Fundamentals of Business Analysis including BCS Requirements Engineering

Course Overview

This 5-day course focuses on learning practical business analysis skills that can be used in the workplace. Course delegates should be able to return to their working environments and work as an effective Business Analyst, immediately adding value and building effective relationships with project stakeholders.

The course focuses on learning how to do business analysis in the real world, however it also covers the whole of the syllabus for the BCS certificate in Requirements Engineering, meaning delegates have the option of taking this exam at the end of the course.

The course is highly interactive and practical with around 50% of training time devoted to practical exercises. Delegates are encouraged to learn through group exercises including a detailed case study.

Close team work is essential and delegates are encouraged to make short informal presentations at the end of each exercise to build their confidence and develop the skills of peer group review.

There is a strong focus on delivering quality requirements in a highly pragmatic way - it focuses on what will work in the real world rather than academic or exam based theory.

Intended Audience

Our Fundamentals of Business Analysis course is suited to Business Analysts recently placed in the role or to Business Analysts who have been performing the role for some time but have never received any formal training.

It is suitable as an introduction for anyone thinking about moving into the Business Analysis role or for other change management professionals wanting to gain a more in-depth understanding of the role and responsibilities of the Business Analyst.

The course is also suitable for experienced business analysts as it:

➢ Provides a reinforcement session for those Business Analysts who have been doing the job for many years but have never received formal training
➢ Provides a 'standard' approach to be adopted by teams who might currently be using a mix of different techniques and deliverables
➢ Can be used as a tool for uncovering and addressing issues faced by existing Business Analysts or Business Analyst teams
➢ Covers the BCS Requirements Engineering syllabus in full so is the start point for the BCS International Diploma in Business Analysis

The course is also suited to individuals embarking on a career in change management, IT or project management, as it provides a useful insight into the project lifecycle and the need for robust requirements and a rigorous and methodical approach.

Course Objectives

By the end of the course the Business Analyst will be able to:

- Integrate into a project or team environment with an understanding of their role, key responsibilities and relationship with fellow project members
- Work with business stakeholders to gather and document different types and levels of requirement
- Work with business stakeholders to define, scope and initiate a project
- Understand how project approaches such as Agile affect the BA role
- Break-down complex business scenarios or problems into process and data models
- Validate requirements by producing Use Cases and assess requirements against defined quality criteria
- Apply end-to-end thinking to complex business and system problems to ensure 'right first time' documentation and solutions
- Work with stakeholders to develop optimum solutions to defined requirements
- Confidently present findings to business stakeholders and their project team

Course Structure

The course is split into nine different modules. On-site clients may choose to exclude certain modules if required.

Module 1 - Introduction to the BA Role
- What is a Business Analyst?
- The evolving role of the Business Analyst
- The BA roadmap - different 'levels' of business analysis
- The basic rules of Business Analysis
- IT and non-IT change

Exercise 1.1 – Delegates work in teams to define and document a set of requirements for a 'simple' project

Module 2 – Project Definition and Scoping
- Aspects of a project
- The importance of understanding and defining objectives and scope and identifying stakeholders
- Projects phases and deliverables
- The role of the BA across the project lifecycle
- Project approaches (and how they affect the BA) – Waterfall, Agile, Iterative, Incremental

Exercise 2.1 – Delegates define a list of measurable project objectives and initial scoping questions.

Module 3 - Interviewing and Fact Finding

- The user perception of IT and projects.
- How to interview different types of user and how to capture and assimilate information.
- How to use workshops effectively for requirements gathering.

