



Business Analyst and Agile Training Program

Most large companies and organizations that use services and software in business operations employ Business Analysts to communicate business needs to key stakeholders. When analysts do not do their job effectively, the result is incomplete or incorrect requirements -- leading causes of spiraling development costs and project delays.

Business Analysts help their organizations:

- Reduce waste by cutting development costs for new business applications
- Improve efficiency by streamlining the introduction of new products and services
- React quickly to new regulations
- Improve quality assurance
- Create solutions
- Complete projects on time
- Document the right requirements
- Identify the root causes of problems

By improving communication between business stakeholders and developers through comprehensive requirements analysis and documentation, and by providing structured testing and quality assurance, Business Analysts can guarantee successful projects for their organizations.

BA Foundation Courses:

BA01- Business Analysis Essentials- 2 days

BA30- Foundations of Business Analysis- 4 days **(Aligned with IIBA ECBA)**

BA Core Courses:

BA02- Strategic Business Analysis- 2 days

BA03- Writing Effective Business Cases- 2 days

BA04- Eliciting and Writing Effective Requirements- 3 days

BA05- Process Modeling Using BPMN- 2 days

BA/Agile Elective Courses:

AGL-101V- Overview of Agile: One day Virtual Live

AGL 105- Executive Overview of Agile- 4 hours

AGL-BA07- Implementing an Agile project- 2 days (Live in person only)

AGL-BA08- Agile for Business Analysts- 2 days (Aligned with IIBA AAC)

BA09- Managing Requirements for SharePoint Projects- 2 days

AGL- BA15- Planning and Managing Agile Projects - 3 days (Live in person preferred)

BA17- Problem Determination Root Cause Analysis- 2 days

AGL- BA18A- Agile Scrum Product Owner- 2 days

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AGL-19A-Agile User Story Workshop- 2 Days

BA20- Business Process Improvement (BPI) - 2 days

AGL 21A – Non-Certified Scrum Master Workshop

BA22- Business Visioning Workshop- 1-3 days

AG-22B- Agile Scrum Team Simulation Workshop – 2 day

AGL- BA25- Managing the Agile Product Development Life Cycle- 4 days (Live in person preferred)

BA26- Requirements Elicitation – 2 days

BA27- Writing and Managing Effective Requirements- 3 days

BA28- Requirements Analysis and Use Cases Workshop- 2 days

BA29- User Acceptance Testing for Business Analysts- 2 days

BA30- Foundations of Business Analysis- 4 days **(Aligned with IIBA ECBA)**

BA31- Unified Modeling Language (UML) for BAs- 4 days

BA32- Unified Modeling Language (UML) for Developers- 1 day

BA39- Software Testing Workshop – 2-days

BA Certification Courses:

BACP02- Certified Business Analysis Professional (CBAP®) Exam Preparation Course- 4 days

PBA - Professional in Business Analysis (PMI-PBA) Exam Preparation Course- 4 days

AGL-BA08- Agile for Business Analysts- 2 days (Aligned with IIBA AAC)

Agile Scrum.org Certification Courses:

