders and their project team
➢ Support the business in implementing the solution

Course Structure

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

Module 1 - Introduction to the BA Role
- What is a Business Analyst?
- The evolving role of the Business Analyst
- The basic rules of Business Analysis

Exercise 1.1 – Delegates work in teams to define and document a set of requirements for a 'simple' project

Module 2 – Project Definition and Scoping
- The importance of understanding and defining objectives and scope, and identifying stakeholders
- Projects phases and deliverables
- The role of the BA across the project lifecycle
- Project approaches (and how they affect the BA) – Waterfall, Incremental, Iterative/Agile

Exercise 2.1 – Delegates define a list of project objectives and initial scoping questions.

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.

Exercise 3.1 – Delegates work in teams to perform role-play interviews of 3 different stakeholders:
- Project Sponsor (Director level)
- Subject Matter Expert (Operational Manager)
- IT Manager

Module 4 - Requirements Definition
- What are requirements, why they need to be defined and different techniques for documenting requirements
- Types of requirement including Business, Functional and Non-Functional
- The importance of defining requirements at a high and low level of detail
- The difference between requirements and solutions
- Where requirements come from and how to identify them
- Requirements problems

Exercise 4.1 – delegates review a set of requirements to categorise them into different types of requirement
Exercise 4.2 – delegates work in teams to scope a piece of project work and also produce an initial set of high-level functional and non-functional requirements.
Exercise 4.3 – delegates are asked to identify and document a set of high-level functional requirements and non-functional requirements from the case study

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

Exercise 5.1 – delegates practise BPMN techniques using a simple scenario
Exercise 5.2 – delegates work in teams to produce an 'as-is' swim-lane diagram from the case study

Module 6 – Entity/Data Modelling
- Why and when the BA should do data modelling
- How to build entity relationship diagrams and define attributes

Exercise 6.1 – delegates work with the instructor to develop an entity relationship diagram from the case study
Exercise 6.2 – delegates identify and define attributes for the case study entities

Module 7 – Producing and executing test scripts
- The purpose of System Testing and User Acceptance Testing (UAT)
- Identifying test scenarios, test conditions and expected results
- Writing test scripts
- Test planning and execution

Exercise 7.1 - delegates work with the instructor to identify test scenarios
Exercise 7.2 – delegates produce a user acceptance test script

Module 8 - Managing Delivery

- Getting to solutions - the role of the BA beyond the requirements definition phase
- Package vs Bespoke delivery
- Defining detailed requirements – how much detail do you need?
- Prototyping
- Identifying business impact
- Supporting business implementation

Exercise 8.1 – delegates develop a set of detailed requirements based on high-level requirements from an earlier exercise and interviewing the business stakeholder.

Course Preparation

This course does not require any pre-work.

Examination & Accreditation Details

This course does not include an examination.

Additional Modules for On-Site Clients

On-site clients can choose to select any of the following additional modules which may be used to extend the course duration, or to replace some of the content listed above:

- **Test Scripting and Test Execution**

- **User Experience Basics**

- **Data Conversion for BAs**

- **Business Case and Finance Basics**

- **Working with Offshore Development Teams**

Details of the content of the above modules is available upon request.