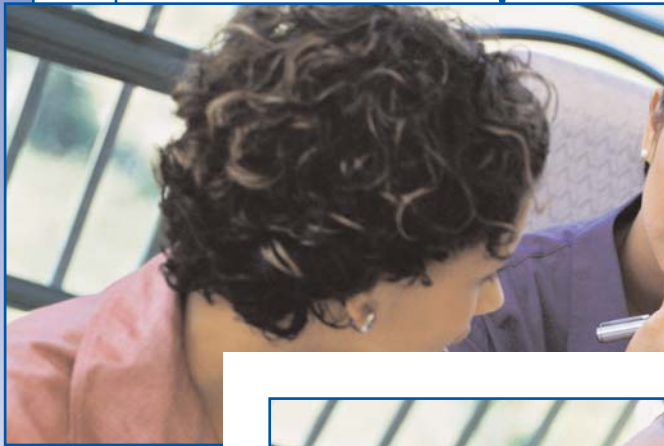


Bottom-Line Management®



BOTTOM-LINE BUSINESS ANALYSIS

ONLY 4-LEVEL INTEGRATED CURRICULUM

- 1. Business Analyst**
Complete a professional business project analysis
- 2. Business Requirements**
Elicit, define and write crisp requirements leading to agreements
- 3. The Use Case**
Build a good use case to drive solid solutions
- 4. Designing & Facilitating Requirements Workshop**
Plan and Facilitate a Requirements workshop using Joint Application Design

New Learning Model

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



OBJECTIVES:

IIBA studies find 50% of project failures are caused by poor business analysis and requirements. Here is a fully integrated 4 - level core curriculum to learn **(1) Business Analyst** – complete a professional business project analysis **(2) Business Requirements** – elicit, define and write crisp requirements leading to agreements **(3) The Use Case** – build a good Use case to drive solid solutions and **(4) Designing and Facilitating Requirements** –plan and facilitate a requirements workshop with Joint Application Design.

LEARNING MODEL -you will learn in a “pod”; a dynamic work team of peers. There is a detailed workbook to take away, lively lectures and tool demonstrations. You will learn tools and techniques to apply on typical business projects with feedback on results. With help from teammates and the facilitator you will develop solutions to take back and apply.

PAYOFFS - potential reduction of scope creep from **80% to 10%**. Increase delivery speed in early stages by **30-40%** with overall savings potential of **5-15%** in time, effort and cost.

1. Business Analyst - (2 Days)



Audience:

For Engineers and Analysts taking positions as Business Analysts.

Objective:

Participants will gain a foundational understanding in Business Analysis to prepare them to analyze and develop attainable project specifications.

Key Learning Points:

- Comprehend the changing role of Business Analyst
- Define your business and systems processes; identify project scope
- Select the appropriate model for your process and choose the right techniques for your system
- Understand, analyze, and articulate the “as-built” and “future-state” system
- Target your analysis and understand the consequences of the solutions
- Gather required information through multiple methods; conduct efficient interviews
- Ask targeted questions to discover the root causes, not just symptoms
- Conduct effective sessions to capture and verify requirements
- Improve the quality of the requirements elicited
- Use consistent documentation based on industry best practices
- Present clear, unambiguous potential solutions to real business needs
- Use visual representations of business process, workflows, and data models for clarity
- Improve communication skills through hands-on practice
- Apply analysis techniques to any methodology or data modeling technique
- Bring business people and technology solution providers together

PDU Credits: 13.5



2. Business Requirements - (2 Days)

Audience:

For professionals who have already mastered foundational Business Analysis skills and require a higher degree of knowledge to develop precise business requirements.

Objective:

Participants will learn how to analyze and define the precise requirements of a project as well as gather data, prioritize, organize and model data to capture requirements based on identified business objectives.

Key Learning Points:

- Learn to elicit and manage requirements from a realistic business case project
- Use the analysis method to discover important aspects of the project scope
- Develop business model components such as a context diagram, activity diagram, and Use Case model
- Work as a team to analyze business artifacts and documents to discover the functional requirements needed
- Learn to identify and extract important functional requirements from a process model
- Evaluate portions of a requirements specification and identify requirements that don't meet the defined quality characteristics
- Review work already completed and see how to extract system requirements

PDU Credits: 13



3. The Use Case - (2 Days)

Audience:

For professionals who are in any way involved in defining and managing systems development projects who have completed Business Analyst and/or Business Requirements.

Objective:

Participants will experience practical and realistic hands-on exercises and activities that will allow them to refine and enhance their “Use Case” discovery and writing skills. Working in small groups, they will identify and discuss strategies and tactics to better define project scope, discover requirements, and to document & manage Use Cases.

Key Learning Points:

- Identify requirements and Use Case challenges and errors
- Revisit project initiation to determine and document project scope
- Work as a team to establish appropriate level of detail in a Use Case
- Review requirements elicitation and Use Case discovery methods
- Practice discovering actors and events, as well as normal, alternate, and exception scenarios
- Produce well written Use Case diagrams and narratives
- Learn to identify “includes” and extend relationships in Use Case
- Understand how Use Cases are linked for large and/or complex systems
- Improve your ability to write high-quality statement requirements from Use Cases
- See how to derive nonfunctional and system requirements from Use Cases
- Review traceability issues for Use Cases & use traceability to improve testing and quality
- Generate a plan for bringing these methods back to your organization

PDU Credits: 13.5



4. Designing & Facilitating Requirements Workshop - (2 Days)

Audience:

For senior professionals who are now working at a high level of System Specifications and need to learn to facilitate joint application design workshops.

Objective:

Requirements Workshop, also called Joint Application Design (JAD) is a structured meeting of both business and systems professionals to extract high quality business requirements. Participants learn to lead meetings that create consensus and clarity about system requirements.

Practical and realistic hands-on exercises and activities in a team based setting allow participants to plan and facilitate requirements workshops. Working in small teams, students learn tools and techniques to build a meeting structure, handle disruptive members, mine the collective knowledge of the group and obtain consensus. Case examples abound.

THE PAYOFF is potential reduction of scope creep (from 80% down to 10%), increased delivery speed in early phases by 30-40% and overall savings of 5-15% in total time and effort.

Key Learning Points:

- Designing and Facilitating Requirements Workshop for maximum productivity
- Lead Joint Application Design workshop
- Facilitation, presentation and active listening skills to extract real requirements and build consensus
- Brainstorming, Cardstorming Creativity Techniques to mine the collective knowledge of your subject matter experts (SMEs)
- Build related components of the systems life cycle
- Clarify the scope before ‘scope creep’ becomes an issue
- Facilitate the correct use of Context Diagrams, Class Diagrams, Use Cases and Entity Relationship Diagrams and ‘Post-it’ notes to capture and prioritize requirements
- Understand how to assist the business beyond requirements gathering

PDU Credits: 14



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