PSF-PROFESSIONAL SCRUM FOUNDATIONS™

PSM-PROFESSIONAL SCRUM MASTER™

PSM II- PROFESSIONAL SCRUM MASTER II™

PSPO-PROFESSIONAL SCRUM PRODUCT OWNER™

PAL-E -PROFESSIONAL AGILE LEADERSHIP™ ESSENTIALS

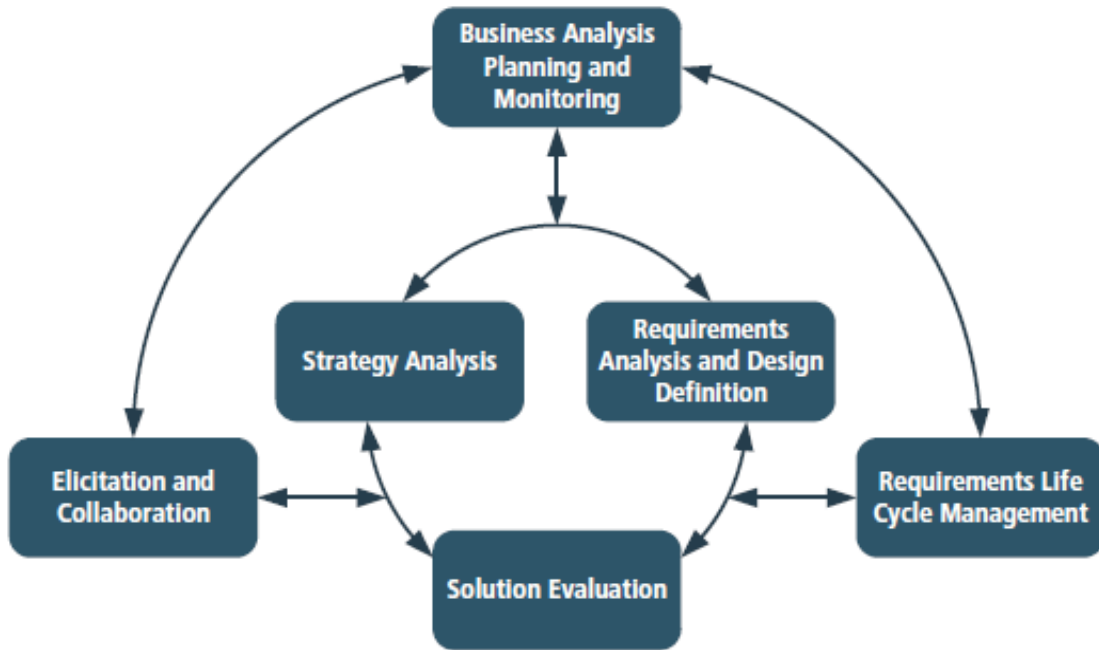
PSK-PROFESSIONAL SCRUM WITH KANBAN

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The Business Analysis Body of Knowledge® (BABOK®) Version 3

Figure 1.4.1: Relationships Between Knowledge Areas



Business Analysis – Foundation Course (BA01)			
Course	Duration	Target Audience	Description
BA01 - Business Analysis Essentials	2 days	<ul style="list-style-type: none"> • Systems Analysts and programmers interested in expanding their role into the business area • Entry-level IT Business Analysts and their managers • IT Project Managers • Self-taught IT Business Analysts 	<p>This is an introductory course designed to provide participants with a basic understanding of the benefits, functions and impact a business analyst has within an organization. The course discusses the business analysis process as it is applied throughout a project as well as the pre-project activities that comprise strategy analysis. Participants learn how a business analyst supports the project throughout the solution development life cycle, from defining business needs and solution scope to validating that requirements have been met in the testing phase and ensuring the solution continues to provide value after implementation.</p> <p>After completing this course, participants will fully understand the characteristics of the business analyst role and the components that comprise the profession of business analysis. Students will obtain a solid working vocabulary to enable effective communication about business analysis activities and deliverables across the project team.</p>

Business Analysis – Courses (BA02-BA39)			
Course	Duration	Target Audience	Description
BA02 - Strategic Business Analysis	2 days	<ul style="list-style-type: none"> • Business Analysts • Project Leaders • Facilitators who will be leading requirements-gathering sessions • Business Users who will be explaining business requirements to software developers • Systems Analysts expanding their role into the business realm 	<p>This course is aimed for experienced practitioners who desire a clear understanding of Strategic Business Analysis, who would like to understand what comprises this work, and the objectives for performing it. It is recommended that participants complete the BA01 – Business Analysis Essentials course prior to enrolling or have equivalent experience.</p> <p>Learn about the components of Strategic Business Analysis. Understand the importance of defining the business need correctly and pursuing a thorough analysis of the internal and external environments of the enterprise before choosing the solution. Shortcutting the pre-analysis work discussed in this course often results in delivering solutions that are misaligned to the enterprise strategy and to the expectations and needs of the business. Learn how to avoid the pitfall of jumping to a solution prior to a solid understanding of the opportunity or problem needing to be addressed.</p>
BA03 - Writing Effective Business Cases	2 days	<ul style="list-style-type: none"> • Business Analysts • Project Leaders • Directors • Corporate Officers • Managers • developers • Systems Analysts expanding their role into the business realm 	<p>Learn the steps to effective business case development and support your strategic business recommendations with sound budgeting and financial back-up. The one course you need to make high-impact recommendations and receive full management support for your ideas.</p>

