

## 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 solidify stakeholder requirements
  - Apply business analysis techniques to identify key problems and potential opportunities
  - Evaluate and prioritize the feasibility of business initiatives and present the business case
  - Document and deliver the requirements package
  - Optimize organizational performance and realize benefits downstream
- 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
  - Creating dynamic business models using workflow diagrams
  - Deploying evaluative techniques for project selection
  - Writing SMART business objectives
  - Quantifying business case benefits and costs
  - Communicating the requirements package to stakeholders

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### Course 211 Outline

#### Defining Business Analysis

##### Overview of the business analysis discipline

- Key roles and responsibilities
- The Business Analysis Body of Knowledge<sup>®</sup> (BABOK<sup>®</sup>)
- Distinguishing between business analysis and other related disciplines

##### Introducing the business analysis framework

- Industry best practice from the International Institute of Business Analysis (IIBA<sup>®</sup>)
- Applying the 6 Cs baseline framework and its analytical devices

#### Confirming Organization and Stakeholder Needs

##### Performing needs analysis

- Capturing business needs at the organizational or department levels
- Conducting enterprise-level contextual analysis using strategic, tactical and operational tools

##### Identifying key stakeholders

- Conducting stakeholder analysis
- Creating the analysis plan
- Building the communication plan

#### Conducting the Analysis

##### Analyzing the business landscape

- Categorizing and prioritizing business needs and issues using affinity diagrams and gap analysis
- Modeling the business at the process, organization, information and technology levels

##### Detecting problems and finding solutions

- Exposing root causes of problems
- Finding opportunities for growth
- Identifying action-oriented business initiatives to address problems and opportunities

#### Comparing the Project Initiatives

##### Techniques for evaluating derived options

- 2x2 analysis grid
- Prioritization matrices
- Paired comparison analysis

##### Assessing for business suitability

- Identifying first order and second order change implications

- Conducting rigorous feasibility studies

#### Constructing the Project

##### Documenting critical project parameters

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

##### Preparing the business case

- Structuring the business case
- Identifying quantitative and qualitative project benefits and costs

#### Crafting Requirements

##### Planning for requirements analysis

- Selecting your approach based on analysis assumptions
- Documenting guiding principles, ground rules and templates
- Producing a requirements development plan to guide and manage the process

##### Building requirements using the 5-step model

- Eliciting stakeholder wants and needs
- Analyzing stated requirements
- Specifying the requirements document
- Validating the requirements document with key stakeholders
- Managing the change control process

##### Consulting best practices and standards

- Addressing common challenges typically encountered during requirements development
- Outlining industry standards

#### Calibrating Organizational

##### Performance

##### Supporting downstream implementation and development

- Business analyst as change agent
- Realizing proposed benefits

##### Ongoing organizational performance

- Identifying the business analysis opportunities beyond the project level
- Processes for managing and reporting on organizational performance
- Applying ongoing evaluative techniques

#### Developing Business Analysis

##### Competencies

- Going beyond the mechanics of analysis
- Applying the IIBA<sup>®</sup> Business Analysis Competency framework
- Managing stakeholder agreement and conflict