PM tutor
Empowering Excellence

Certified Business Analysis Professional - Introduction

COURSE STRUCTURE

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Business Analysis Monitoring and Planning

Module 1

Elicitation and Collaboration

Module 2

Requirement Lifecycle Management

Module 3

Strategy Analysis

Module 4

Requirement Analysis and Design Definition

Module 5

Solution Evaluation

Module 6

COURSE OBJECTIVE

At the end of this course, you will understand what business analysis is all about, why it is essential to the success of any project and how to perform it on your projects…

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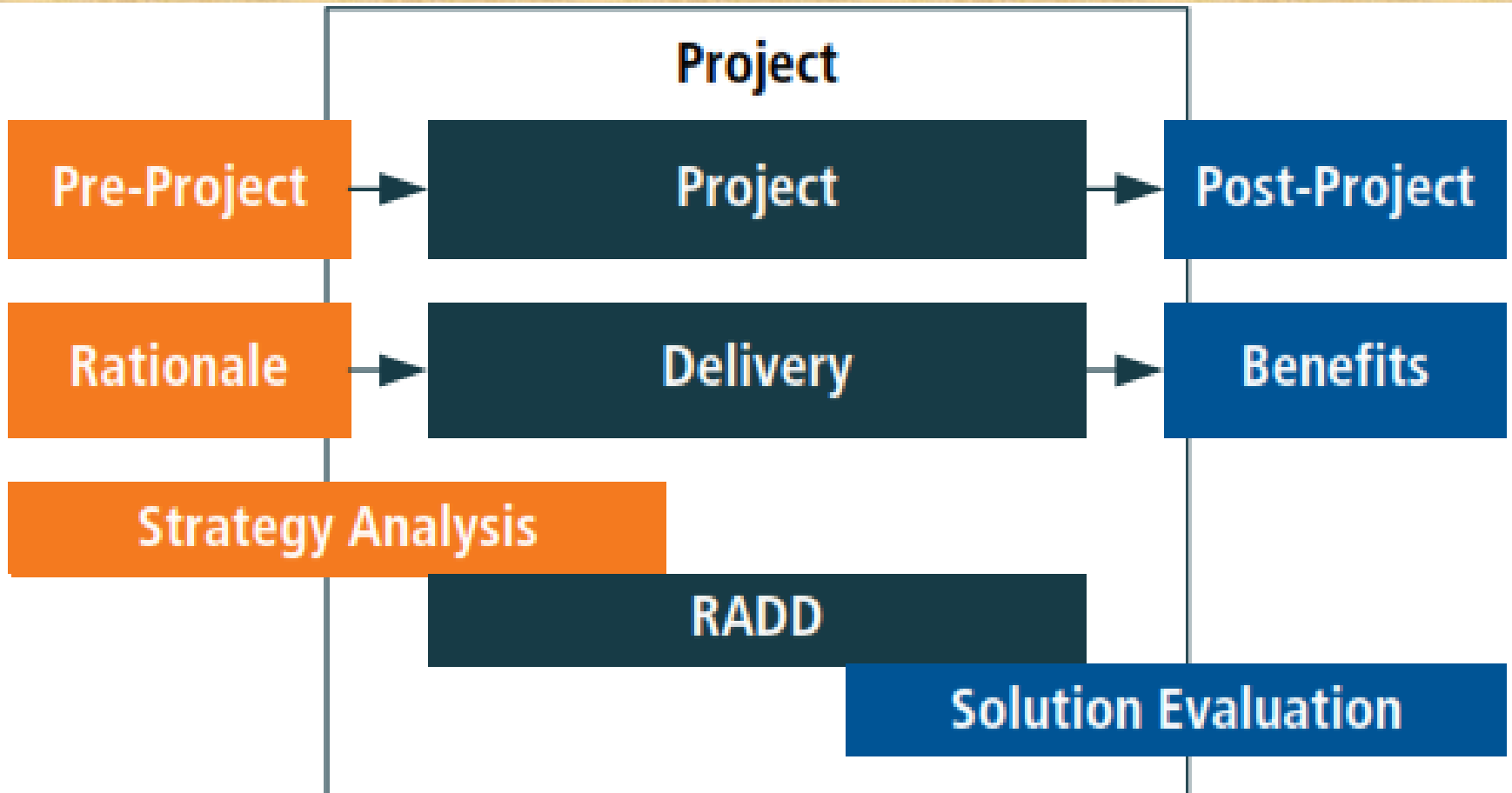
MODULE 1

MODULE OBJECTIVE

What is Business Analysis?

Who is a Business Analyst?

Structure of BABOK Guide

Business Analysis Beyond Projects

What is Business Analysis?

Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

It enables an enterprise to

- articulate needs and the rationale for change,
- to design and describe solutions that can deliver value.

What is Business Analysis?

Business analysis is performed on a variety of initiatives within an enterprise.

Initiatives may be

Strategic

Tactical, or

Operational.

Business analysis may be performed within the boundaries of a project or throughout enterprise evolution and continuous improvement.