BA04 – Eliciting and Writing Effective Requirements	3 days	<ul style="list-style-type: none"> • Business Analysts • IT Project Managers • Requirements analysts, • Technical writers, • Systems analysts, developers, • Software engineers, • Project leaders, • Senior project managers, • Team leaders, • Program managers, • Testers, • QA specialists. 	<p>With elicitation serving as a major component of the requirements process, it is imperative that business analysts maintain high competency levels in elicitation practices and technique use to help organizations overcome the requirements related challenges faced on projects. Regardless whether you are a practitioner just starting off your career in business analysis or whether you have been performing the role for some years, this course will provide insight into the latest thoughts on elicitation and writing effective requirements and present a number of current techniques that are being applied on projects across industries today.</p>
BA05 - Process Modeling Using BPMN	2 days	<ul style="list-style-type: none"> • Business Analysts • Database Administrators • Systems Analysts • Data Modelers • Process Modelers 	<p>Learn to map your business processes easily and efficiently using the industry standard - BPMN which stands for Business Process Modeling Notation from the Object Management Group (OMG). You will learn the best practices in process mapping using the latest industry standards (BPMN) so that both the business and IT stakeholders will be able to understand the models and map processes consistently through-out your organization.</p>

Business Analysis – Electives (BA07 –BA39)			
Course	Duration	Target Audience	Description
BA07 - Implementing an Agile project: What it takes to make it Work	2 days	<ul style="list-style-type: none"> • Business Analysts • Executives, • Project Managers, • Quality and process engineers, • Managers; • Supervisors, • Team leaders, • Process operators; • Anyone who wants to improve their Business Analysis skills 	<p>Many of today’s Project Management and Business Analyst Professionals are finding themselves leading, managing and analyzing on Agile development teams - only to find that many of the tools and techniques applied when using a traditional project management approach no longer work as effectively or at all.</p> <p>This course will explore how your projects can easily and successfully make the transition to an effective Agile environment.</p>

<p>AGL-BA08 – Agile for Business Analysts</p>	<p>2 days</p>	<ul style="list-style-type: none"> • Business Analysts • Executives, • Project Managers, • Quality and process engineers, • Managers; • Supervisors, • Team leaders, • Process operators • Anyone who wants to improve their Business Analysis skills. 	<p>Business analysis professionals frequently find themselves on Agile development teams only to discover that many of the tools and techniques no longer work effectively. In this advanced business analysis course you will explore and apply proven techniques to help you to understand and apply business analysis techniques within the context of an Agile software development project, AND to apply Agile techniques within the context of business analysis</p>
<p>BA09 – Managing Requirements for SharePoint Projects</p>	<p>2 days</p>	<ul style="list-style-type: none"> • Business Analysts • Executives, • Project Managers, • Quality and process engineers, • Managers; • Supervisors, • Team leaders, • Process operators; • Anyone who wants to improve their Business Analysis skills. 	<p>Requirements can change frequently during a SharePoint project, and therefore projects need a streamlined, flexible approach to requirements change management. SharePoint professionals want to develop systems and services which are both high-quality and high-value, and the easiest way to achieve this is to implement the highest priority requirements first. This enables the projects to maximize value for their stakeholders.</p> <p>The course will explore how to successfully manage requirements for an effective SharePoint environment.</p>
<p>BA10 – Understanding Root Cause Analysis (RCA): What it takes to make it work</p>	<p>2 days</p>	<ul style="list-style-type: none"> • Business Analysts • Executives, • Project Managers, • Quality and process engineers, • Managers; • Supervisors, • Team leaders, • Process operators; • Anyone who wants to improve their Business Analysis skills. 	<p>Root Cause Analysis (RCA) is a structured, team based, analytical approach that when used correctly can alleviate recurring problems within an organization. In this course, participants will learn to apply several practical, systematic methods for analyzing incidents and problems to uncover root causes. Understanding of these techniques will be reinforced by exercises as we explore effective ways of gathering data for root cause analysis and how to determine which problems should be analyzed. We will also discuss how to design, develop, and implement a root cause analysis program for your organization.</p>

