Fundamentals of Agile Business Analysis

Course Overview

This 4 day course focuses on learning practical business analysis skills that can be applied in the workplace. It is aimed at inexperienced or trainee business analysts working within agile project environments. General principles and techniques of business analysis are covered but with a particular emphasis on those used within Agile and Scrum.

The course is run in the style of an agile project during which the delegates will attend daily stand-ups, produce a product vision and user stories, perform poker planning and interview product owners and engage with other stakeholders. A simple case study is used throughout the course enabling attendees to experience the lifecycle of an agile project and the deliverables produced.

Course delegates should return to their working environments and be able to work as an effective business analyst, immediately adding value and building effective relationships with project stakeholders.

This version of the course does not include an exam which means that the focus of training is entirely on practical application in the workplace.

Intended Audience

The course is aimed at business analysts who are new to the role and are working within an agile project environment. Around half a day is spent providing background and an overview of general Agile and Scrum principles.

The course will also be suitable for those working as project managers, scrum masters, developers and product owners who want an insight into the role of business analysts within an agile environment.

This non-exam based course is particularly suited to those who may not speak English as a first language and/or anyone who wants to build an understanding of business analysis without the distractions around passing an exam.

The focus of the course is on working within an IT project environment recognising that most agile projects will relate to the development or enhancement of IT systems. IT or technical knowledge is <u>not</u> a prerequisite.

Due to its highly practical nature, our recommended maximum number of delegates for this course is 9.

Course Objectives

By the end of the course the attendee will be able to:

> ➢ Integrate into an agile project or team environment with an understanding of their role, key responsibilities and relationship with fellow project members
> ➢ Understand the principles of Agile and Scrum
> ➢ Work with stakeholders to define the Product Vision
> ➢ Apply 80:20 and end-to-end thinking to deliver early business value and 'right first time' solutions
> ➢ Work with stakeholders to gather and document epics, user stories/features and acceptance criteria
> ➢ Work with stakeholders to define the MVP (Minimum Viable Product)
> ➢ Work with stakeholders to prioritise and manage the product backlog
> ➢ Perform sprint planning
> ➢ Understand the use of, and contribute to retrospectives
> ➢ Build relationships with stakeholders to develop optimal solutions to defined requirements
> ➢ Confidently present findings to business stakeholders and their project team
> ➢ Understand and apply modelling techniques that support business analysis (including process modelling, use cases and entity/class models)
> ➢ Adopt an agile mindset
> ➢ Understand and use elicitation techniques such as interviewing, workshops and prototyping to gather information and requirements from stakeholders

Course Structure

The course is split into a number of different sections. After initial context setting and understanding basic rules of business analysis, the principles of agile and scrum are introduced. Delegates then start work on the case study initially producing the project vision and a product backlog. Work then starts on developing deliverables for sprints. Each day always starts with a daily stand-up to discuss the day ahead and includes role-play sessions to illustrate the various activities undertaken by an agile business analyst.

Each module of training is broken down as follows:

Module 1 – The role of the Agile Business Analyst

The first section of the course introduces the role of the business analyst and positions their place within an agile project. The following specific topics are covered:

- What is a business analyst?
- The role of the business analyst in agile projects
- The key principles and rules of business analysis
- Project stakeholders – scrum master, product owner, project sponsor, end-user, developer, UX designer
- The Agile Manifesto
- Agile principles
- Agile methods – Scrum and XP
- Comparison of agile with other project lifecycles

Module 2 – Starting an agile project

The second section of the course starts to explore the principles of agile in more depth. In particular it attempts to create an agile mindset and introduces important terminology and techniques used, and starts to produce agile deliverables. The following specific topics are covered:

- Introducing the daily scrum
- Understanding the project vision and objectives
- Creating User Roles and Personas
- Identifying product features
- Writing user stories
- Creating the product backlog
- Estimating features using planning poker
- Prioritising features - based on business value, functional and architectural risk
- Estimating the project size
- Defining the release and sprint schedule
- Drawing a burn-up chart

Module 3 – Moving through the sprints

The third section of the course starts to develop of a view of the business analysis activities once sprints get underway and functionality starts to be delivered. It looks at the activities that take place at the end of a sprint. The following specific topics are covered:

- Getting the development team started on something
- Business Analysis activity during sprints
- Options engineering
- Feature splitting (splitting epics into stories)
- Technical debt
- Architectural spikes
- Writing acceptance criteria and tests
- Mock-ups/Prototyping
- Sprint retrospectives

Module 4 – Business Analysis Tools and Techniques

This section of the course is explored at relevant points during the course when specific techniques that can support the agile business analyst come into play. The following topics are covered:

- Seeing the bigger picture - the importance of process modelling
- Documenting a process using BPMN
- Understanding and documenting data requirements using entity/class diagrams
- Elicitation techniques – briefly covering workshops, scenarios and other techniques that might be used to uncover and verify requirements

- Supporting business implementation – hints and tips as to how the BA can support the business in implementing the solution
- Software tools (e.g. JIRA) that support agile development

Course Preparation

Pre-work is not required for this course.

Examination & Accreditation Details

This course does not include a formal examination. If you require an accredited course, we recommended our 5-day version of this course with includes the BCS Requirements Engineering exam.

Additional Modules for On-Site Clients

On-site clients can choose to select any of the following additional modules which may be used to extend the course duration, or to replace some of the content listed above:

- **Test Scripting and Test Execution**

- **User Experience Basics**

- **Business Case and Finance Basics**

- **Seeing the organisational context**

Details of the content of the above modules is available upon request.