

Introduction to Business Analysis: Defining Successful Projects - 3 Days

Course 211 Overview

- You Will Learn How To**
- Perform key functions of the business analyst by applying a solid business analysis framework
 - Conduct a business needs analysis to elicit stakeholder requirements
 - Apply business analysis techniques to identify key problems and potential opportunities in your enterprise
 - Create effective requirements and communication plans
 - Analyze and specify requirements using industry best practices
 - Manage solution assessment and validation
- Course Benefits** Business analysis is a critical process that drives organizational structures and systems within the context of varying stakeholder interests. The business analyst defines and evaluates potential initiatives that best fit organizational goals. In this course, you gain the foundational knowledge needed to effectively perform key business analysis functions. You learn how to apply a core business analysis framework as well as participate in interactive workshops to improve your analytical competencies.
- Who Should Attend** Anyone interested in gaining a broad knowledge of the key tasks and techniques involved in business analysis or anyone who needs to effectively analyze business options and outcomes.
- Workshop Course** You perform the key functions of a business analyst through an evolving case study woven throughout the course. Workshops include:
- Analyzing and prioritizing business needs
 - Applying elicitation techniques
 - Implementing evaluative techniques for project selection
 - Writing SMART business objectives
 - Quantifying business case benefits and costs
 - Deploying the affinity diagramming technique

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Course 211 Outline

Defining Business Analysis

Overview of the business analysis discipline

- Key roles and responsibilities
- Distinguishing between business analysis and other related disciplines

Introducing the business analysis framework

- The framework and the *Business Analysis Body of Knowledge*[®] (BABOK[®])
- Industry best practice from the International Institute of Business Analysis (IIBA[®])

Capturing Business Requirements through Elicitation

Gathering business needs at the organizational or department levels

- Performing needs analysis
- Choosing the best elicitation technique
- Soliciting enterprise-level contextual analysis using strategic, tactical and operational tools

Identifying the nine elicitation techniques

- Verifying the necessary steps to gather information
- Recording and confirming elicitation results

Conducting Enterprise Analysis

Analyzing the business landscape

- Categorizing and prioritizing business needs and issues using affinity diagrams
- Assessing business capabilities and gaps

Detecting problems and finding opportunities

- Exposing root causes of problems
- Finding opportunities for growth
- Identifying elements of the initial solution scope
- Developing action-oriented business initiatives to address business needs and opportunities

Measuring the feasibility of options

- 2x2 analysis grid
- **Prioritization matrices**
- Anticipating project benefits and costs

Documenting critical project parameters

- Building SMART project objectives
- Specifying critical project elements and deliverables

Planning and Monitoring the Business Analysis Process

Planning for requirements analysis

- Documenting assumptions, ground rules and templates
- Producing a requirements development plan to guide and manage the process
- Building the communication plan

Performing stakeholder analysis

- Identifying key stakeholders
- Analyzing the impact stakeholders have on a project

Developing a change management process

- Baselining your plan
- Following the defined change management process
- Managing the change control process

Managing and Communicating Requirements

Analyzing requirements

- Verifying, prioritizing and organizing requirements
- Specifying the requirements document
- Identifying key relationships using traceability

Executing the communication plan

- Addressing common pitfalls typically encountered during requirements development
- Validating the requirements document with key stakeholders
- Managing stakeholder agreement and conflict

Assessing and Validating Solutions

Allocating requirements

- Optimizing business value
- Evaluating dependencies between the individual requirements

Assessing organizational readiness

- Identifying organizational capability gaps
- Defining business and technical organizational impacts

Developing Business Analysis

Competencies

- Going beyond the mechanics of analysis

- Applying the IIBA[®] Business Analysis Competency framework