

## **BUSINESS ANALYSIS: PRINCIPLES AND PRACTICES**

### **COURSE OVERVIEW:**

This dynamic three-day workshop defines the business analysis function, its principles, practices, roles and responsibilities. It provides immediately usable information as well as the tools, techniques and methods for business (and organizational) systems analysis, requirements definition and design from a what are they to how do they work and what should be applied where and when. It provides participants with both an understanding of the principles and practices of business analysis as well as introductory coverage to an early intermediate level of depth of application of the tools, techniques and methods required. It focuses upon proven easy-to-use necessary techniques for even faster, more reliable, business systems analysis today and the foreseeable future.

### **WHO SHOULD ATTEND:**

This workshop is designed for: new business analysts, experienced business analysts looking to update their skills and understanding of their role, management analysts, user/client analysts, systems analysts, project managers who incorporate business analysis roles in their projects, managers and supervisors who have business analysts on their staff, programmer/analysts, quality assurance personnel, auditors, and all those who are (or soon will be) involved with analyzing, defining requirements, designing and evaluating organizational system(s), functions, processes and their respective procedures and testing their validity.

### **COURSE OBJECTIVES:**

Upon completion of the **BUSINESS ANALYSIS: PRINCIPLES AND PRACTICES** course participants should be able to:

1. successfully perform the business analysis and requirements definition process: know where to begin; what to ask for, get, and how to analyze it. Know how to get the big picture; understand the organization, its function(s) and needs. Get the goals and objectives; identify and define the system's scope and functions.
2. better understand what is in (and what needs to be in) a system—its scope, what is included, excluded and what must be interfaced with. Understand the project and systems life cycle. Know the elements of a systems study, sources of information, and how to better plan, analyze and define requirements. Know what needs to be analyzed and understand how to do it.

## **COURSE OBJECTIVES--Continued:**

3. model the organization using business process analysis, data and workflow modeling techniques.
4. analyze and define the requirements of existing (as-is), and contribute to the design of new (to-be), systems with necessary management information and control points in them.
5. understand the basic principles of Object-Oriented Analysis.
6. develop test plans and procedures that validate requirements and systems.
7. follow-up upon and evaluate systems even more effectively.

## **COURSE OUTLINE:**

### 1. INTRODUCTION

Business Analysis Defined: Principles & Practices, Roles & Responsibilities  
Concept of Organizational Systems  
Getting the Big Picture: Systems Overview & Scope  
Defining the Need(s): Goals & Objectives  
Using Management Principles for Business Systems Analysis: Identifying Functions & Processes  
Pitfalls to Avoid & How To Do It Right  
Exercises

### 2. PROBLEM AND OPPORTUNITY DEFINITION

The Project Life Cycle: Phases & Methods of Execution  
The Steps of a Complete Business Systems Analysis Survey  
The Key Elements of A System  
Understanding the Business Environment at a High Level  
Identifying & Defining Problems, Opportunities & Issues  
Exercise: Defining the Need(s)—Goals & Objectives

### 3. REQUIREMENTS AND GATHERING REQUIREMENTS

Levels and Types of Requirements on a Project  
Techniques for Gathering Requirements  
Interviewing  
Prototyping

3. REQUIREMENTS AND GATHERING REQUIREMENTS--Continued

Use Cases  
Collaborative Workshops  
Business Process Analysis & Modeling  
Ranking Requirements  
Use Cases Applied  
Exercises: Applied

4. MODELING

The Diagrams  
Modeling: Scope, Functions, Processes, Sub-Processes & Tasks  
Business Process Analysis & Modeling  
Data Modeling & Entity-Relationship Diagrams  
Process Modeling: Applied—The As-Is State  
Exercises: Applied

5. INTERVIEWING

Planning the Interview  
Orientation to Organizational Level  
Questions to Ask & Pitfalls to Avoid  
Use of Checklists & Estimating Guidelines for Interviews  
Constructing Models During Interviews: Using the Information Given & Verifying It  
How to Record, Summarize & Verify the Results: Samples & Guidelines  
Exercise: Fact-Finding Interviews

6. GETTING REQUIREMENTS FROM MODELS

The Value of Use Cases & Subject Matter Expert (SME) Reviews  
Use Case Analysis  
Object-Oriented Analysis & the Unified Modeling Language (UML)

7. MODELING THE FUTURE STATE

Relating Models to Requirements  
Modeling the Information Requirements (data modeling)  
Modeling the To-Be State (process and workflow modeling)  
Developing the To-Be State Model from the As-Is State Model

8. VERIFYING AND PRESENTING MODELS

Accuracy and Completeness  
Independent Verification & Validation Techniques

8. VERIFYING AND PRESENTING MODELS--Continued
  - Internal Verification and External Validation
  - Questions Used to Verify Models
9. SYSTEM(S) DESIGN
  - Re-visiting System Goals & Objectives
  - Creativity in Design, and Pitfalls to Avoid
  - Evaluating Alternatives & Logical Testing of the New Design
  - Exercise
10. MANAGEMENT PRESENTATION
  - The Steps of Presenting a Systems Proposal & Reporting Progress
  - What to Present To Whom, When & How to Do It
  - The Use Of, & Guidelines For, Written Reports
  - Successful Deliveries
  - Exercise: Management Presentation
11. FUNDAMENTALS OF TESTING
  - Testing Life Cycle, Definitions and Strategies
  - Ensuring Project Quality & Quality of the Product
  - Test Strategies & Test Plans
12. QUALITY ASSURANCE AND TESTING
  - The Business Analyst's Role in Testing
  - Quality Assurance Activities: Checking and Testing
  - User Acceptance Testing & Summary of Testing Activities
13. TEMPLATES
  - Software/Product Requirements Outline
  - Business Process Models & Diagrams
  - Use Case Template
  - Test Plan Template
14. SYSTEM EVALUATION AND FOLLOW-UP
  - Factors to Consider and Key Points for Analysis & Design
  - The Management Summary & Technical Assessment
  - The Total Systems Documentation Set & Its Use
  - Exercise: Systems Evaluation

**NOTE:** This is an inter-active, applied to participants' systems as much as possible, workshop.