



Introduction

BA Training Solutions' modular approach allows clients to construct a training course from 1 or more modules to suit their own needs.

Modules are designed around 4 competency levels as defined by the BACA scheme:

- **Level 1** – Trainee Business Analyst
- **Level 2** - Junior Business Analyst (from 6 months to 2 years experience)
- **Level 3** - Business Analyst (typically 1 to 5 years experience)
- **Level 4** - Senior Business Analyst (typically >4 years experience)

Where a module is described as 1-2, 2-3, etc, it should be suitable for a range of levels of experience or can be tailored to a specific level. Our training consultants will be happy to advise you.

Module List

Module	Level	Duration
Introduction to BA role and Responsibilities	1-2	0.5 day
The Project Lifecycle and the BA	1	0.5 day
Effective Interviewing	1-2	0.5 day
Requirements Hierarchy and Types of Requirement	1-2	0.5 – 1 day
Requirements Elicitation Techniques	1-2	0.5 - 1 day
Requirements Documentation Techniques	1-2	0.5 – 1 day
Process Modelling Basics	1-2	0.5 – 1 day
Producing Use Case Diagrams and Descriptions	1-3	0.5 – 1 day
Data Modelling Basics	2-3	0.5 – 1 day
Getting from Requirements to Solutions	1-3	0.5 day
Supporting Business Implementation	1-3	0.5 day
Project Scoping and Definition Basics	1-2	0.5 day
Business Case Basics	1-3	0.5 day
Effective Prototyping techniques	2-3	0.5 day
User Experience basics	2-3	0.5 – 1 day
Ensuring Requirements Quality	1-3	1 day
System and User Acceptance Testing Basics	1-2	0.5 – 1 day
Agile Introductions	2-4	0.5 – 1 day
Data Modelling Intermediate	3-4	1-2 days
Running Effective Requirements Workshops	2-4	1 day
Process Improvement and Redesign	3-4	1 day
Estimating for Requirements Analysis	3-4	1 day
Writing and Executing System and UAT Test Scripts	2-4	1 day
Requirements Analysis for Package Solutions	2-3	1-day
Requirements Definition for Off-shored Development	3-4	1 day
Advanced Business Case Development	3-4	1 day

Module Duration

Each module has a specified duration but this can usually be tailored for a specific group. Around half the time for most modules will be devoted to practical exercises and/or group discussion.

Module Overviews

Module Name: Introduction to the Business Analyst Role

BACA Level 1-2
Duration: 0.5 day

Module Objectives/Key Learning Points:

Sets the context for Business Analysis and defines 4 basic rules of business analysis (note – this introductory module is recommended to start all Level 1 and 2 courses)

Module Content:

- The role of the Business Analyst and how the role has evolved from the Systems Analyst
- Fundamental rules of Business Analysis
- Business Analysis competencies

Includes an introductory exercise in documenting requirements to illustrate the complexities involved in being a competent and effective Business Analyst.

Module Name – The Project Lifecycle and the Business Analyst

BACA Level 1
Duration: 0.5 day

Module Objectives/Key Learning Points:

Provide an overview of the project lifecycle and demonstrate how the BA should be involved in all project phases. Examines how different types of project require different approaches

Module Content:

- Overview of 'typical' project phases
- Project approaches such as Waterfall, Iterative and Agile – benefits and problems of different approaches
- Deliverables produced by BA's in different parts of the project lifecycle
- How the BA fits into the 'traditional' project lifecycle
- How approaches like Agile can affect the responsibilities of the BA

Module Name – Effective Interviewing

BACA Level 1-2
Duration: 0.5 day

Module Objectives/Key Learning Points:

Effective interviewing is about good listening skills. Different types of interview objective require different approaches and questioning technique.

Module Content:

- The different user perceptions of IT and business change
- Basic interviewing rules
- Alternative approaches to interviewing

Practical Exercise: A role play interview session can be incorporated allowing each delegate to perform a one-to-one stakeholder interview

Module Name – Requirements Hierarchy and Types of Requirement

BACA Level 1-2

Duration: 0.5 day

Module Objectives/Key Learning Points:

Understand why different types of requirement are needed. The importance of distinguishing between high-level and detailed requirements.

Module Content:

- Definition of requirements and why they need to be defined
- Business requirements and Functional requirements
- The importance of defining requirements at a high and low level of detail
- Non-functional requirements and how to define them
- The difference between requirements and solutions
- Requirements checklist

Practical Exercise: Delegates are asked to define some different types of requirement from a short scenario.

