

# Introduction to Business Analysis Training: Defining Successful Projects Course Outline

## Defining Business Analysis –

### Overview of the business analysis discipline

- What is business analysis?
- The scope of the business analyst's work
- Responsibilities of the business analyst

### Introducing the business analysis process

- From strategy analysis to requirements engineering
- Best practises used throughout the business analysis process

## Performing Strategic Analysis –

### Introducing strategy analysis

- Identifying strategic context
- Performing root cause analysis

### Internal analysis

- Responding to business challenges through internal analysis
- Identifying your key stakeholders
- Clarifying the organisational mission using MOST

### External analysis

- Optimising organisational flexibility using external analysis
- Investigating competitive pressures using Porter's Five Forces
- Analysing the business landscape using PESTLE



## **Analysing and Managing Your Stakeholders –**

### Identifying your stakeholders

- The stakeholder wheel and identification matrix
- Creating stakeholder personas

### Analysing your stakeholders

- Examining stakeholder impact for your project
- Evaluating stakeholder attitude towards your project
- Placing your stakeholder in the organisational hierarchy using STOP
- Developing action-oriented business initiatives to address business needs and opportunities

### Managing your stakeholders

- Interacting with your stakeholders
- Creating a stakeholder communication plan
- Assessing your stakeholders

## **Defining the Solution –**

### Exploring business and technical options

- Forming scope from business goals and objectives
- Writing the business requirements

### Developing criteria and solutions

- Making use of affinity diagrams to elicit high-level criteria
- Comparing evaluation techniques

## **Making the Business Case –**

### The structure of the business case

- Creating a pyramid of information
- Using customer-focused persuasion



### Analysing costs and benefits

- Categories of costs and benefits
- Identifying tangible and intangible costs and benefits
- Investment appraisal using a cash flow forecast
- Evaluating risk and impact

## **The Requirements Engineering Framework –**

### Defining requirements

- The cost of poor requirements
- Distinguishing between functional and non-functional requirements
- Key sources of requirements

### Planning the requirements communication process

- Addressing common pitfalls typically encountered during requirements development
- Actors in the requirements engineering process
- Dealing with tacit and explicit knowledge

### Developing the requirements document

- Building the requirements list
- Applying requirements filters
- Developing well-formed requirements

## **Establishing the Requirements –**

### The elicitation process

- Elicitation tools and techniques
- Guidelines and checklists



### Eliciting the requirements

- Conducting effective interviews and workshops
- Deploying observation techniques
- Getting user feedback by using prototypes
- Analysing the situation using visualisation techniques
- Spotting non-functional requirements using quantitative analysis

### **Analysing the Requirements –**

#### Organising and prioritising requirements

- Arranging requirements by focus
- Gap analysis techniques

#### Employing modelling techniques

- Modelling the business context
- Shaping the business processes
- Inspecting the requirements

### **Writing the Requirements Documentation –**

#### Creating formal requirements documentation

- Structuring a standard functional requirement
- Structuring a standard non-functional requirement

#### Creating agile requirements documentation

- Developing and splitting user stories
- Crafting, and elaborating on, use cases

#### Validating the requirements

- Stakeholders and their areas of concern
- Types of validation



### Managing the written requirements

- Dealing with changing requirements
- Sources of requirements change
- Components of requirements management

### **Presenting the Business Solution –**

- Delivering the requirements
- Transferring the business solution
- Supporting developmental activities