<p>BA15 – Planning and Managing Agile Projects</p>	<p>3 days</p>	<ul style="list-style-type: none"> • Business Analysts • Executives, • Project Managers, • Quality and process engineers • Business and IT stakeholders, • Managers; • Supervisors, • Team leaders, • Process operators; • Anyone interested in the core values, principles, and practices of Agile • Those interested in the PMI ACP certification 	<p>This 3-day course aims at introducing its attendees to the core values, principles, and practices of Agile. This course is a more elaborate version of the Certified Scrum Master training as it discusses how to plan and manage Agile practices, not only those in Scrum. The course also goes into greater depth about all the roles and responsibilities on the team and not just the ScrumMaster and Product Owner roles.</p> <p>The course outline is aligned with the new PMI Agile Certified Practitioner (PMI-ACP) certificate that we anticipate will become a worldwide accepted standard for best practices for Agile PM like the PMBOK Guide and PMP recognition is for PM.</p>
<p>BA17- Problem Determination-Root Cause Analysis</p>	<p>2 days</p>	<ul style="list-style-type: none"> • Executives, • Project Managers, • Business Analysts, • Business and IT stakeholders working with analysts, • Quality and process engineers, • Technicians, • Corrective action coordinators or managers, • Process operators, 	<p>Excellent problem determination skills cannot be acquired simply by reading a book. They mostly come from experience as well as discipline. This course builds on and reinforces the information contained in the introductory course, Root Cause Analysis and Problem Determination. It is hands-on intensive. The expectation is that the participants understand RCA but need some additional instruction in different techniques. This course reviews how to create a systematic process for RCA. There is focus on change management and how to eliminate common implementation issues. It applies the ADKAR change management model.</p>
<p>BA18 – Agile Scrum Product Owner</p>	<p>2 days</p>	<p>Intended for product owners and business SMEs working with agile teams that use scrum.</p>	<p>This course will teach the new product owner how to envision a product and drive out good requirements that can be prioritized to reduce project risk and maximize return on investment.</p> <ul style="list-style-type: none"> • The learner will understand the reasons behind Scrum ceremonies, removing common misunderstandings of the Scrum framework. • The learner will be able to apply multiple techniques to develop backlogs and requirements that encourage an emergent approach to product development. • The learner will understand the role of the Scrum Master in enabling self-organizing, cross functional, high performance teams

			<p>and be able to see signs of ineffective teams.</p> <ul style="list-style-type: none"> • The learner will understand the basis for techniques to address difficulties in working with non-agile groups and encourage more emergence within these groups. • The learner will understand the implications of scaling and some of the mechanisms to coordinate and track scrum in the large. • The learner will differentiate between direct metrics of customer value versus indirect metrics of customer value.
<p>BA20 –Business Process Improvement (BPI)</p>	<p>2 days</p>	<ul style="list-style-type: none"> • Business Analysts • Executives, • Project Managers, • Quality and process engineers • Technicians • Business and IT stakeholders, • Managers; • Supervisors, • Team leaders, • Process operators; • Anyone who wants to improve their ability to solve recurring problems. 	<p>Many of today's Project Management and Business Analyst Professionals are finding themselves leading, managing and analyzing Business Process Improvement Initiatives - only to find that many of the tools and techniques applied no longer work as effectively or at all. In order to do more than survive, the Project Manager and Business Analyst must have a strong understanding of how to manage and implement BPI to effectively lead their teams and deliver on these initiatives. The course will explore how you can easily and successfully make the transition to an effective Business Process Improvement environment.</p>
<p>AGL-22B – Agile Scrum Simulation Workshop</p>	<p>2 Days</p>	<p>The entire scrum team (Product Owner, Scrum Master, Business Analyst, Developer, and Tester)</p> <p>Those who need to interact with the scrum team (such as specialists in software development disciplines (UX designers, DBAs, Architects and quality assurance</p>	<p>This 2-day workshop puts the agile team through their paces, by showing them how to conduct the five (5) scrum ceremonies, while simulating key activities within a sprint, all while using their own project as a case study for the exercises.</p> <p>The Agile Scrum team will get to experience the leading Scrum methodology, by using hands-on exercises and testing the basic premise and techniques behind agility.</p> <p>Course Objectives: Reduce the time it takes for Agile adoption by training the entire team with the help of an Agile expert</p> <ul style="list-style-type: none"> • Avoid costly mistakes made by inexperienced Agile teams on the first project • Fast track your project by developing your Scrum Board in the classroom <p>This workshop utilizes an emersion learning approach, along with role playing, allows students to practice the techniques as they learn. Students will experience what a project that is fully leveraging agile concepts and culture looks and feels like. This allows them to better understand their role on the team and appreciate their team member's contributions. Here</p>