Module Name - Requirements Elicitation Techniques

BACA Level 1-2

Duration: 0.5 - 1 day

Module Objectives/Key Learning Points:

Understand how different knowledge types can affect how requirements are gathered. Illustrates with examples how business stakeholders rarely understand the full set of requirements that are needed to provide a robust end-to-end solution and how the Business Analyst can drive their thinking.

Module Content:

- Different types of knowledge
- Requirements workshops
- Overview of Process modelling and data modelling and their relationship to requirements
- Scenarios and Use Cases
- Prototyping overview
- Questionnaires and sampling

Practical Exercise: Delegates are presented with a number of business scenarios and asked to identify which elicitation techniques would be required to achieve the required outcome.

Module Name - Requirements Documentation Techniques

BACA Level 1-2

Duration: 0.5 – 1 day

Module Objectives/Key Learning Points:

This module illustrates the need for different approaches and levels of formality when documenting requirements. Examines how working with off-shore developers and third party vendors influences the way in which requirements are documented and levels of formality in sign-off. A pragmatic approach is required depending on the type of project undertaken.

Module Content:

- Plain text example
- Requirements Catalogue example
- Process based example
- Use Case example
- CASE tools and Requirements Databases
- Pro's and Con's of different approaches
- Requirements style in Agile projects

Practical Exercise: Delegates are presented with a number of project scenarios and asked to define an appropriate documentation technique.

Module Name – Process Modelling Basics

BACA Level 1-2

Duration: 0.5 – 1 day

Module Objectives/Key Learning Points:

Why process modelling is important to BA's. How to draw basic process models using BPMN. The importance of having standards.

Module Content:

- Definition of a process and a process model
- How process modelling helps the BA
- Process modelling as a requirements definition tool
- Overview of BPMN
- Instructor led exercise to develop a process model
- Best practice for process modelling
- Hints and Tips
- Process modelling checklist

Practical Exercise: Delegates are asked to produce a simple swim-lane type diagram

Module Name – Data Modelling Basics

BACA Level 2-3

Duration: 0.5 - 1 day

Module Objectives/Key Learning Points:

How data modelling can be used to discover requirements that would not be discovered using any other technique. Construct a basic data model and interpret a data model. Identify attributes for entities.

Module Content:

- What is a data/entity model
- How data modelling helps the BA
- Data modelling as a requirements definition tool
- Entities, relationships and attributes
- Instructor led exercise to develop a data model
- Hints and Tips
- Data modelling checklist

Practical Exercise: Delegates are asked to produce a simple data model

Module Name - Getting from Requirements to Solutions

BACA Level 1-3

Duration: 0.5 day

Module Objectives/Key Learning Points:

How the BA is the key facilitator between business users and delivery teams to ensure a robust and cost effective system is delivered. How to run a Delivery Transition Workshop. How requirements are turned into solutions.

Module Content:

- Prioritising and assessing requirements for delivery
- Running a delivery transition workshop
- Setting expectations
- The importance of detailed requirements
- Supporting IT development
- Implications of off-shored and outsourced development
- IT Transition Checklist

Practical Exercise: Role Play demonstration of Delivery Transition workshop

Module Name - Supporting Business Implementation

BACA Level 1-3

Duration: 0.5 day

Module Objectives/Key Learning Points:

Understand how the BA supports the business through all aspects of implementation.

Module Content:

- Identifying business impact and relevant stakeholders
- Aspects of business implementation
- Business Implementation checklist

Practical Exercise: delegates are asked to identify potential business impact areas from the case study.

Module Name – Producing Use Case Diagrams and Descriptions

BACA Level 1-3

Duration: 0.5 – 1 day

Module Objectives/Key Learning Points:

Use cases can be used to drive business thinking and to validate and drive out requirements.

Module Content:

- Drawing use case diagrams
- Writing use case descriptions
- Include and Extend constructs
- Instructor led example of producing a use case diagram
- Instructor led example of producing a use case description
- Links with testing

Practical Exercise: Delegates are asked to produce a simple use case diagram and a use case description.

Module Name: Project Scoping and Definition Basics

BACA Level 1-2

Duration: 0.5 day

Module Objectives/Key Learning Points:

Project Definition lays the foundations for a successful project. Project objectives and scope must be clearly defined.

