Introduction to Business Analysis Training: Defining Successful Projects

Module 1: 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

Module 2: 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
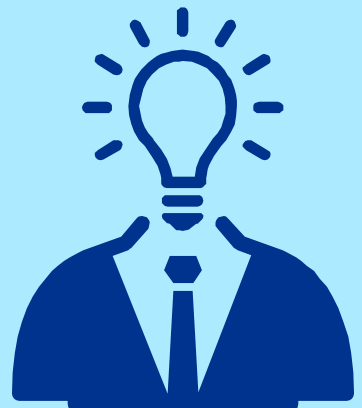
Module 3: Analysing and Managing Your Stakeholders

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

Module 4: 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

Module 5: 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

Module 6: 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

Module 7: 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

Module 8: 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

Module 9: 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

Module 10: Presenting the Business Solution

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