			<p>are the key take aways:</p> <ul style="list-style-type: none">• Utilize "real-life" product/project during the workshop exercises• Learn the tricks of high-performing Scrum teams• Experience an end-to-end Scrum process (while performing the 5 Scrum ceremonies)• Understand each of the individual roles on a scrum team, and how to work collaboratively as part of the team• Define the Product Backlog (with User Stories) and develop a Release Plan for the entire product/project• Use Planning Poker to develop estimates (Course- and Fine-grain)• Define and assign tasks for the 1st Sprint• Learn how to handle unplanned interruptions
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<p>BA22 –Business Visioning Workshop</p>	<p>1-3 days</p>	<p>This workshop is intended for anyone who needs to discover, analyze, and document a better business process. Specifically this course will help business sponsors, business analysts, and project managers with business visioning.</p>	<p>This workshop develops the skills needed to work with senior business and Information Technology staff to initiate projects, conduct high level feasibility studies, analyze and model business activities and effectively write business requirements. Participants will learn how to use a Business Vision document to help them investigate business problems and learn how to identify and recommend appropriate creative solutions.</p>
<p>BA25- Managing the Agile Product Development Life Cycle</p>	<p>4 days</p>	<p>This course is intended for beginner to intermediate Business Analysts who are looking to improve their skills by learning best practices and techniques for eliciting, analyzing, documenting, validating, and communicating requirements</p>	<p>This 4-day course explores how adapting Agile values and principles will improve product development within an enterprise. It contrasts traditional SDLC methods with the most popular Agile methods to set the stage for benchmarking performance. Then it introduces a comprehensive set of Agile techniques and practices, and gives attendees the opportunity to simulate an end-to-end project while using them. Attendees discuss significant issues such as how to transition traditional IT roles (development, business analysis, testing and project management), and how to work with new roles (ScrumMaster and Product Owner).</p>

<p>BA26 – Requirements Elicitation</p>	<p>2 days</p>	<ul style="list-style-type: none"> • Business Analyst • Business Systems Analyst • Systems Analyst • Requirements Engineer • or anyone who must perform or understand business analysis on their projects. • The Business Sponsor and the Project Manager who are actively involved with specifying requirements for their project will also benefit from this workshop. 	<p>In this highly interactive 2-day course, you will learn how to enhance and refine your elicitation skills. Industry best practices are explained and then augmented with professional tips and methods. Working in small groups, you will practice new techniques and discuss strategies that your organization should be using to better define stakeholder needs. A case study driven workshop comprises more than half the course and provides a real-world example, templates, and job aids to reference once you are back on the job. If you are struggling with missing requirements, lack of stakeholder involvement, out of control scope, or the inability to know which tools to apply to elicit the most thorough requirements, you'll want to consider this workshop!</p>
<p>BA27 –Writing and Managing Effective Requirements</p>	<p>3 days</p>	<ul style="list-style-type: none"> • Business Analysts • IT Project Managers • Requirements analysts, • Technical writers, • Systems analysts, developers, • Software engineers, • Project leaders, • Senior project managers, • Team leaders, • Program managers, • Testers, • QA specialists. 	<p>Successful projects are built on the foundation of a clearly defined business need and well-understood requirements. This course provides students a clear understanding of all the facets of the business analysis role, including a thorough walkthrough of the various domain/knowledge areas that comprise the business analysis profession. Students are provided an opportunity to try their hand at several business analysis techniques to assist with improving their skills in stakeholder identification, scope definition, and analyzing, documenting, and modeling requirements.</p>

BA28 –Requirements Analysis and Use Cases Workshop	2 days	<ul style="list-style-type: none"> • Business Analyst • Business System Analyst • System Analyst • Requirements Engineer • The Designer, Developer and Tester who are actively involved in utilizing use cases may also benefit from this workshop 	<p>This course provides a strong foundation in the mechanics of use case diagramming and writing textual descriptions of use cases. In this highly interactive workshop, you will learn how to enhance and refine your use case skills, how to involve your stakeholders in the use case process, and how to develop use cases that provide valuable information to the designers and testers. Use cases that meet the needs of designers can be too technical and too detailed for other stakeholders. Use cases that satisfy business users are usually not very helpful to designers and testers. How do you satisfy these two disparate interests? And how do you handle the details like business rules, data validations and user interface specifications?</p>
BA29 –User Acceptance Testing (UAT) for BAs	2 days	<ul style="list-style-type: none"> • Business Analyst professional who is involved with testing the functionality of technology projects. 	<p>This 2 day workshop looks at the business issues which drive the need for a fully functional UAT process and describes the components of such a process. It is designed to help the Business Analyst (BA) to develop an understanding of their role, the process, and the deliverables associated with UAT.</p>
BA30 – Foundations of Business Analysis	4 days	<ul style="list-style-type: none"> • Business Analysts • IT Project Managers • Requirements analysts, • Technical writers, • Systems analysts, developers, • Software engineers, • Project leaders, • Senior project managers, • Team leaders, • Program managers, • Testers, • QA specialists. 	<p>This course provides students a clear understanding and total immersion into all of the facets of the business analyst role, including a thorough walkthrough of the various domain/knowledge areas that comprise the business analysis profession. Students are provided an opportunity to try their hand at several business analysis techniques for eliciting, analyzing, and modeling requirements. The business analysis work performed in strategy analysis and solution evaluation, which is most often the least familiar to business analysts, is thoroughly presented and explored. Students completing this course will be well equipped</p>

