

Business Analyst Boot Camp including Elicitation Techniques, Facilitation Skills and Business Analysis



Description

5 Days

The Business Analyst Boot Camp provides training in how to conduct effective meetings, presentation skills, business modeling and documenting requirements for software development projects. The course provides an on-site intensive case study driven approach to the best practices required to be a successful business analyst. The business analyst boot camp training provides instructor mentoring in facilitation skills and business analysis techniques needed for defining the project scope, business requirements definition and the functional specifications for software development. The training focus is on:

- Understanding the different levels of business requirements and where they fit in the project life cycle
- Instructions and tips for documenting scope, business requirements using requirements lists, use cases and user stories
- A case study driven approach to training using a provided case study or real life projects
- Guidelines and checklists are provided for critiquing deliverables
- Requirements Traceability Matrix
- Facilitated session agendas and scripts for conducting scoping, requirements and detailed requirements workshops
- Package software evaluation and selection process

The objectives of the business analyst boot camp training are to:

- Define best practices and industry standards for scoping, business requirements analysis and capturing detailed specifications
- Provide take away documentation that can be used to implement a repeatable requirements process
- Define a repeatable process for requirements
- Provide case study exercises for building business models and documenting requirements using requirements lists, use cases and user stories
- Provide each participant the opportunity to document and facilitate the different levels of business requirements and business models with mentoring from the Instructor

Course Agenda

Day 1 am

Course Introduction (8:30 – 9:00)

Requirements Management Best Practices (9 – 10:30)

- What is Requirements Management?
- Introduction to Requirements
 - Types of Requirements
 - Different levels of requirements
- Role of the Requirements Lead/Business Analyst
- Key requirements documents
- Requirements management plan
 - Identifying deliverables based on the type of project
 - Checklist approach to requirements planning
- Overview of Joint Application Development
- Session Methodology- Preparation, Workshop and Follow-up
- Iterative Requirements Approach
- Timeboxing
- Requirements roles and responsibilities
- Key success factors to requirements definition success

Communication Techniques for Gathering Requirements (10:30 – 11:30)

- Workshop approaches
- Storyboarding
- Interviewing
- Kit Reviews
- Teleconferencing
- Prototype walk-throughs
- Overview of requirements deliverables

Day 1 pm

Facilitation Skills and Techniques (11:30 – 12 and 1 – 3:00)

- Key components of a workshop
- Basic facilitation skills
- Active listening skills
- **Exercise- Practice questioning and active listening skills**
- Reading and interpreting body language
- Leadership styles
- Facilitation rules
- Managing conflict
- Techniques for leading effective group dynamics
- How to handle problem people
- Presentation skills
- Planning your session and building an agenda

Facilitation Exercise (3:00 – 5:00)

Each student is given the opportunity to select a technique and topic, build an agenda and facilitate a short session using the presentation skills and techniques learned in class.

Day 2 am

Facilitation Exercise (*continued*) (9 – 10:30am)

Overview of the Project Life Cycle using Facilitation Techniques and Business Models (10:30 – 11am)

Discovery Phase- Problem Statement/Scope of the Project (11 – 12N)

- Writing effective project initiation deliverables:
 - Business problem statement
 - Success criteria/objectives
 - Business parameters
 - Solution Alternatives Analysis
- **Exercise- Discovering and writing business problem statements, success criteria/objectives, business parameters**

Day 2 pm

Discovery Phase- Problem Statement/Scope of the Project (1 – 2pm)

- How to write effective scope statements & assumptions
- **Exercise- Creating questions, role playing to practice conducting business management interviews and writing the project scope statements & assumptions**

Discovery Phase- Problem Statement/Scope of the Project (2:30 – 5pm)

- Constructing the context diagram and the use case model to capture the project scope
- **Exercise- Building the context diagram and use case model**
- Facilitated session agendas, scripts and facilitation techniques for conducting Problem Statement Scoping Sessions
- Prioritizing and managing the scope of a project

Day 3 am

Discovery Phase- Business Requirements Analysis (*continued*) (9:00 – 12N)