What is Business Analysis?

Business analysis can be performed from a diverse array of perspectives.

A perspective can be thought of as a lens through which the business analysis practitioner views their work activities based on the current context.

- **Agile, business intelligence, information technology, business architecture, and business process management.**

Who is a Business Analyst?

A business analyst is any person who performs business analysis tasks*, no matter their job title or organizational role.*

The activities that business analysts perform include:

- understanding enterprise problems and goals,

- analyzing needs and solutions,

- devising strategies,

- driving change, and

- facilitating stakeholder collaboration.

Who is a Business Analyst?

Common job titles for people who perform business analysis include:

- business architect,

- business systems analyst,

- data analyst,

- enterprise analyst,

- management consultant,

- process analyst,

- product manager,

- product owner,

- requirements engineer, and

- systems analyst.

Structure of the BABOK Guide

The core content of the *BABOK Guide is composed of business analysis tasks* organized into knowledge areas.

Knowledge areas are a collection of logically (but not sequentially) related tasks.

The Business Analysis Key Concepts, Underlying Competencies, Techniques, and Perspectives sections form the extended content in the *BABOK Guide that helps* guide business analysts to better perform business analysis tasks.

Key Concepts

The Business Analysis Key Concepts chapter provides a basic understanding of the central ideas necessary for understanding the *BABOK Guide.*

This chapter consists of:

- Business Analysis Core Concept Model™ (BACCM™)

- Key Terms

- Requirements Classification Schema

- Stakeholders

- Requirements and Design

Knowledge Areas

1. Business Analysis Planning and Monitoring:

describes the tasks that business analysts perform to organize and coordinate the efforts of business analysts and stakeholders. These tasks produce outputs that are used as key inputs and guidelines for the other tasks throughout the *BABOK®* *Guide.*

2. Elicitation and Collaboration:

describes the tasks that business analysts perform to prepare for and conduct elicitation activities and confirm the results obtained. It also describes the communication with stakeholders once the business analysis information is assembled and the ongoing collaboration with them throughout the business analysis activities.

Knowledge Areas

3. Requirements Life Cycle Management:

describes the tasks that business analysts perform in order to manage and maintain requirements and design information from inception to retirement. These tasks describe establishing meaningful relationships between related requirements and designs, and assessing, analyzing and gaining consensus on proposed changes to requirements and designs.

4. Strategy Analysis:

describes the business analysis work that must be performed to collaborate with stakeholders in order to identify a need of strategic or tactical importance (the business need), enable the enterprise to address that need, and align the resulting strategy for the change with higher- and lower-level strategies.

Knowledge Areas

5. Requirements Analysis and Design Definition:

describes the tasks that business analysts perform to structure and organize requirements discovered during elicitation activities, specify and model requirements and designs, validate and verify information, identify solution options that meet business needs, and estimate the potential value that could be realized for each solution option. This knowledge area covers the incremental and iterative activities ranging from the initial concept and exploration of the need through the transformation of those needs into a particular recommended solution.

6. Solution Evaluation:

describes the tasks that business analysts perform to assess the performance of and value delivered by a solution in use by the enterprise, and to recommend removal of barriers or constraints that prevent the full realization of the value..

