



## Course Outline

### **BAB 607-Business Analysis Theory and Practice** (5-Days)

In today's complex projects, there is no more critical function than the function performed by business analysts. Business analysts serve as the link between the business interests served by the project and the technology that will be employed to deliver the functionality required by it. They are responsible for translating business needs into language that systems analysts can turn into a solution, for framing the problem and identifying the most appropriate solution. They keep the project focused on the needs for which it was initiated. They are often charged with gathering, documenting and tracking requirements, especially in software development and implementation projects.

This 5-day workshop provides a comprehensive coverage of the methods and tools for successful requirements elicitation and management and allows participants to apply the concepts they have learned to "real-world" projects. The workshop provides an integrated mix of the presentation and application of concepts and is designed to challenge students to synthesize a considerable body of material and assimilate it into their professional practice. By the time the workshop has been completed, participants will have been required to provide evidence that they have mastered the subject matter and that they are ready for application of what they have learned to their work environment. The course will be wrapped up with a practical, integrative exercise.

This workshop is intended to be compliant with the standards for business analysis and requirements definition, the Business Analysis Body of Knowledge (hereafter described as the BABOK), which is being prepared by the International Institute of Business Analysis™ (IIBA). This workshop has been constructed to be BABOK compliant because the BABOK represents the best thinking about business analysis, because it will become the standard for business analysis, and because some participants may wish to achieve IIBA certification as a business analyst. Because the BABOK is evolving and is not in its final form, this course is based on the frameworks established by the BABOK and its current form. This workshop will be updated as that standard becomes closer to finalization.

The objectives of this course are to assist the student to:

- Understand the importance of the role of the BA
- Gain a comprehensive understanding of the methods for business analysis and project requirements elicitation and management
- Apply the concepts they have learned in the workshop to a integrated case study
- Provide participants with tools and methods that they can immediately apply to their projects

#### **Day 1**

- Define BA roles and responsibilities
- Describe the emerging BA profession including the IIBA certification program
- Describe the difference between business analysis versus systems analysis
- Describe the challenges of business analysis
- Describe the interface between business analysis and project management
- Understand scope and configuration management
- Describe and apply the BABOK Knowledge areas, Fundamental Skill areas and Technical Skills
- Apply enterprise analysis skills in



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Organizational aspirations and measurement of financial performance  
Strategic planning  
Organizational architecture  
Building the business case (feasibility, opportunities, risk, benefits/costs and analysis)  
Detailing and documenting the business case (selecting and prioritizing projects)  
Problem solving  
-Describe requirements planning and management (roles, responsibilities, stakeholder needs, interests and conflict management)

### Day 2

-Build the requirements development project plan, including  
Identification of deliverables and activities  
Identification of the schedule and milestones for requirements development  
Management of the scope of the requirements project  
Reporting on requirements progress and performance  
-Exercises in requirements planning  
-Apply requirements gathering techniques for collection of requirements, including  
Brainstorming  
Identification of scenarios  
Document analysis  
Focus groups  
Interface analysis  
Interviews  
Job shadowing  
Prototyping  
Requirements workshop  
Survey/questionnaires  
Reverse engineering  
User task analysis  
-Exercise in development of requirements elicitation techniques and creation of elicitation scripts

### Day 3

-Describe requirements analysis and documentation, and attributes of good requirements  
-Apply techniques for analyzing requirements (data/behavior, process/flow and usage models)  
-Demonstrate skills in managing  
Supplementary requirements  
Assumptions and constraints  
Requirements attributes  
Traceability of requirements  
Requirements specifications  
Requirements validation  
-Exercise in the selection and application of requirements modeling and documentation methods



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### Day 4

- Communicate requirements
- Identify requirements format (target audience, presentation requirements, preferences and tools)
- Describe the creation of the requirements package
- Describe requirements presentation
- Describe the management of requirements review and signoff
- Exercise in requirements communication and presentation
- Describe requirements implementation including issues such as
  - Alternative solutions
  - Technology options
  - Facilitation of solution selection
  - Usability of the solution
  - Quality assurance

### Day 5

- Capstone group exercise
  - Creation of requirements management plan for the case study including WBS, risk register, and schedule
  - Identification of requirements elicitation methods appropriate for the situation and development of requirements scripts
  - Identification of illustrative requirements for the case study
  - Modeling and analysis of requirements using at least three techniques
  - Creation of the requirements package to include supplementary requirements and requirements traceability matrix
  - Communication of requirement package (group presentations to the class)