

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 prioritise the feasibility of business initiatives and present the business case
 - Document and deliver the requirements package
 - Optimise organisational performance and realise benefits downstream
- Course Benefits** Business analysis is a critical process that drives organisational structures and systems within the context of varying stakeholder interests. The business analyst defines and evaluates potential initiatives that best fit organisational 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 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:
- Analysing and prioritising 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[®] (BABOK[®])
- Distinguishing between business analysis and other related disciplines

Introducing the business analysis framework

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

Confirming Organisation and Stakeholder Needs

Performing needs analysis

- Capturing business needs at the organisational 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

Analysing the business landscape

- Categorising and prioritising business needs and issues using affinity diagrams and gap analysis
- Modelling the business at the process, organisation, 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
- Prioritisation 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
- Analysing 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 Organisational

Performance

Supporting downstream implementation and development

- Business analyst as change agent
- Realising proposed benefits

Ongoing organisational performance

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

Developing Business Analysis

Competencies

- Going beyond the mechanics of analysis
- Applying the IIBA[®] Business Analysis Competency framework
- Managing stakeholder agreement and conflict