Relationships Between Knowledge Areas
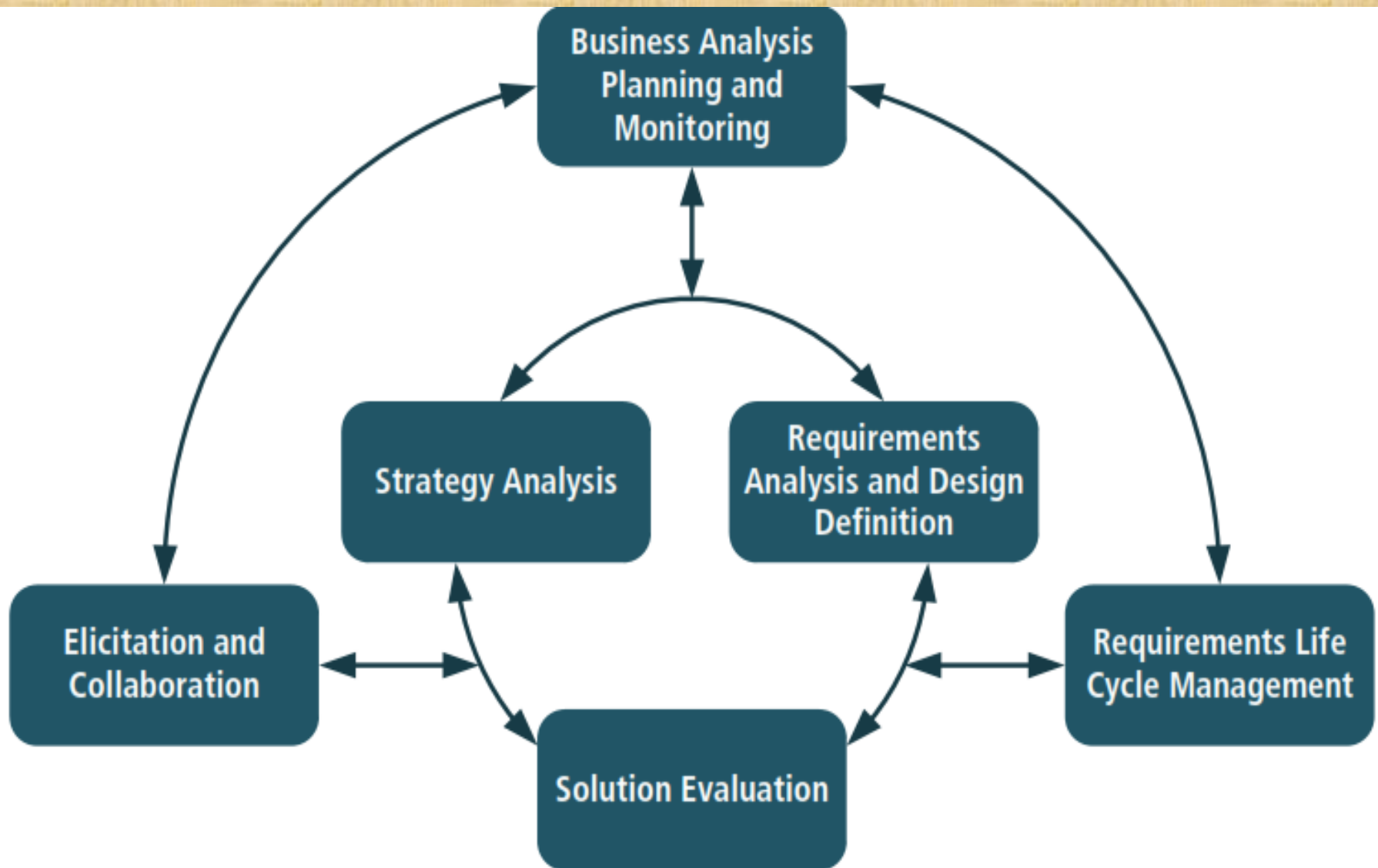
Tasks

A task is a discrete piece of work that may be performed formally or informally as part of business analysis. The definition of a given task is universally applicable to business analysis efforts, independent of the initiative type.

Each task in the *BABOK® Guide is presented in the following format:*

• Purpose

•Description

• Inputs

•Elements

• Guidelines/Tools

• Techniques

• Stakeholders

• Outputs

Underlying Competencies

Underlying competencies reflect knowledge, skills, behaviors, characteristics, and personal qualities that help one successfully perform the role of the business analyst. These underlying competencies are not unique to the business analysis profession. However, successful execution of tasks and techniques is often dependent on proficiency in one or more underlying competencies.

Underlying competencies have the following structure:

- Purpose
- Definition
- Effectiveness Measures

Techniques

Techniques provide additional information on ways that a task may be performed.

Business analysts are encouraged to modify existing techniques or engineer new ones to best suit their situation and the goals of the tasks they perform.

Techniques have the following structure:

- Purpose
- Description
- Elements
- Usage Considerations

Perspectives

Perspectives are used within business analysis work to provide focus to tasks and techniques specific to the context of the initiative. Most initiatives are likely to engage one or more perspectives.

Perspectives are not mutually exclusive, in that a given initiative might employ more than one perspective.

Perspectives have the following structure:

- Change Scope
- Business Analysis Scope
- Methodologies, Approaches, and Techniques
- Underlying Competencies
- Impact on Knowledge Areas

Knowledge Check

1. A business analyst is currently defining a set of changes to the current state of an organization that allows the organization to take advantage of a business opportunity. What is most likely being defined?

    A. Project scope
    B. Business need
    C. Solution scope
    D. Business domain

C. Solution Scope

Knowledge Check

2. In what knowledge area is the business analyst MOST likely to be scoping and defining new business opportunities?

A. Enterprise Analysis
B. Solution Assessment
C. Requirements Analysis
D. Enterprise Assessment

A. Enterprise Analysis

Knowledge Check

3. What project role focuses on understanding business problems and opportunities?

A. Business architect
B. Project manager
C. Project sponsor
D. Business analyst

D. Business analyst

Knowledge Check

4. A capability needed by a stakeholder to achieve an objective is also called a:
A.   Strategy
B.   Requirement
C.   Solution
D.   D. Process

B.   Requirement

Knowledge Check

5. Your project implementation plan defines 12 capabilities of the planned systems solution that will not be needed once the new solution is operational. What type of requirements are these?

A.   Functional requirements
B.   Nonfunctional requirements
C.   Reusable requirements
D.   Transition requirements

D. Transition requirements

Knowledge Check

6. Who is primarily responsible for achieving the project objectives?

A.   Program manager
B.   Project manager
C.   Business analyst
D.   Project sponsor

B. Project manager

Knowledge Check

7. Inputs to a specific business analysis task may be externally produced by:

A.   Requirements
B.   Preconditions
C.   Techniques
D.   A single task

D. A single task