

## Introduction to Business Analysis: Defining Successful Projects - 3 Days

### *Course 211 Overview*

- You Will Learn How To**
- Perform key functions of the business analyst
  - Apply a solid business analysis framework
  - Evaluate and prioritise the feasibility of various business initiatives
  - Quantify appropriate benefits and costs to support a business case
  - Plan a detailed requirements development process using best practices
  - Deliver the requirements package and support downstream development

**Course Benefits** Business analysis is a critical process that drives the project life cycle. The business analyst, acting as an intermediary between the business and technical communities, analyses competing business needs and develops plans to implement the projects that support stakeholder objectives. In this course, you gain foundational knowledge of the role and function of the business analyst. You also learn to apply a clearly defined business analysis framework.

**Who Should Attend** Anyone interested in a broad overview of key tasks conducted by a business analyst or needing to know how to effectively analyse 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:

- Clarifying the role of the business analyst
- Analysing and prioritising competing business needs
- Creating dynamic business models using workflow diagrams
- Writing SMART business objectives
- Quantifying business case benefits and costs
- Communicating the requirements package to stakeholders

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### Course 211 Outline

#### The Role of the Business Analyst

- Overview of business analysis
- Key roles and responsibilities
- Business analysis vs. project management: analysing similarities and distinctions

#### The Business Analysis Framework

##### Clarifying core concepts

- Positioning business analysis within the overall project life cycle
- Distinguishing among business, user and system level needs

##### Choosing a business analysis approach

- IIBA<sup>®</sup>-defined Knowledge Areas
- Recommended baseline framework for conducting business analysis activities

#### Analysing the Business Landscape

##### Diagnosing the business environment

- Capturing business needs and/or opportunities across the enterprise
- Categorising and prioritising issues using Affinity Diagrams
- Exposing root causes of problems
- Identifying action-oriented business initiatives that address the root problem

##### Evaluating and selecting an initiative

- Conducting feasibility studies
- Employing analysis techniques to assess alternatives
- 2x2 analysis grid
- Prioritisation matrices
- Paired comparison analysis

##### Modelling the future vision

- Describing the future state using workflow diagrams
- Considering incremental improvement vs. business transformation

#### Defining 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

#### Planning the Requirements

##### Development Process

##### Assessing stakeholder roles and responsibilities

- Identifying internal and external stakeholders
- Conducting stakeholder analysis

##### Determining project approach and key assumptions

- Documenting guiding principles, ground rules and templates
- Producing a requirements development plan to guide and manage the process

#### Developing and Delivering the Detailed Requirements Package

##### Incorporating the 5-step model

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

##### Applying requirements development best practices and standards

- Addressing common challenges typically encountered during requirements development
- Recognising existing industry standards

##### Communicating effectively to relevant stakeholders

- Engaging the development community
- Selling the message for optimal acceptance

#### Supporting Downstream Development

- Tailoring the business analyst role throughout the project life cycle
- Adapting the framework to real world scenarios