

The Art and Science of IT Business Analysis

A State-of-the-Practice Overview

Instructor-Led, On-Site Duration 1 day

Overview

This one-day presentation gives you an extensive overview of the state-of-the-practice of IT business analysis, one of the fastest growing professions in the world. You will learn what business analysis is, what challenges business analysts face, and where the profession is heading. We also present what the International Institute of Business Analysis (IIBA®) does, what the *Business Analysis Body of Knowledge (BABOK® v2.0)* is, how it is structured, what role it plays in the day-to-day lives of business analysts, and related topics. Furthermore, we introduce a set of six rules for writing effective business requirements for information technology (IT) projects.

Whether a novice to the field, an experienced practitioner, a manager of those who define information technology needs, or a subject matter expert responsible for expressing requirements, this course will help you.

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Target Audience

Executive Managers	End-User Representatives
Information Technology Managers	Anyone responsible for determining how business requirements will be gathered and managed in the organization
Business Analysts	
Subject Matter Experts	

Learning Objectives

Upon completion of this seminar, you will . . .

- Relate the evolving role of today's business analyst
- Identify the critical skills required by business analysts
- Describe the structure and focus of each of 6 Knowledge Areas (KA) of the *BABOK®*
- Differentiate tasks, techniques, and tools used in Business Analysis and in the *BABOK®*
- Discuss the underlying Competencies identified by the *BABOK®*
- Defend the need for models in the Business Analysis Process
- Determine appropriate methodology approaches based on project parameters
- Discuss the impact of Rapid Development (Agile) techniques on requirements gathering
- Write a "good" business system requirement
- Distinguish business requirements and system specs (Requirements Taxonomy)
- Review the current state-of-the-practice

Developed and presented by:



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1 State-of-the-Practice of Business Analysis

Business Analysis in the 21st Century

- A Problem with Language
- Business Information Systems
- Business Analysis Activity List
- Results of IIBA Survey (~ 1200 analysts, Oct 2008)

2 The IIBA and the BABOK

The International Institute of Business Analysis

- Business Analysis in Your World
- Plan-Driven versus Change-Driven Approaches
- Introduction to the IIBA® Body of Knowledge
- BABOK® Structure: Knowledge Areas, Tasks, & Techniques

Knowledge Areas of the BABOK®

- Knowledge Areas of the BABOK®**
- Requirements Elicitation (KA 3)
- Requirements Analysis (KA 6)
- Solution Validation (KA 7)
- Business Analysis Planning and Monitoring (KA 2)
- Requirements Management and Communication
- Enterprise Analysis (KA 5)
- BABOK® Structure
- Underlying Competencies (Chapter 8)

Business Analysis Iterations

- Requirements Capture (Gathering) Techniques
- Requirements Clarification Techniques
- Requirements Confirmation Techniques

Three Veeds of Communication

3 Methodologies and Business Analysis

Business Analysts and System Development life Cycles (SDLC)

- Of Parallel Universes
- Chaotic Business Analysis
- Characteristics of Chaotic Analysis
- Project Evaluation Criteria for Chaotic Methods
- Structured Business Analysis
- Characteristics of Waterfall Methodologies
- Project Evaluation Criteria for Waterfall Methods
- Object-Oriented Business Analysis

- Characteristics of Iterative Methodologies
- Project Evaluation Criteria for Iterative Methods
- Agile Business Analysis
- Characteristics of Agile Software Development
- Project Evaluation Criteria for Agile Methods
- What Is a JRP/JAD and Where Does It Fit?
- The Pros of JRP/JAD
- The Flip Side of JRP/JAD
- Critical Success Factors
- Which Methods Work for You?

4 The Challenges of Requirements Elicitation

The Art and Science of Requirements Elicitation

- The Business of Requirements
- The Need for Business Requirements
- Reverse Engineered Requirements
- And While You're At It . . .
- Requirements in the Wild
- On Sentencing Requirements
- On Whatifying Requirements
- On Scoping Requirements
- On Clarifying Requirements
- On Quantifying Requirements
- On Confirming Requirements
- On Managing Requirements
- The Moral of the Story

5 The Evolving World of Business Analysis

Business Analysis Best Practices

- Exercise: Evolving Best Practices
- Current Best Practice Categorizations
- Standards
- Development
- Services
- Managing Requirements
- Training Needs Analysis
- Exams and Certifications
- IIBA and BA Training Curriculums
- Discussion, Questions, Comments, Action Items