Successful projects are built on the foundation of a clearly defined business need and well-understood requirements. This course provides students a clear understanding of all the facets of the business analysis 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 to assist with improving their skills in stakeholder identification, scope definition, and analyzing, documenting, and modeling requirements.

This course is compliant with IIBA’s Business Analysis Body of Knowledge (BABOK® Guide) version 3 standard in business analysis and is aligned with and upholds the practices as discussed in PMI’s Business Analysis for Practitioners: A Practice Guide.

Who Should Attend
This course is intended for intermediate to advanced Business Analysts who are looking to improve their skills for eliciting, analyzing, documenting, validating, and communicating requirements.

Course Objectives
- 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
- Obtain a clear understanding of the various requirements types and the significance for eliciting each type
- Discuss requirements packages and types of requirements documentation
- Obtain hands-on experience with a number of business analysis techniques and models

Course Outline
1. **Introduction to Business Analysis**
   - What is business analysis
   - Benefits and challenges of business analysis
   - Project success factors
2. **A Closer Look at the Business Analyst Role**
   - Definition of a business analyst
   - Responsibilities of a business analyst
   - Importance of communication/collaboration
   - BA role vs. PM role
   - Project roles involved in requirements
   - 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 beyond project work
   - Business analysis core concepts
   - Business analysis perspectives
   - IIBA and PMI certifications for business analysts
   - Workshop: Choose Your Project
3 Supporting the Project Portfolio (Strategy Analysis)

Define Strategy Analysis
When to perform Strategy Analysis
Components of Strategy Analysis
Defining the business need
Envisioning the Product and Project
Defining business requirements
The importance of stakeholders
Stakeholder identification
Tips for analyzing stakeholders
Techniques for managing stakeholder lists
Discussion: Who is involved in strategy analysis?
Workshops:
Define the Business Need
Write Business Requirements
Identify Stakeholders

4 Understanding and Defining Solution Scope

Defining solution scope
Techniques for defining solution scope
Applying the brainstorming technique
Project scope vs. Product scope
Finding solution boundaries
The Context Diagram
Actors and key information
Workshop: Draw a Context Diagram

5 Understanding Requirements

What is a requirement?
Requirement types
Business, Stakeholder, Solution, and Transition requirements
Assumptions and constraints
Business rules
Taxonomy of business rules
Decision tables
How to write simple calculations
Requirements vs. business rules
Document requirements
Workshop – Document Requirements

6 Elicitation and 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
Business Process Modeling – A case study
Business Process Realignment
“As Is” vs. “To Be” activity diagrams
Workshop: Create a Business Process Model
7 Planning and Eliciting Requirements

Interviewing – what and why?
Preparing for an effective interview
Types of questions to ask
Sequencing questions
Active listening techniques
Planning for elicitation
Conducting the interview
Establishing rapport
Active Listening
Feedback techniques
Types of elicitation techniques
Workshops:
Planning for Elicitation
Conducting an Elicitation Session

8 Use Case and User Story Analysis

What is an Actor?
Types of Actors
How to “find” Use Cases?
Diagramming Use Cases
Tips on naming Use Cases
Explaining scenarios
The use case template
Components of a use case
Scenario examples
Best practices for writing Use Cases
Scenarios and flows
Alternate and exception flows
Exercises:
Drawing a Use Case Diagram
Writing the Main Success Scenario
Writing Alternate and Exception Scenarios

9 Analyzing and Documenting Requirements

Requirements and Use Cases
Non-Functional requirements
User Interface Requirements
UI Data Table
Reporting requirements
Data requirements
Data accessibility requirements
Characteristics of good requirements
The business requirements document (BRD)
BRD vs. Functional Requirements Specification
Preparing the requirements package
Requirements traceability
Workshops:
Develop a User Interface
Analyzing Requirements
Tracing requirements
10 Additional Information

Useful books and links on writing effective requirements