

Course 109: Advanced Business Analysis (3 days)

Course Description...

In these fast-moving times of highly competitive challenges, the business analyst must be prepared to analyze the business itself – not just the software and hardware – to uncover inefficiency, redundancy, and other opportunities to improve the process of delivering a quality product. This course examines the methods the business analyst can use to determine the problems facing the business and derive solutions that will enhance the organization’s ability to respond quickly and efficiently to business challenges. The course is a workshop course designed around two Case Studies to illustrate advanced concepts in business analysis.

Learning Objectives...

- Identify and document the organization’s workflows and processes
- Determine the best solution to the business problem
- Present the solution to the business for confirmation, the approval authority for approval and the implementers for acceptance
- Elicit and communicate information using effective communication methods such as effective listening, body talk, and presentation techniques
- Diagram the problem and solution
- Apply influence skills to guide the successful implementation of the solution

Who Should Attend...

Business Analysts who have completed courses in Defining Requirements (#303), Writing Detailed Functional Requirements (#326), and Software Testing (#306).

Features... The course focuses on business process modeling and re-engineering, which inevitably call upon many of the BA skills acquired in the requirements development and specification writing courses. It complements and reinforces the earlier lessons in interviewing and analytical techniques, and expands upon the basic information provided in earlier courses, such as presentation to management, meeting facilitation, and active listening.

Workshops... In this course the workshops will be based on case studies that your organization will provide, thus making the workshops completely relevant to your BA staff. The workshops will primarily address business process modeling, gap analysis, and documentation, using in-depth interviews as a key information gathering technique.

See next page for a detailed course outline...



Course Outline

Unit 1: The Business Process

Definition of Terms

- What is a business process?
- Business process characteristics
- Example of business process

Business Process Modeling

- Purpose
- When to do it
- Why Model a business process?
- Example of a process model

Unit 2: The Quality Product

Achieving integrity in the Software Development Life Cycle

- Defining integrity
- Defining quality
- The process of maintaining integrity

The Case Studies

- Case Study #1
- Case Study #2S

Eliciting the Information

- Information gathering plan
- The interview process
- Getting all the information
- Listening between the lines
- Applying mediation techniques
- Understanding hidden agendas
- More effective communications

Unit 3: Documenting Business Problems

Business problems

- Zeroing in on business problems
- Categories of problems

Documenting Business process structure

- Basic process model
- Expanded view of process model

Approaches to business process documentation

- Workflow diagrams
- Domain Models
- Business Case Models
- Activity Flow Diagrams
- Paper Flow
- Templates, forms and artifacts



Unit 4: Solving the Business Process Problem

Business process re-engineering

- Focusing on the processes
- Changing the processes

In depth Analysis

- Drawing and modeling solutions
- Activity diagrams
- State charts
- Sequence diagrams
- Constraining the design
- Gap analysis process

Documenting the Solution

- Confirming the quality
- Using graphical information
- Identifying alternatives
- Reviewing the process
- Reviewing the documentation

Unit 5: Communicating the Solution

Presentation Strategies

- Presenting to different audiences
- Gaining Acceptance
- Gaining Approval

Unit 6: Ensuring the Solution Implementation

Influence Tactics

- Role of influence
- Networking influence
- Handling politics
- Upward management
- Negotiation revisited

Incorporating Change

- Iterative development
- Incremental delivery
- Agile development
- Solution-oriented development

Please contact your ROI representative to discuss course tailoring!!!