

Certificate in Applied Business Analysis

10 Days

Certificate in Applied Business Analysis is a comprehensive program aimed to equip the business analyst (BA) with the skills and knowledge to perform the BA role effectively throughout the project life cycle. With sessions that run in on Saturdays over ten weeks, participants have the opportunity to learn practical tasks and techniques and immediately apply them within the classroom and within their places of work.

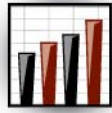
WHO SHOULD ATTEND

The course is intended to serve several audiences and meet a variety of needs. Individuals who perform business analysis in organizations are known by various titles including business analyst, systems analyst, business/systems analyst, functional analyst, project manager, and tester. Individuals who will benefit from this course include:

- Entry-level business analysts and their managers
- Self-taught business analysts requiring a course that fills in the gaps and puts all the pieces together
- Systems analysts and programmers interested in expanding their roles into the business area
- Quality assurance professionals
- Project managers

COURSE OBJECTIVES

- Describe what the BA does and how the BA interrelates with other roles and responsibilities of the organization.
- Describe the core functions of the business analyst in the context of the BABOK Knowledge Areas: Enterprise Analysis, Requirements Planning and Management, Requirements Elicitation, Requirements Analysis and Documentation, Requirements Communication, and Solution Assessment and Validation.
- Describe the BA's role within a range of lifecycle models including sequential (waterfall), iterative, and agile.
- Describe how the BA contributes to organizational goals and strategic plans via Enterprise Analysis activities including the development of the Business Case.
- Explain the relationships between the business analyst and project manager roles as they pertain to requirements-related responsibilities.
- Identify, describe, and categorize stakeholders involved in requirements activities.
- Assemble, communicate, and obtain approval of a requirements management plan based on stakeholder analysis that defines activities, deliverables, tools, and techniques for requirements processes; aligns with the organizational structure and life cycles employed;

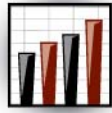


provides traceability of requirements throughout the lifecycle; addresses risk; defines change management processes; and addresses product and process quality.

- Conduct formal requirements reviews.
- Measure and report on requirements activity.
- Communicate requirements to diverse stakeholders.
- Describe the process steps, roles, challenges, and benefits of a range of techniques to elicit requirements from stakeholders.
- Elicit requirements from stakeholders using requirements elicitation techniques, including document analysis, observation, interviewing, brainstorming, requirements workshop, prototyping, surveys, focus groups, interface analysis, reverse engineering, and quality function deployment.
- Evaluate the efficiency and effectiveness of requirements elicitation techniques in order to develop appropriate strategies for executing them on a project.
- Describe the range of UML 2.0-compliant and other modeling techniques along with their challenges, benefits, and applicability in order to document requirements and enable the analysis of requirements from stakeholders.
- Describe various techniques to analyze, model, and document requirements, and implement several of these techniques, including context diagrams, use case models, use case descriptions, workflow models, user requirements, storyboards, prototypes, data models, class models, business rules, and decision tables.
- Write and verify functional and quality of service requirements using unambiguous and quantifiable, measurable terms.
- Select and prioritize appropriate analysis and document models for implementation that best meet the organization's needs and adhere to known constraints.
- Understand the BA's role in Solution Assessment and Validation activities, from reviewing technical design deliverables in design and construction to supporting quality assurance activities and production rollout.

LESSON TOPICS

- BABOK Knowledge Areas: tasks, techniques, inputs, and outputs
- Characteristics and applicability of sequential, iterative, and agile development life cycles
- Components of an effective Business Case
- Prerequisite tasks and work products required of requirements planning
- Stakeholder identification, categorization, and analysis
- Requirements risk analysis and response strategies
- Requirements work breakdown structures (WBS)
- Effort, duration, and risks of requirements activities
- Requirements activities and life cycle impact (sequential, iterative, agile)
- Requirements activities and organizational impacts (culture, structures)
- Requirements attributes, traceability, baselines, and metrics



- Change control processes and change request impact assessment - investigation and negotiation
- Requirements communication plan
- Requirements reviews
- Requirements management plan: assembly, communication, and approval
- Requirements elicitation challenges and methods to overcome them
- Communication style assessment
- Impact of communication styles on requirements elicitation activities
- Classifications of requirements
- Requirements quality continuum
- Document analysis
- Observation
- Interview preparation
- Interviewing
- Brainstorming
- Requirements workshop
- Prototyping
- Surveys
- Focus groups
- Interface analysis
- Reverse engineering
- Quality function deployment
- Elicitation technique selection
- Requirements Analysis and Documentation challenges and methods to overcome them
- Context diagrams
- Use case diagrams
- Use case descriptions and scenarios
- Workflow modeling
- Activity diagrams
- User interface requirements analysis
- Usability requirements
- User interface storyboards
- Data modeling
- Class modeling
- Business rules
- UML standards for analysis models
- Quality of service requirements
- Traceability as it pertains to models
- Model selection criteria
- Requirements reviews
- Quality control and quality assurance activities