



Add-ON Training

Objectives

To provide trainings focused on certification to students pursuing graduation/post graduation and professionals which will give them an edge in their pursuit of challenging career opportunities.

Certification

Business Analyst

Add-On training is the professional organization accredited with BCS (British Computer Society), The Chartered Institute of IT to train individuals on Foundation in Business Analysis. This would help an individual to understand the core of Business Analysis and various tools used in the project along with management skills.

Following are the **14 different Modules** as per BCS standards for Foundation in Business Analysis Certification which would be covered in **3 days**

Each of the Certification Package will include:

- ➔ Hand-Outs Material
- ➔ Reference Book
- ➔ Mock test
- ➔ Paper based Exam
- ➔ Globally recognized Certificate from BCS, The Chartered Institute of IT
- ➔ AMBCS – Associate Membership of BCS

Benefits

For Employees

- ▶ Gain industry recognition as a professional business analyst
- ▶ Validate your skills and knowledge of critical analytical concepts
- ▶ Publications are available that specifically support our business analysis certification
- ▶ Improve overall performance and broaden career opportunities
- ▶ Based on best practice with practical learning techniques



- ▶ BCS membership available, supporting self-initiated professional development
- ▶ Globally Recognized
- ▶ AMBCS - Associate Member British Computer Society
- ▶ Can align their certification to IT Skills Framework (SFIPlus) which is industry recognised
- ▶ Helps them benchmark their skills against industry standards
- ▶ Continued Professional Benefits tool which enables them to keep a record of activities including training, certification
 - ▶ Record individual's experience using online CPD tool
 - ▶ Can get involved in policy and debate
 - ▶ Join our specialist groups, social network forums
 - ▶ Gain the latest industry news

For employers

- ▶ Professional development and advancement for employees
- ▶ Employees gain practical skills and increase their value to the business
- ▶ Aligned with SFIPlus providing a clear development path
- ▶ Greater reliability and higher quality results through use of industry standard practices
- ▶ Regular assessment process increases employee responsibility
- ▶ Supports your organisation to retain, motivate and recruit the best people in business analysis

What are the learning outcomes?

Candidates should be able to demonstrate knowledge and understanding of business analysis principles and techniques. Key areas are:

- the role and competencies of a business analyst
- strategy analysis
- business system and business process modeling
- stakeholder analysis
- investigation and modeling techniques
- requirements engineering
- business case development
- management of business change

Structure of the Exam

- ▶ The examination consists of a one hour exam with 40 multiple choice questions.
- ▶ It will be a 'closed book' examination i.e. no notes or books will be allowed into the examination room.
- ▶ The pass mark is 65% (26 out of 40).

Who is it aimed at?

The certificate is relevant to anyone requiring an understanding of Business Analysis including business analysts, business managers and their staff, business change managers and project managers.

Entry Requirements

There are no specific pre-requisites for entry to the examination Course Content

DAY 1:

1. What is Business Analysis

- a. The origins of business analysis
- b. The development of business analysis
 - i. The impact of outsourcing
 - ii. Competitive advantage of using IT
 - iii. Successful business change
 - iv. The importance of the business analyst
 - v. The use of consultants
- c. The scope of business analysis work
 - i. The Range of Analysis Activities
 - ii. Strategic analysis and definition
 - iii. IT systems analysis
 - iv. Business analysis
- d. Taking an holistic approach
- e. The role and responsibilities of a business analyst
 - i. Definition of the business analyst role
 - ii. The guiding principles for business analysis
 - iii. Further aspects of the business analyst role

2. The Competencies of a Business Analyst

- a. Personal qualities
- b. Business knowledge
- c. Techniques
- d. The development of competencies

3. Strategy Analysis

- a. The context for strategy
 - i. Global vs Local
 - ii. Centralized vs Decentralized
 - iii. Hard vs Soft Management
- b. The definition of strategy (Johnson and Scholes, 2001)
- c. Strategy development
- d. External environment analysis
 - i. PESTLE analysis
 - ii. Porters Five Process Model
- e. Internal environment analysis
 - i. MOST analysis
 - ii. Resource Audit
 - iii. The Boston Box
- f. SWOT analysis
- g. Implementing strategy
 - i. The MCKinsey 7-s Model
 - ii. The Balanced Business Score Card
 - iii. Critical Success Factors and Key Performance Indicators

4. The Business Analysis Process Model

- a. An approach to problem-solving
- b. Stages of the business analysis process model
 - i. Investigating the situation
 - ii. Considering the perspectives
 - iii. Analysing the needs
 - iv. Evaluating the options
 - v. Defining the requirements
- c. Objectives of the process model stages
- d. Procedure for each process model stage
- e. Techniques used within each process model stage
- f. Isaksen and Treffinger's model

5. Investigation techniques

- a. Interviews
 - i. Advantages and disadvantages of interviewing
 - ii. Preparation for interviewing
 - iii. Conducting the interview
 - iv. Following up the interview
- b. Observation
 - i. Advantages and disadvantages of observation

