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## Advanced Business Analysis (Duration 3 days)

### Overview

The Advanced Business Analysis course is an intensive workshop deep diving into the core competencies of a business analyst. The course is a blend of theoretical content with the real-life experience of a Lead Business Analyst practitioner. Throughout the course, you will learn about the more complex aspects of business analysis and the key skills/techniques using a combination of instructor lead presentations and practical workshop activities.

### Learning Objectives

- Understand the key knowledge, tools, techniques & skills of a Senior Business Analyst
- Obtain planning and estimating skills for business analysis activities
- Gain an understanding of how to develop a Requirements plan (Information and Governance).
- Understand different requirements elicitation techniques
- Gain an appreciation of requirements analysis and documentation including requirements modelling techniques
- Appreciate the importance of managing requirements and communicating change throughout the product lifecycle

### Course Outline

#### Business Analysis Core Concept Model

#### Needs Assessment

#### BABOK – Top Down/Bottom-Up approach

#### Business Analysis Planning and Monitoring

- Overview
- Core Concept Model in BA Planning
- Plan Business Analysis Approach
- Plan Stakeholder Engagement
- Plan Business Analysis Governance
- Plan Business Analysis Information Management
- Identify Business Analysis Performance Improvements
- Techniques
  - Business Analysis Estimation
  - Stakeholder Lists, Maps, and Personas
  - Decomposition Models
  - Product Backlog
  - Rolling Wave Planning
  - Work Breakdown Structures
- Exercise – Plan the BA approach to the scenario.

## **Elicitation and Collaboration**

- Overview
- Core Concept Model in Elicitation and Collaboration
- Prepare for Elicitation
  - Elicitation Activity Plans
  - Risk Analysis and Management
- Conduct Elicitation
  - Collaborative Elicitation
    - Process Modelling
    - Mind Mapping
    - Workshops
    - Collaborative Games
  - Research Based Elicitation
    - Data Mining
    - Business Rules Analysis
    - Surveys and Questionnaires
  - Experimental Elicitation
    - Prototyping
- Confirm Elicitation Results
  - Confirm elicitation results against source information (Document Analysis)
  - Interviews
- Communicate Business Analysis Information
  - Formal Documentation
  - Informal Documentation
  - Presentations
- Manage Stakeholder Collaboration
  - Gaining and maintain agreement on commitments
  - Monitoring stakeholder engagement
  - Collaboration

## **Requirement Life Cycle Management**

- Overview
- Core Concept Model in Requirements Lifecycle Management
- Overall Process
- Trace Requirements
  - Process Traceability
  - Software Traceability
  - Traceability Rules
  - Traceability Repository
- Maintain Requirements
  - Maintain Requirements
  - Maintain Attributes
  - Reuse Requirements
- Prioritise Requirements
  - Benefits
  - Penalties
  - Cost
  - Risk
  - Dependencies
  - Time Sensitivity
  - Stability
  - Regulatory or Policy Compliance
- Techniques
  - Backlog Management
  - Decisions Analysis
  - Impact Mapping

- Assess Requirements Changes
- Approve Requirements

## **Strategy Analysis**

- Overview
- Core Concept Model in Strategy Analysis
- Analyse Current State
  - Business Needs Assessment
  - Business Model Canvas
  - Metrics
- Define Future State
  - Benchmarking
  - Business Goals and Objectives
  - Solution Scope
  - Constraints
  - Organisational Structure and Culture
  - Capabilities and Processes
  - Technology and Infrastructure
  - Potential Value (NPV, IRR, ROI)
- Assess Risks
  - Risk tolerance
  - Risk Analysis and Management
- Define Change Strategy
  - Enterprise Readiness Assessment
  - Transition States and Release Planning
- Business Case Development

## **Requirements Analysis and Design Definition**

- Overview
- Core Concept Model in Strategy Analysis
- Analysis using a Requirements Model
  - Business Process Model
  - Writing Business Requirements
  - Functional Requirements with a Use Case Model
  - Business Domain Model
  - Interface Model
  - Non-functional Requirements
- Assumptions and Constraints
- Agile Techniques
  - Agile Ceremonies – Stand-ups, Sprint Planning, Backlog Management, Retrospectives
  - Personas
  - Epics
  - User Stories
  - Story Decomposition