- Documenting requirements in iterations and understanding the different levels of requirements
- Characteristics of writing effective requirements
- Instructions and guidelines for writing effective requirements
- Requirements attributes
- Quality measures checklists for writing effective requirements
- How to identify and write effective business rules
- Building the “to be” business process flows and activity diagrams with swimlanes
- **Exercise- Creating the “to be” business process flow with swimlanes**
- **Exercise- Identifying and writing quality business requirements lists and business rules**
- Facilitated session agendas, scripts, and facilitation techniques for conducting Requirements Analysis Sessions
- Benefits of using the business use case to identify requirements

- How to write the business use case
 - Guidelines for the use case iterations
 - Templates and Quality Checklists
- **Exercise- Writing a business use case**

Day 3 pm

Discovery Phase- Business Requirements Analysis (continued) (1 – 5pm)

- How to slice the requirements to identify the user stories
- How to write a user story
- **Exercise- Creating a user story spreadsheet**
- How to identify objects
- How to build the domain object model using UML notations
- **Exercise- Creating the domain object model**
- How to read and build the logical data model
- **Exercise- Instructor demonstrates how to build a data model (as needed)**
- Facilitated session agendas, scripts and facilitation techniques for conducting functional specification focus group sessions

Day 4 am

Discovery Phase- Detailed Functional Specifications Requirements (9:00 – 11)

- How to create the state diagram using UML notation
- How to create the state transition diagram for GUI design
- **Exercise- Creating the state diagram**
- How to write effective non-functional requirements
 - IEEE Categories
 - Non-functional definitions and examples
- **Exercise- Writing quality non-functional requirements**
- Writing requirements using site maps and identifying inventories of screens, reports and

Discovery Phase- Detailed Functional Specifications Requirements (11– 12N)

- How to build an activity diagram with swimlanes
- How to create the detailed use cases

Day 4 pm

Discovery Phase- Detailed Functional Specifications Requirements (continued) (1 – 3pm)

- How to build an activity diagram with swimlanes
- How to create the detailed use cases
- Defining the Screen Specifications
 - Using brainstorming and storyboarding techniques to create the draft screens
 - Creating data requirements specifications for screens
- Defining the Report Specifications
 - Key components of the report specifications requirements
 - Report Mock-ups
 - Report Specifications Template
- **Exercise- Writing the detailed use case, data fields descriptions and storyboarding the paper prototypes.**
- How to build the data flow diagram for defining data requirements
- **Exercise- Building the data flow diagram**
- Requirements Traceability Matrix

- Overview of requirements traceability
- Tracing test scenarios to requirements/use cases
- How to create traceability worksheets

Quality Assurance (3:30 – 4:00pm)

- Quality measures for checking requirements
- Techniques for quality checking requirements
 - Desk checking using checklists and questions for validating requirements
 - Conducting Peer Reviews for requirements validation
 - Requirements Inspection Process and Sign-off for requirements validation
- Change Control Management best practices

Preparation for the Business Analysis & Requirements Gathering Simulation (4:00 – 5pm)

Day 5

Business Analysis and Requirements Gathering Simulation- Case Study Lab (optionally, a real life project can be used for the simulation session)

This business analysis & requirements gathering simulation demonstrates how the entire life cycle of a project fits together and how the business analysis artifacts and requirements gathering techniques taught in class build on each other. Each student facilitates a stage in the life cycle using the scoping, business requirements definition and detailed functional specifications artifacts and agendas learned in the class. The business analysis models used for the business analysis & requirements gathering simulation will be the Problem Statement/Root Causes, Success Criteria/Objectives, Scope Statements, Context Diagram, HL Use Case Diagram, Activity Diagram with Swimlanes, Business Use Cases, Domain Object Model, Detailed Use Cases and Paper Prototypes/Screen Specifications. In addition, each student will document to demonstrate an understanding of the documentation process. Each student is provided with feedback and mentoring from the instructor.

Materials

Each course participant receives a Course Handbook with agendas and scripts for conducting scoping workshops, requirements definition workshops and detailed requirements focus groups. Templates, Checklists, Samples and a Procedures Guide is also provided.

Who Should Attend?

Those who will find this of value are the Business Analysts, Business Systems Analysts, Project Managers, Technical Leads, Architects, Designers and Developers.