Exercise 3.1 – Delegates work in teams to perform role-play interviews of 3 different stakeholders:
- - Project Sponsor (Director level)
- - Subject Matter Expert (Operational Manager)
- - IT Manager

Module 4 - Requirements Definition

- What are requirements, why they need to be defined and different techniques for documenting requirements
- Types of requirement including Business, Functional and Non-Functional
- The importance of defining requirements at a high and low level of detail
- The difference between requirements and solutions
- Where requirements come from and how to identify them
- How to work with business stakeholders to drive out high quality requirements
- Requirements problems

Exercise 4.1 – delegates review a set of requirements to categorise them into different types of requirement
Exercise 4.2 – delegates work in teams to scope a piece of project work and also produce an initial set of high-level functional and non-functional requirements.
Exercise 4.3 – delegates are asked to identify and document a set of high-level functional requirements and non-functional requirements from the case study

Module 5 - Process Modelling

- Examines business process modelling and why and when it should be used
- Introduces the industry standard process modelling technique - BPMN
- Diagram levelling (how much detail to show in a diagram)
- Process modelling as a requirements definition tool

Exercise 5.1 – delegates practise BPMN techniques using a simple scenario
Exercise 5.2 – delegates work in teams to produce an 'as-is' swim-lane diagram from the case study

Module 6 - Data Modelling

- Why and when the BA should do data modelling.
- How to build entity relationship diagrams and define attributes.

Exercise 6.1 – delegates work with the instructor to develop an entity relationship diagram from the case study
Exercise 6.2 – delegates identify and define attributes for the case study entities

Module 7 – Ensuring Requirements Quality

- Development of Use Cases and scenarios
- Requirements quality criteria

Exercise 7.1 - delegates work with the instructor to develop a use case diagram
Exercise 7.2 – delegates work with the instructor to develop a use case description
Exercise 7.3 – delegates work in teams to produce a use case description from the case study
Exercise 7.4 – delegates review a set of requirements against defined quality criteria

Module 8 - Managing Delivery
- Getting to solutions - the role of the BA beyond the requirements definition phase
- Defining detailed requirements – how much detail do you need?
- Identifying business impact
- Supporting business implementation

Exercise 8.1 – delegates develop a set of detailed requirements based on high-level requirements from an earlier exercise and interviewing the business stakeholder

Module 9 – Requirements Engineering Techniques
- Production of a Requirements Catalogue
- Requirements Databases and CASE tools
- Knowledge Types and Investigative Techniques
- Prototyping
- Structured Walkthroughs
- Requirements Management

Exercise 9.1 – delegates work in teams to prototype screens from the case study
Exercise 9.2 – delegates decide on the elicitation techniques to use in a number of business situations
Exercise 9.3 – delegates perform a structured walkthrough of the use case descriptions produced during

Course Preparation

This course does not require any pre-work.

Examination & Accreditation Details

Delegates interested in achieving a formal qualification can sit the BCS Requirements Engineering exam on the final afternoon of this course, or at a later time during one of our exam only sessions if preferred. The format for the exam is a one hour written (open book) examination based on a business scenario with 15 minutes reading time. Delegates must achieve a mark of 50% or more to pass the exam and obtain the BCS certificate.

Requirements Engineering is one of four modules required for the BCS International Diploma in Business Analysis.

The Fundamentals of Business Analysis course is accredited by the IIBA and counts as 37 CDU's towards the CBAP qualification - reference E086-001.

Timetable

(all timings are approximate)

Day 1
Module 1 Introduction – The Role of the Business Analyst (4 hours)
Module 2 - Defining a Project (3 hours)

Day 2
Module 3 - Interviewing and Fact Finding (1.5 hours)
Module 4a – Documenting Requirements (2 hours)
Interview Role Play (2 hours)
Module 4b – Documenting Requirements (2 hours)

Day 3
Module 5 - Process Modelling (3.5 hours)
Module 6 – Data Requirements and Data Modelling (3.5 hours)

Day 4
Module 7 – Ensuring Requirements Quality (3 hours)
Module 8 – Managing Delivery (3.5 hours)

Day 5
Module 9 - Requirements Engineering Techniques (5 hours)

Optional BCS Requirements Engineering Exam (1.5 hours)