

Business Analysis & Mastering the Requirements: Bring Success to Projects

Course ISI-1517 Three days Instructor-led

Introduction

This three-day, instructor-led course is for those who need to learn practical system thinking: business systems analysts, managers, information technology (IT) professionals, or other business professionals

From enterprise analysis and scope definition to requirements determination and conceptual design, this course gives analysts a thorough understanding of the entire Systems Development Life Cycle. Replete with both “hard” and “soft” skills, this course builds a sound strategy for analyzing business processes and demonstrates how to apply concepts and practical techniques within the context of an experiential learning environment. Students emerge from this workshop with a solid foundation of business analysis thinking as well as a greater understanding that doing the right things are just as important as doing things right. Aligned with the Business Analysis Body of Knowledge (BABOK), this workshop is compliant with the standards for business analysis and requirements definition, the Business Analysis Body of Knowledge (hereafter referred to as the BABOK), which has been prepared by the International Association of Business Analysis (IIBA).

By mastering the project requirements process, business analysts and project managers can better manage customers’ expectations and satisfy their needs. Requirements discovery is the first step to a successful project. This workshop focuses on the skills necessary to thoroughly gather requirements from stakeholders, procedures, system components, and various business documents. Quality requirements statements are the next step in a successful project. This course is designed for business analysts, project and program managers working on key change initiatives that need transition to valuable portfolio of programs and supporting projects

This course stresses best practices in business analysis by use of slides, exercises and group discussions. The course material stresses business analysis best practices, consistent with ‘A Guide to the Business Analysis Body of Knowledge (BABOK).

At Course Completion

The objectives of the workshop are to introduce skills, concepts, and strategies to:

- Introduce participants to the roles and responsibilities of business analysts with a focus on project requirements definition

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- Provide training that is consistent with the BABOK
- Build the capabilities of participants so that they can successfully develop and manage project requirements and be a productive and contributing member of project teams
- Engage participants in interactive exercises designed to build their skills and confidence
- Familiarize participants with best practices in business analysis and requirements definition
- Provide a base of knowledge for additional business analysis learning, either self-directed or otherwise
- Provide participants with an opportunity to apply the skills they have learned to a realistic project exercise
- Learn best practices in business analysis for eliciting requirements with stakeholder collaboration
- Learn to translate business and stakeholders requirements into solution requirements
- Learn how to structure and organize your requirements into packages for stakeholder review and acceptance
- Learn critical skills for a business analyst to perform requirements analysis and design techniques for the business processes of the recommended solution

Prerequisites

None

Student Materials

The student kit includes a comprehensive workbook and other necessary materials for this class.

Course Outline

Module 1: Introduction

- Defining business analysis
- What is business analysis?
- What is a business analyst?
- (IIBA) Business Analysis Body of Knowledge (BABOK)
- Today's approach to business analysis
- The Systems Development Life cycle

Module 2: Strategy Analysis

- What is enterprise analysis?
- What has changed?
- What information should we gather for enterprise analysis?

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- How should we collect this information?
- Types of information to collect
- Sources of information
- How does enterprise analysis help the project?
- Real-world application

Module 3: Defining the Project Scope

- An approach to project definition
- Step One – identify issues
 - Uses for issues
- Step Two- recognize future benefits
- Step Three – identify the stakeholders and sponsor
 - Stakeholder
 - The project sponsor
- Step Four –diagram the function flow
- Step Five –define the project scope and objectives
 - Scope exclusions
- Real-world applications

Module 4: Procedure Analysis

- Preparing for analysis
 - What information should we gather to analyze?
 - Why perform procedure analysis?
- Definitions
- Performing procedure analysis
- Process flow modeling
 - Why create models?
 - Symbols used in process flow models
- Swim lane diagram
 - Guidelines for creating swim lane diagrams
- Process scripts
 - Old procedure
 - Process script procedure
- Real-world application

Module 5: Interviewing

- Why interview?
- Preparing for the interview
- Interview structure
- Questioning and listening techniques
- Listening for requirements
- Holding the interview
- Real-world application

Module 6: Requirements, Assumptions and Constraints

- Effective requirements practices
 - Requirements
 - Types of requirements
 - SMART requirements
- Identifying user requirements
- Assumptions and constraints
- Real-world application

Module 7: Defining a Solution

- Solution definition
 - System improvement
 - System redesign
- Review project scope
 - Future state changes
 - Process improvement
 - Process change
 - Systems development
 - Systems change
 - Organizational change
- Impact analysis
 - Process improvement impact
 - Systems development impact
 - Organizational change impact
- Real-world application

Module 8: Solution Implementation Planning

- Systems Development Life Cycle review
- Phases for implementation planning
- Planning to implement the future changes
- Visualizing the project schedule for implementing the solution
 - Break the project down into tasks
 - Sequence the tasks
 - Estimate time
 - Assign resources
 - Chart the plan
- Real-world application

Module 9: Management Presentation

- Business Case
- What's in this management presentation?
- Presentations
- Rehearsal and practice run

- Multi-media
- Numbers
- Written words
- Graphics
- Spoken words
- Behavior styles
- Task vs. people
- Methodical vs. direct
- Four style strategy
- Real-world application

Module 10: Mastering the Requirements

- Understand the most effective techniques to use for eliciting requirements from various stakeholder groups
- Understand the multiple types of requirements that must be elicited for a total view to meet project objectives
- Understand the Requirements Life Cycle management throughout the change initiative
- Understand Business Process Analysis techniques using Business Process Modeling Notation (BPMN) showing the 'as is' to the 'to be' recommended solution of the change initiative