- ii. Formal observation
- iii. Protocol analysis
- iv. Shadowing
- v. Ethnographic studies
- c. Workshops
 - i. Advantages and disadvantages of workshops
 - ii. Preparing for the workshop
 - iii. Facilitating the workshop
 - iv. Following the workshop
 - v. Techniques
 - 1. Discovery
 - a. Round Robin
 - b. Brain Storming
 - c. Brain Writing
 - d. Post-it Exercise
 - e. Stepwise Refinement
 - 2. Outcomes
 - a. Mind Map
 - b. Rich Picture
 - c. UML Language
 - d. Process Model
- d. Scenarios
 - i. Advantages and disadvantages of scenarios
 - ii. Developing scenarios
 - iii. Documenting scenarios
- e. Prototyping
 - i. Advantages and disadvantages of Prototyping
- f. Quantitative approaches
 - i. Questionnaires
 - ii. Documentation Analysis
 - iii. Special Purpose Records
 - iv. Activity Sampling
- g. Documenting the current business situation
 - i. Rich Pictures
 - ii. Mind Maps

DAY 2:

6. Stakeholder Analysis and Management

- a. Definition of a stakeholder
- b. Stakeholder categories and identification
 - i. Customers
 - ii. Partners

- iii. Suppliers
- iv. Competitors
- v. Regulators
- vi. Owners
- vii. Employees
- viii. Managers
- c. Analysing stakeholders
 - i. The Power/Interest Grid
- d. Stakeholder management strategies
 - i. No interest and no power/influence
 - ii. Some or high interest but no power/influence
 - iii. No, some or high interest but some power/influence
 - iv. No interest but high power/influence
 - v. Some interest and high power/influence
 - vi. High interest and high power/influence
- e. Managing stakeholders
 - i. Stakeholder plan/assessment
- f. Stakeholder Attitudes
- g. Understanding Stakeholder Perspectives
 - i. Soft systems methodology
 - ii. Business perspectives
 - iii. CATWOE
- h. Business activity models
 - i. Creating a business activity models
 - ii. Types of activities – Plan, Enable, Do, Monitor, Control
 - iii. Dependencies
 - iv. Modelling notation
 - v. Developing a business activity model
 - vi. Producing a consensus model
- i. Use of the business activity model in Gap Analysis

7. Modelling Business Processes

- a. Organisational context
 - i. Functional view of an organisation
- b. An alternative view of an organization
- c. The organizational view of business processes
- d. Value propositions and value chain
- e. Business process models
 - i. Developing the as-is business process model
 - ii. Business events
 - 1. External business events
 - 2. Internal decision points

3. Scheduled points in time
 - f. Analysing the as-is business process model
 - g. Improving business processes (to-be business process)
 - i. Business Rules
 - ii. Simplify the process
 - iii. Remove bottlenecks
 - iv. Change the sequence of tasks
 - v. Redesign the process
 - vi. Automate the processing
 - vii. Redefine process boundaries
- 8. Defining The Solution**
- a. Gap analysis
 - i. Identifying areas of concern
 - ii. Framework for gap analysis (elements of POPIT model)
 - iii. Formulating options
 - b. Introduction to Business Architecture
 - c. Definition of Business Architecture
 - d. Business Architecture techniques
 - i. Definition of a capability model
 - ii. Definition of a value stream
- 9. Making a Business and Financial Case**
- a. The business case in the project lifecycle
 - b. Identifying options
 - c. Assessing project feasibility
 - i. Business feasibility
 - ii. Technical feasibility
 - iii. Financial feasibility
 - d. Structure of a business case
 - i. Contents of a business case
 - ii. Categories of costs and benefits
 - iii. Impact assessment
 - iv. Risk assessment
 - e. Investment appraisal
 - i. Payback
 - ii. Discounted cash flow and Internal rate of return
- 10. Gathering the Requirements**
- a. A framework for requirements engineering
 - b. Actors in requirements engineering
 - i. The business representatives

- ii. The project team
- c. Requirements elicitation
 - i. Tacit and explicit knowledge
 - ii. Requirements elicitation techniques
- d. Requirements analysis
 - i. Requirements filters
 - ii. SMART requirements
- e. Requirements validation

11. Documenting and Managing Requirements

- a. The requirements document
 - i. Structure
 - ii. Content of the requirements document
- b. The requirements catalogue
 - i. Types of requirements; General, Technical, Functional, Non-functional
 - ii. Hierarchy of requirements
 - iii. Documenting a requirement
- c. Managing requirements
 - i. Elements of requirements management

DAY 3:

12. Modelling Requirements

- a. Modelling system functions
 - i. Use Case Diagram
 - ii. The 'Include' and 'Extend' constructs
- b. Modelling system data
 - i. Entity Relationship Diagrams
 - 1. Entities, attributes and relationships
 - 2. Types of relationships
 - ii. Class Models
 - 1. Objects and classes
 - 2. Attributes
 - 3. Associations

13. Delivering the Requirements

- a. Delivering the solution
- b. Context for the delivery approach
- c. Delivery lifecycles
 - i. The waterfall lifecycle
 - ii. The 'V' model lifecycle
 - iii. Incremental delivery

iv. Iterative or evolutionary systems development lifecycle

14. Implementing business change

- a. BA role in the business change lifecycle
- b. Design stage
 - i. Information and Technology
 - 1. Design
 - 2. Development
 - 3. Testing
- c. Implementation stage
 - i. SARAH model
- d. Realisation stage
 - i. Contents of the benefits plan