



Bottom-Line Management[®]



BOTTOM-LINE BUSINESS ANALYSIS

THE ONLY 4 LEVEL INTEGRATED CURRICULUM TAKING
PEOPLE FROM BEGINNER TO EXPERT

1. Business Analyst Foundations
2. High Quality Business Requirements
3. Use Cases & Business Modeling Techniques
4. Designing & Facilitating Requirements Workshop

High Impact Learning Model

- 'Hands-on' 2-day 'how to' workshops; no theory
- Team Learning Model doubles retention
- Work Books to enhance learning
- Worked examples to illustrate, and take back
- Taught only by experienced professionals
- Get your project and business analysis questions answered
- Choose just the courses you need





Overview

Delays, cancellations and failures in systems development projects stem in large part from our inability to understand project requirements and the environment in which they exist. The data is unequivocal; most problems and resulting cost increases in software systems are related directly to poor requirements and misunderstanding the real business needs.

The Bottom-Line Business Analysis program helps to equip business analysts with the knowledge, tools and analytical skills to attack one of the root causes of project failure; incomplete, poorly defined and changing requirements.





Bottom-Line Business Analysis

The only 4-level integrated curriculum taking people from Beginner to Expert


This integrated curriculum is made up of four, 2-day classes, taking analysts from Novice to Intermediate and Advanced levels. The four courses are:

1. **Business Analysis Foundations** overview of business analyst process to define business needs and write basic requirements.
2. **High Quality Business Requirements** where participants learn to elicit and write crisp business requirements that allow the development team to build the right solution.
3. **Use Case and Business Modeling Techniques** teaches industry accepted techniques to create use cases and model business solutions to reach agreement with end-user on the best system solution.
4. **Designing and Facilitating Workshops** how to plan and facilitate a joint requirements workshop where business and systems people quickly reach complete agreement on requirements and solutions.

Learning Model

Each course has been broken up into class room discussions and Practical Application Sessions (PAS) where participants apply the information learned in class on an actual project. Every participant works and learns in a small project team that gives everyone the opportunity to actively participate in all PAS's. A workbook captures all documents and tools. This learning model makes it easy for participants to take their newly acquired skills back to their jobs for immediate application.

The following catalog of classes is under review for EEP™ certification with the IIBA®.





BOTTOM-LINE BUSINESS ANALYSIS

Business Analysis Foundations

Objective:

The role of the business analyst has evolved into that of a business liaison between the non-technical user community and the technical solution providers. This course provides proactive, introductory coverage of the knowledge and skills essential to business analysts today and the foreseeable future.

Participants will gain a fundamental understanding of business analysis, elicitation techniques, writing requirements, communications and basic business modeling skills.

Key Learning Points:

1. Understand the Fundamentals of Business Analysis

- a. The Business Analyst role
- b. Best practices described in *A Guide to the Business Analysis Body of Knowledge (BABOK®)*
- c. Processes, projects, the Solution Development Life Cycle (SDLC), and the requirements' model
- d. How requirements errors impact project success and failure
- e. Communications for the Business Analyst

2. Learn Key Elements to a Solution Development Life Cycle

- a. Defining the project's goal, scope and real business need
- b. Identifying Project Stakeholders, constraints, and benefits
- c. Documenting the requirements in the initiation phase

3. Eliciting Functional and Non-functional Requirements

- a. Challenges with requirements elicitation
- b. Techniques for eliciting customer requirements
- c. Modeling processes, analyzing gaps, and generating questions
- d. Analyzing and reviewing documents and artifacts

4. Requirements Verification and Validation Techniques

Recommended For:

New business analysts or those that are preparing to become a business analyst.

Business customers, users, project managers, systems architects and developers that are responsible for understanding business needs and would like to upgrade their business analysis skills.

Course Level: Foundations

Pre-requisites: None

Length: 2 days

PMI® PDU Credits: 16

IIBA® CDU Credits: 16





BOTTOM-LINE BUSINESS ANALYSIS

High Quality Business Requirements

Objective:

Requirements make up the primary driving force of any project. The quality of the requirements constitutes the quality of the project. Incomplete or vague requirements create serious project risks and raise the probability of project failure. This course provides thorough coverage and techniques to identify and document quality requirements that produce a quality system solution.

Participants will learn how to gather data, prioritize, elicit and write crisp quality requirements that stand up based on real business objectives.

Key Learning Points:

1. Learn to elicit and manage requirements from a realistic business case
2. The Business Case for Requirements Engineering
 - a. Definition of quality requirements
 - b. The high cost of requirements errors
 - c. The requirements roadmap and the Solution Development Life Cycle (SDLC)
3. Elicitation Skills
 - a. Uncovering business rules
 - b. Interview techniques with focus questions
4. Requirements Development
 - a. The Business Analysis Body of Knowledge (BABOK®)
 - b. Work as a team to analyze business artifacts to discover the requirements needed
 - c. Extract functional requirements from a process model
 - d. Characteristics of well-written requirements, and how to evaluate and identify poor quality requirements
5. Requirements Management
 - a. Prioritizing requirements
 - b. Establishing requirements traceability
 - c. Modeling techniques to verify requirements
 - d. Discussing common problems associated with requirement specifications

Recommended For:

Professionals that have already mastered the foundations of business analysis and require a higher degree of knowledge to develop precise business requirements.