Module Content:

- The importance of project definition/initiation
- Contents of a PID/PDR
- Defining SMART Objectives
- Understanding project constraints
- Quality criteria for IT systems
- Project Scoping checklist

Practical Exercise: Delegates are asked to define objectives for the case study and an outline of scope and scoping questions that need to be asked of the Project Sponsor.

Module Name: Business Case Basics

BACA Level 1-3
Duration: 0.5 day

Module Objectives/Key Learning Points:

The importance and use of business cases. How to construct a simple business case.

Module Content:

- Project roles in producing a business case
- Constructing a basic business case
- Identifying costs and benefits
- Overview of NPV, IRR and ROI
- Benefits realisation
- Business Case checklist

Module Name: Effective Prototyping techniques

BACA Level 2-3
Duration: 0.5 day

Module Objectives/Key Learning Points:

Prototyping is an important (often under-used) part of IT development. Prototyping builds user confidence if done correctly. Prototyping as a process should be carefully planned and managed.

Module Content:

- The importance of prototyping
- Roles and responsibilities in prototyping
- Planning a prototyping activity
- Dangers of prototyping
- Inputs to prototyping

Practical Exercise: Delegates are asked to produce some simple prototypes based on other project deliverables and with input from a business stakeholder.

Module Name: User Experience Basics

BACA Level 2-3
Duration: 0.5 – 1 day

Module Objectives/Key Learning Points:

A great user experience will reduce business costs. To define the importance of good user interface design and the BA's role in ensuring that it is fit for purpose. Key principles of screen design as well as other types of user interface.

Module Content:

- Importance of User Experience
- BA responsibilities
- Profiling your users
- Examples of poor UI design
- UI Design Principles
- Prototyping techniques
- Defining usability
- Legal requirements

Practical Exercise: Delegates are asked to design the structure of a basic website including navigation flow and a number of specific screen designs.

Module Name: Ensuring Requirements Quality

BACA Level 1-3

Duration: 1 day

Module Objectives/Key Learning Points:

Each project should individually consider its quality criteria for requirements documentation. Quality must be considered from a business and a technical perspective.

Module Content:

- Quality criteria for requirements
- Objective and Requirements
- Requirements documentation techniques
- Requirements quality from a business perspective
- Requirements quality from a technical perspective
- Levels of requirement
- Using Walkthroughs effectively

Practical Exercise: Delegates are asked to validate a number of requirement statements. A structured walkthrough exercise is carried out.

Module Name: System and User Acceptance Testing Basics

BACA Level 2-3

Duration: 0.5 – 1 day

Module Objectives/Key Learning Points:

System and User Acceptance Testing needs to be carefully planned and managed. Test scripts will be linked to requirements documents and use case descriptions. How the Business Analyst can manage issues between the business, testers and development teams.

Module Content:

- Definition of Testing
- Test Planning
- Defining acceptance criteria
- Use Cases and Scenarios
- Test Scripting
- Test Execution
- Testing checklist

Practical Exercise: Delegates are asked to produce some simple scenario based UAT scripts.

Module Name: Agile Introductions

BACA Level 2-4

Duration: 0.5 – 1 day

Module Objectives/Key Learning Points:

Introduce the principles of Agile and how this may impact on the Business Analyst role and their deliverables.

Module Content:

- Agile and Scrum overview
- Sprints and Iterations
- Roles in Agile
- The BA as the Product Owner
- User Stories
- Managing backlogs
- Assigning business value

Practical Exercise: Delegates are asked to write some user stories with acceptance test conditions. An example Scrum meeting is held to demonstrate the principles of Scrum.

Module Name: Data Modelling Intermediate

BACA Level 3-4

Duration: 1-2 days

Module Objectives/Key Learning Points:

A correct data model can reap vast benefits in future years but an incorrect data structure will impede the business for years to come.

Module Content:

- Data Modelling Rules
 - Resolving many to many's
 - Resolving one to one's
- Alternative data modelling styles
- Defining attributes
- Physical translation
 - Primary keys
 - Foreign keys
- Data Modelling through the project lifecycle
- Data Modelling Checklist

Practical Exercise: Delegates build a medium complexity data model from first principles throughout the course.

Module Name: Running Effective Requirements Workshops

BACA Level 2-4

Duration: 1 day

Module Objectives/Key Learning Points:

Following successful participation in this course, delegates will know how to organise, run, participate in, and facilitate workshops.

