



BA001 – Essential Skills for Business Analysts

Course Duration: 5 days

Osnuf Innovations is an Endorsed Education Provider™ with the International Institute of Business Analysis™. This course has been officially endorsed as part of Osnuf Innovations' business analysis curriculum within that program. This course aligns with and provides topical coverage for all knowledge areas within version 2.0 of the IIBA® Business Analysis Body of Knowledge®.

PDU Earned: 35 IIBA™ Continuing Development Units™ (CDUs)

Intended Audience:

- New and experienced Business Analysts who strive to maximize their potential
- Project Managers who incorporate the business analysis role within their functional activity
- Business Managers who interface with Business Analysts and Project Managers.

Prerequisites

- General prerequisites include basic business level proficiency in verbal and written English.

Course Outline:

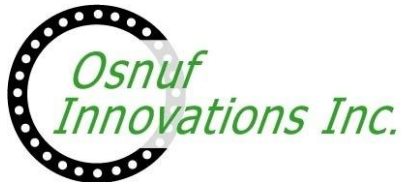
Day 1

Introduction

- What is business analysis?
- What is the role of a business analyst?
- Discuss definitions and Key Principles?
- Review the major tasks performed by the business analyst
- Define the essential skills needed to perform their tasks
- Discuss roles and mutual expectations among team members

Project Scoping from a Business Analyst's Perspective

- Discuss why projects are being undertaken
- What is the importance of ensuring we elicit and document the right requirements from the project level
- Discuss how projects are initiated
- Understand the organizational environment.
- Discuss Project Vision and Scope and what this means to the Business Analyst
- Scoping the Project from the Business Analyst's Perspective
- Identify the business stakeholders who will be involved in the project and how they will impact the business area analysis.
- **Workshop:** Perform hands-on Stakeholder Analysis (Group Exercise)
- Learn the techniques to identify and document what is 'In Scope' and 'Out of Scope' using context level diagram and dataflow diagram. This diagram illustrates the interaction with people, organizations, existing systems, and other software applications.



Day 2

Defining and Detailing Requirements

- What is a requirement? Why do we gather and document requirements?
- Discuss how a business analyst should collect, organize, and maintain information.
- Discuss structuring the Business Requirements Document (BRD)
- Discuss how to capturing Requirements in a Business Requirements Document
- Techniques for documenting Business Requirements
- Understand the difference between "business" and "technological" requirements.
- Learn the 5 core requirement components, what they describe, and why they are important.
 - Entities
 - Attributes
 - Process (using system use cases)
 - External Agent (using actors)
 - Business Rules
- **Workshop:** Perform hands-on requirements categories and relate to who uses what requirement (Group Exercise)
- Developing the Requirements Work Plan
- Identifying value of creating a work plan
- Project users and characteristics
- Elements in a generic work plan

Day 3

Documenting Requirements

- What is a Business Requirements Document
- Developing the Business Requirements Document
- Discuss the difference between Functional and Non-Functional Requirement
- What is an effective requirement? Attributes and types of effective requirements
- Why do we categorize requirements? Who benefits from categorizing requirements?
- Discuss the categories individually
 - Business Requirements
 - Functional Requirements
 - Technical Requirements
- What is traceability? What is a traceability matrix and what are they used for?
- Learn the concept of traceability of requirements.
- Learn the different documentation formats and analysis techniques.
 - Textual templates
 - Entity relationship diagram
 - Decomposition diagram
 - Use case diagram and descriptions
 - Workflow diagram
 - Prototyping
- **Workshop** - Documenting and presenting requirements



Day 4

Conducting a Requirements Review

- What is Requirements Review? Who are the participants? What are the steps and how is the session conducted? What are the common challenges a Business Analyst can face when conducting this session?
- How to identify missing or incomplete requirements
- Discuss how to document issues and develop an approach for going forward
- **Workshop** - Review a sample requirements package (Group Exercise)

Business Analysis Communication Skills

- What are the communication skills necessary for eliciting requirements?
- Learn the importance of the following skills: Asking the right questions, Conflict management, Active listening skills, Paraphrasing, mirroring, acknowledging
- Discuss the commonly used communications skills for eliciting requirements such as One-on-one interviews, Facilitated sessions, Surveys, Brainstorming, Document analysis, Focus group, Job shadowing/observation, Competitive analysis
- Discuss how business analysts should communicate with users and technical teams
- Discuss the use of listening skills, verbal and nonverbal messages, acknowledging the message and responding with appropriate feedback.
- Communicate effectively with stakeholders that are co-located and virtual.
- **Workshop**: Hands-on exercising using the described elicitation techniques (Group work)

Day 5

Requirements Elicitation

- What is Requirements Elicitation?
- Conduct highly effective and successful meetings
- Conduct information gathering sessions
- Understand the importance of session roles, session agenda and session rules. Learn the difference between a facilitated session and a traditional meeting.
- Learn how a business analyst can manage group discussions, manage group participation, work towards consensus, and manage group conflict.

Requirements Validation

- What is requirements validation?
- Learn the methods used to validate requirements
- Introduction to software testing: What is the business analyst's role in testing? What is the primary objective of testing? What are the phases and types of testing?
- Learn the two main testing documents: test plans and test cases.



Conflict Management for Business Analysts

- The nature and root causes of conflicts in projects
- The role of the business analyst in conflict management

Course Summary

- Review Business Analysts tasks and skills
- Student questions and answers

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