

## BA30 – Foundations of Business Analysis

### Přehled

The course provides students a clear understanding and total immersion into all of the facets of the business analyst role, including a thorough walkthrough of the various domain/knowledge areas that comprise the business analysis profession. Students are provided an opportunity to try their hand at several business analysis techniques for eliciting, analyzing, and modeling requirements. The business analysis work performed in strategy analysis and solution evaluation, which is most often the least familiar to business analysts, is thoroughly presented and explored. Students completing this course will be well equipped with new skills and knowledge that can be immediately applied on current and future projects.

### Vzdělávací cíle

- Obtain a thorough understanding of the core responsibilities of the business analyst
- Understand the main professional associations and standards supporting business analysts in the industry
- Discuss and explore the components of each of the domains/knowledge areas that comprise the work of business analysis
- Recognize the importance of properly defining the business need prior to engaging in requirements activities
- Formulate a strong understanding of the concepts that comprise strategy analysis
- Obtain knowledge of and experience with the important work of stakeholder analysis
- Decipher between project and product scope and successfully use models to communicate scope
- Thoroughly understand and identify the various requirements categories and be able to recognize requirements of various types
- Develop interviewing skills and explore ways to plan and structure interviews
- Examine different forms of requirements documentation
- Explore elements of communication, conflict, and issue management
- Obtain a solid understanding of the concepts and activities involved in solution evaluation
- Obtain hands-on experience with a number of business analysis techniques for eliciting, analyzing, and modeling requirements

### 1 - Introduction to Business Analysis

- What is Business Analysis?
- Benefiting from business analysis
- Business analysis and project success
- Challenges of business analysis
- Discussions: Who performs business analysis functions in your organization?
- Exploring solutions options and your biggest challenges on past projects

[Online registrace](#)

### Termíny

Trvání kurzu (v dnech): 4 Days

G2R = "Garantovaný termín"   OLL = "Online LIVE" ILT = "Kurz vedený instruktorem"					
05/17/21	G2R	3:00PM - 11:00PM	Praha, Czech Republic	OLL	CZK 0.00
08/16/21		3:00PM - 11:00PM	Praha, Czech Republic	OLL	CZK 0.00
11/15/21		5:00PM - 1:00AM	Praha, Czech Republic	OLL	CZK 0.00

## 2 - A Closer Look at the Business Analyst Role

Definition of business analyst  
Responsibilities of a business analyst  
The BA/PM roles  
IIBA/PMI and the goals of a professional association  
Purpose for having a BA standard  
IIBA's BABOK® Guide and PMI's Practice Guide in Business Analysis  
Business analysis core concepts  
Business analysis perspectives  
IIBA and PMI certifications for business analysts  
Workshop: Introduction to Case Study

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## 3 - Strategy Analysis and Change

Define Strategy Analysis  
When to perform Strategy Analysis  
Business models  
Defining the business need  
Root cause analysis  
5 Whys  
Fishbone diagram  
Defining business requirements?  
Discussions: Who is involved in strategy analysis in your organization?  
Workshops: Create a Business Model, Define the Business Need, Create a Fishbone Diagram, and Write Business Requirements

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## 4 - Defining a Change Strategy

Define change strategy  
Gap analysis  
Determining solution options  
Enterprise readiness  
Cultural fit  
Operational and functional analysis  
Impact analysis  
Transitioning to the future state

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## 5 - Stakeholder Analysis

What is a stakeholder?  
The importance of stakeholder analysis  
Stakeholder identification  
Stakeholder types  
Tips/techniques for identifying analyzing stakeholders  
Keeping track of stakeholders  
Workshop: Identify Stakeholders

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## 6 - Understanding & Defining Solution Scope

Defining solution scope  
Techniques to use  
Project scope versus product scope  
Finding solution boundaries  
What is a feature?  
Identifying key features  
Discussion: Identifying Solution Scope  
Workshops: Draw a Context Diagram & Defining Scope with Features

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## 7 - Understanding Requirements

Project roles involved in requirements activities  
Requirements types  
Assumptions and constraints  
Business rules  
Decision tables and inference rules  
Requirements vs. business rules  
Requirements vs. specifications  
Discussions: Requirements and business rules  
Workshops: Define a Business Rule and write requirements

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## 8 - Business Process Modeling

Why do we model processes?  
What is Business Process Management?  
Using a modeling notation  
“As Is” vs. “To Be” modeling  
Why use BPMN?  
Basic BPM notation  
Developing a business process model  
Using a facilitated session  
Business Process Modeling – A case study  
Developing a Business Process Model  
Workshop: Create a Business Process Model

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## 9 - Preparing for Requirements Elicitation

Types of elicitation techniques  
Interviewing – what and why?  
Preparing for an effective interview  
Selecting the right interviewees  
Types of questions to ask  
Sequencing of questions  
Discussion: Elicitation Techniques You Have Used  
Workshop: Planning for an Interview

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## 10 - Elicitation using Interviews and Workshops

Conduct the Interview  
Establishing rapport with stakeholders  
Active listening and listening styles  
Workshops and getting the right people  
The role of the facilitator  
The brainstorming technique  
Decision rules and reaching consensus  
Avoiding Groupthink  
Encouraging participation  
Managing meetings and conflict  
Workshop: Conduct an Interview

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## 11 - Confirming Elicitation Results

Defining requirements analysis  
Prioritizing requirements (MoSCoW, Timeboxing, Voting, etc.)  
Documenting requirements  
Other uses for specifications and models  
Unified Modeling Language (UML®)  
Explaining user stories  
The traceability matrix  
Communicating requirements  
Workshop: Analyzing Requirements, Identifying User Stories, Tracing Requirements, and Obtaining Approval

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## 12 - Analyzing Requirements with Use Cases

What is an actor?  
Types of actors  
Defining actors  
Locating use cases  
Use case diagrams  
Use case tips  
Defining and identifying scenarios  
Parts of a use case  
Defining primary, secondary actors and pre and post conditions  
Best practices for writing use cases  
Template: Use Case Specification  
Workshop: Drawing a Use Case Diagram and writing the Main Success Scenario  
Scenarios and flows  
Alternate and exception flows  
Alternate scenario post conditions  
Guidelines for Alternate flows  
Examples of alternate and exception flows  
Workshop: Writing Alternate and Exception Flows

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## 13 - Documenting Requirements

How requirements relate to use cases  
Writing Non-Functional requirements  
User Interface Requirements  
Reporting requirements  
Data requirements  
Data accessibility requirements  
Business requirements document (BRD)  
BRD vs the Functional Requirements  
Verifying Requirements  
Quality attributes  
Purpose of the requirements package  
BA Deliverables across knowledge areas/domains  
Planning BA deliverables  
Workshops: Develop a User Interface and Verifying Requirements

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## 14 - Managing and Communicating Business Analysis Information

Business analysis communication  
The business analyst's role in communication  
Forms of communication  
7Cs of communication  
Symptoms of information overload  
Information mapping  
Presentation and common elements  
Requirements walkthroughs  
Conflict and issue management  
Conflict resolution techniques

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## 15 - Evaluating the Solution

Understanding solution evaluation  
Verification vs. validation  
Timing of solution evaluation  
Planning solution evaluation  
Performing solution evaluation  
Using existing metrics  
Evaluating long term performance  
Qualitative vs. Quantitative measures  
Tools and techniques used in solution evaluation  
Comparing expected vs. actuals  
When variances occur  
Proposing recommendations to address variances  
Communicating evaluation results

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## 16 - Additional Resources

Helpful links for obtaining additional business analysis information

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