Module Content:

- Planning and organising a workshop
- Being an effective workshop participant
- Facilitating a workshop
- Approaches to running a workshop
- Workshop Techniques (e.g. Process Diagrams, Mind-mapping, brainstorming)
- The individual and the group
- Recording and follow up

Practical Exercise: Practical session – Delegates are asked to prepare hold a workshop. Further practical exercises occur where a variety of workshops scenarios are presented for course attendees to deal with.

Module Name: Process Improvement and Redesign

BACA Level 3-4

Duration: 1 day

Module Objectives/Key Learning Points:

Process improvement requires strong sponsorship and clear direction. Processes can be documented analysed and evaluated

Module Content:

- Definition of a process
- Initiating the improvement programme
- Process effectiveness vs process efficiency
- Process diagramming using BPMN
- Process Goals and Outcomes
- The importance of metrics
- Identifying value and waste
- Analysing existing processes
- Identifying improvements
- Process Reengineering vs Process Improvement
- Understanding human factors
- Aligning process resources with the achievement of business objectives

Practical Exercise: Delegates are asked to evaluate and redesign an existing business process.

Module Name: Estimating for Requirements Analysis

BACA Level 3-4

Duration: 1 day

Module Objectives/Key Learning Points:

Breaking down a problem into its component parts assists more accurate estimates. Estimating is often done 'finger in the air' but specific techniques will produce more accurate estimates.

Module Content:

- Problem breakdown
- Influencing factors
- Evaluating project risk
- Estimating techniques
- Planning Poker
- Dealing with estimating conflicts
- Estimating checklist

Practical Exercise: Delegates are asked to produce some estimates for a number of different project scenarios. A Planning Poker exercise is carried out.

Module Name: Writing and Executing System Test and User Acceptance Test scripts

BACA Level 2-4

Duration: 1 day

Module Objectives/Key Learning Points:

System and User Acceptance Testing have different objectives. Test scripts must be based on a number of different inputs. Business Analysts can help the testing process run more smoothly.

Module Content:

- Testing Definitions
- Testing Inputs
 - Requirements
 - Functional specifications
 - Use Cases
 - Process Models
 - Data Models
- Overview of test management
- Organising Testing
- Defining Acceptance Criteria
- Writing System test scripts
- Writing User Acceptance test scripts
- Executing Scripts
- Raising Faults
- Testing Checklist

Practical Exercise: Delegates produce a basic requirements document, a use case diagram and a simple process diagram. They are later asked to produce some simple System and UAT scripts.

Module Name: Requirements Analysis for Package Solutions

BACA Level 2-3

Duration: 1 day

Module Objectives/Key Learning Points:

Dealing with package solutions requires the overall project approach to requirements to be evaluated. Relationships with package suppliers must be managed carefully and various other stakeholders must be involved.

Module Content:

- Requirements approach
- Requirements documentation
- Identifying stakeholders
- Dealing with package suppliers
- Gap analysis
- Solution evaluation and decision
- Package customisation
- On-going package maintenance
- Procurement checklist

Practical Exercise: Delegates are asked to evaluate a number of potential package solution scenarios and to develop example requirements to be used for package evaluation. A gap analysis exercise is performed.

Module Name: Requirements Definition for Off-Shored Development

BACA Level 3-4

Duration: 1 day

Module Objectives/Key Learning Points:

Outsourcing and off-shoring of IT development require a different approach to requirements documentation.

Module Content

- Roles in off-shored development
- Requirements approach
- Requirements documentation
- Defining high level requirements
- Defining detailed requirements
- Using Structured English
- Stakeholder issues
- Cultural issues

Practical Exercise: Delegates are asked to produce some high-level and detailed requirement examples.

Module Name: Advanced Business Case Development

BACA Level 3-4

Duration: 1 day

Module Objectives/Key Learning Points:

Accurate business cases require detailed end-to-end analysis. Different types of project require different approaches to business case production.

Module Content

- Stakeholders and roles in Business Case development
- Content of a Business Case and relationship to other project deliverables
- Net Present Value
- Return on Investment
- Internal Rate of Return
- Refining the business case
- Identifying and Managing Risks
- Benefits Realisation approaches

Practical Exercise: Delegates are asked to build example business cases from a number of different types of project.