			with new skills and knowledge that can be immediately applied on current and future projects.
BA31- UML for BAs	4 days	This course is expressly designed for the Business Analyst professional who is involved in eliciting, analyzing, documenting, and validating requirements using the Unified Modeling Language for visually capturing requirements.	<p>This course will provide Business Analysts with new capabilities to improve their skills with using visual modeling techniques to document requirements. The use of the Unified Modeling Language will significantly improve the way that requirements are elicited, analyzed, documented, and verified.</p> <p>This course is based upon not only the latest OMG standards related to UML, but also it's application on projects in various commercial and government domains.</p>
BA32- UML for Developers Workshop	1 day	It is recommended that the participants have a working knowledge of object-oriented concepts such as objects, encapsulation, attributes, and operations.	This course will provide developers with an understanding of the UML diagrams which are used to analyze and capture requirements graphically during the Enterprise Analysis phase of the project. Emphasis will be placed on the proper usage of UML notation to correctly convey the meaning of the data, behavior, and interface requirements.
BA39 –Software Testing Workshop	2 days	Business Analysts, Developers, systems analysts, and testers who are involved with testing the functionality of technology projects.	<p>This two day class looks at the business issues which drive the need for a fully functional testing process and describes the components of such a process. It is designed to help the testers develop an understanding of their role, the process, and the deliverables associated with testing.</p> <p>Course highlights:</p> <ul style="list-style-type: none"> • Develop an understanding about basic concepts associated with software testing • See how testing applies to the Software Development Lifecycle (SDLC) • Recognize benefits of improved quality of deployed software using testing techniques • Identify the key roles, activities and deliverables which make up requirements-based testing • Use a business Use Case to define scenarios for testing • Learn how to create a test plan and write test cases with test data

			<ul style="list-style-type: none"> • Understand the process for testing functional requirements • Identify the challenges of testing vendor-supplied applications
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Certification Courses:			
Course	Duration	Target Audience	Description
BACP02 - Certified Business Analysis Professional (CBAP®) and Certification of Competency in Business Analysis (CCBA™) Exam Preparation Course	4 days	Business Analysts	Intensive 4 day course to prepare participants to take Certified Business analyst Professional (CBAP®) or the Certification of Competency in Business Analysis (CCBA™) exam based on the BABOK®v3.0 Edition from the International Institute of Business Analysis. In the evolving world of Business Analysis, there is an increasing demand for effective and experienced Business Analysts who have obtained the IIBA Certified Business Analyst Professional (CBAP®) or the Certification of Competency in Business Analysis (CCBA™) designation.
PBA04 - Professional in Business Analysis (PMI-PBA) Exam Preparation	4 days	Business Analysts	This intensive 4-day course provides an in-depth review of the business analysis knowledge, skills, and tasks as discussed in the PMI business analysis standard Business Analysis for Practitioners: A Practice Guide. The material within this course provides a solid overview of the activities commonly performed by those fulfilling the business analysis role on programs and projects. The course is intended to prepare students who are interested in taking the PMI-PBA® exam.

What makes our courses stand out?

No fluff. We understand how valuable your time is. Our courses have been pared down to contain only the actionable training you need to do your job.

Focus on the Business Analyst. Everything we teach is focused on the perspective of the Business Analyst and what he or she needs to know in order to improve interviewing, requirements analysis, testing and documentation skills.

Learn by doing. In each course, the student walks through a case study project, learning *what they need to know when they need to know it*. We feel this is the only way to give the student skills that are readily applicable to the workplace. Our off-the-shelf case studies pull from a variety of sectors. We will also be happy to customize case studies for your specific needs.

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