Business customers, users, project managers, systems architects and information professionals that are responsible for understanding and communicating business requirements.

Course Level: Intermediate

Pre-requisites: Business Analysis Foundations course or equivalent experience

Length: 2 days

PMI® PDU Credits: 16

IIBA® CDU Credits: 16



BOTTOM-LINE BUSINESS ANALYSIS

Use Cases and Business Modeling Techniques

Objective:

The business needs must be communicated in a way that supports business user validation as well as providing the foundation for the technical staff to design and build a successful solution.

Participants will learn industry accepted techniques to create use cases and model business solutions to reach agreement on the best system solution.

Key Learning Points:

1. Business Modeling

- a. Learn the many types of business models and how to use them to describe the business
- b. Describe Business Process Improvements vs. Business Process Reengineering
- c. Develop a Business Process Model
- d. Identify typical symptoms of business process dysfunction
- e. Create business descriptions using a SIPOC model

2. Effective Use Cases Modeling

- a. Model the business using Use Cases
- b. Develop a Use Case diagram and a context diagram
- c. Encounter User Stories, appropriate levels and naming Use Cases

3. Requirements Elicitation with Use Cases

- a. Focus questions
- b. Discover actors and events
- c. Learn primary and secondary flows
- d. Write high quality requirements from Use Cases

4. Advanced Use Case Discussions

- a. Creating sequence diagrams
- b. Using Use Cases to assist in testing
- c. Understand "include" and "extended" relationships
- d. Learning when to use Business Process approach vs. Use Cases

Recommended For:

Professionals who are involved in defining and managing systems development projects and have mastered the fundamentals of business analysis curriculum.

Business customers, users, project managers, systems architects and information professionals that are interested in modeling business processes.

Course Level: Intermediate

Pre-requisites: Business Analysis and Business Requirements course and/or equivalent experience

Length: 2 days

PMI® PDU Credits: 16

IIBA® CDU Credits: 16



Designing and Facilitating Requirements Workshops

Objective:

Problems with requirements are one of the primary causes of project failure. To be successful, software projects need solid requirements that have been developed jointly by the technical and the business teams. After learning business analysis, writing requirements, how to develop use cases and business models, the next step are requirements workshops. Requirements Workshops bring technical analysts and end-users together to crystallize final requirements and system solutions. Successful workshops don't just happen, they need planning and facilitation skills.

Participants will learn the tools they need to plan, facilitate and conduct a Joint Applications Development (JAD) session.

Key Learning Points:

1. **Overview of Requirements Workshops**
 - a. The benefits of facilitated sessions
 - b. Ingredients of a successful requirements workshop
2. **Types of Requirements Workshops**
 - a. Collaborative workshops and levels of requirements
 - b. Compression planning technique for workshops
 - c. Joint applications design (JAD)
3. **Design the Workshop**
 - a. What makes a good workshop design
 - b. How workshop purpose can drive the design
 - c. Interview the sponsor
 - d. Focus questions
 - e. Pure form thinking and how it effects the design
4. **Preparing to Facilitate the Workshop**
 - a. Identify facilitation skills for the Business Analyst
 - b. Pure form thinking
 - c. Brainstorming and card storming
5. **Facilitating the Workshop**
 - a. Managing team dynamics
 - b. Working with the "squeaky wheel"
 - c. Obtaining consensus
 - d. Prioritizing requirements in the workshop
 - e. Document the final agreement

Recommended For:

Senior professionals who want to learn facilitation techniques.

Experienced business analysts and professionals who have already mastered Business Analysis Fundamentals and intermediate training in business modeling or requirements communications.

Course Level: Advanced

Pre-requisites: Intermediate Course, use cases and business modeling

Length: 2 days

PMI® PDU Credits: 16

IIBA® CDU Credits: 16

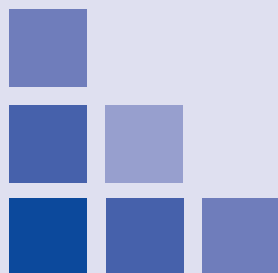




BOTTOM-LINE PROJECT MANAGEMENT

The other critical skill set for getting the right business solution implemented on-time and within budget is project management. PCI offers a 5-level core curriculum using unique computerized project simulations to make the learning come alive and compress 6 months of experience into 3 days. This IT-specific curriculum consists of the following courses:

- **Project Management - Foundations**
- **Project Leadership - PLC I**
- **Multi-Project Management - PLC II**
- **Program Management**
- **Project Management Certification Curriculum**



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