



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 Practitioner Certificate in Business Analysis Practice (BAP)

Add-On training is the professional organization accredited with BCS (British Computer Society), The Chartered Institute of IT to train individuals on Different level of Business Analysis and AGILE Trainings and Certification. This would help an individual to focus on using a holistic approach to the investigation and improvement of business situations with a view to developing effective, feasible business solutions tools used in the project along with management skills.

Following are the **9 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
- ➔ Student Notes consist of 8 Referencing Books
- ➔ Mock test
- ➔ Paper based Exam
- ➔ Globally recognized Certificate from BCS, The Chartered Institute of IT

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
- ▶ 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:

- Describe how a business strategy is developed
- Apply strategic analysis techniques
- Explain the need for project discipline
- Explain techniques to investigate an organisation's business systems

- Describe an approach to improving business systems
- Explain the importance of stakeholder management and use a stakeholder analysis technique
- Use techniques for the analysis and conceptual modelling of business systems
- Describe how recommendations for business improvements may be identified
- Describe the contents of a rigorous business case for the development and implementation of business changes
- Identify costs, benefits, impacts and risks for an option in a business case

Structure of the Exam

- ▶ The examination consists of a one hour open Book.
- ▶ Written, based on a business scenario (The Answers are perception of Candidates and there could be several correct answers to one question. So the answers are more specific and relevant to case study)
- ▶ Pass mark – 50%

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

1. Introduction to Requirements Engineering (5%)
 - i. Framework for Requirements Engineering
 - a. Rationale for Requirements Engineering and the problems with requirements
 - b. The definition and characteristics of a requirement
 - c. The characteristics of a requirements engineering process
 - d. The problems of defining requirements
 - e. A framework for Requirements Engineering
 - f. Requirement Engineering activities – elicitation, analysis, validation, documentation and management
 - g. The importance of requirements planning and estimating
 - ii. The business rationale and inputs

- a. The business analysis process model and the inputs into the 'define requirements stage
- b. The business case in the project lifecycle
- c. Terms of Reference / Project Initiation Document / Project Charter – business objectives, project objectives, scope, constraints (budget, timescale, standards), sponsor (authority), resources and assumptions

1. Rationale - (10%)

- i. A lifecycle for business change
 - a. Alignment
 - b. Definition
 - c. Design
 - d. Implementation
 - e. Realisation
- ii. The role of the Business Analyst within the lifecycle for business change
 - a. Strategy implementation
 - b. Business case production
 - c. Benefits realisation
 - d. Specification of IT requirements
- iii. Other roles within the lifecycle for business change
 - a. Project manager
 - b. Developer
 - c. Tester
- iv. The framework for business analysis activities
 - a. Relationship of business analysis to strategic analysis and definition and to IT systems analysis
 - b. The holistic approach to business analysis

2. Understanding the strategic context - (15%)

- i. Internal environment analysis
- ii. External environment analysis
- iii. SWOT analysis
 - a. Links to the internal business environment analysis (strengths and weaknesses)
 - b. Links to the external business environment analysis (opportunities and threats)
 - c. Using the SWOT analysis
- iv. Critical Success Factors and Key Performance Indicators and Performance Targets

- a. Critical Success Factors (CSF) – statements of the areas in which the business considers vital to its success; these may be industry wide or organisation specific
 - b. Key Performance Indicators (KPI) – areas to be monitored to measure whether each CSF is being achieved
 - c. Performance Targets – targets set for each KPI
 - v. The Balanced Business Scorecard as a framework for identifying Critical Success Factors and Key Performance Indicators
3. Project discipline for business analysis studies (5%)
 - i. Terms of Reference/Project Initiation
 - ii. Business and project objectives
 - a. Business objectives – these define what the business wishes to achieve as a result of the project
 - b. Project objectives – these define what the project is required to deliver
4. Understanding the situation/issues (10%)
 - i. Stakeholder identification
 - a. Stakeholder wheel
 - ii. Overview of investigative techniques
 - a. Techniques to investigate the current business situation
 - b. Interviews
 - c. Observation
 - d. Workshops
 - e. Document Analysis
 - f. Focus Groups
 - g. Questionnaires/Surveys
 - iii. Representing a holistic view of the business situation
 - a. Techniques to document the current business situation
 - b. Rich pictures
 - c. Mind maps
 - d. Fishbone diagrams
 - e. Rationale for taking a holistic view
5. Analysing stakeholder perspectives
 - i. Stakeholder analysis and management
 - a. Power/Interest Grid
 - b. Stakeholder management strategies
 - ii. Identifying different perspectives
 - a. Stakeholder world views
 - iii. Defining perspectives

- a. CATWOE
 - b. Contrasting different perspectives
6. Analysing and modelling business activities (20%)
- i. Developing a conceptual business activity model
 - a. Definition of conceptual model
 - b. Using a business perspective as the basis for a business activity model
 - c. 5 types of activity – definitions and application
 - d. Dependency – definition and application
 - e. Process and notation for building the business activity model
 - ii. Identifying business events
 - a. Types of business event
 - a) External
 - b) Internal
 - c) Time-based
 - iii. Analysing business rules
 - a. Types of business rule
 - a) External constraints
 - b) Internal policies
 - c) Internal procedures
 - b. Levels of constraint resulting from business rules
 - iv. Building the consensus business activity model
 - a. Identifying differences between business activity models
 - b. Negotiating to resolve conflicts
 - c. Rational for the consensus business activity model
 - d. Approaches to developing the consensus business activity model
7. Identifying potential solutions (10%)
- i. Gap analysis – comparing the ideal and existing systems
 - a. Process for gap analysis
 - b. Inputs to gap analysis
 - c. Outputs from gap analysis
 - d. Business process models in gap analysis
 - ii. Defining a new business model
 - a. Areas for change - processes, people, technology and organisation
 - iii. Identifying IS/IT requirements to support the new business model
 - a. Using the business activity model and business process models to identify requirements
 - b. Names of models used to document and analyse requirements:
 - a) Use case diagrams
 - b) Class models

c) Entity-relationship diagrams

8. Making the business case (15%)
 - i. Structure of a business case
 - ii. Identifying and shortlisting options for business change
 - a. Identifying a range of options, including the 'do nothing' option
 - b. Assessing the feasibility of each option
 - iii. Identifying and categorising costs and benefits
 - a. Tangible and intangible costs and benefits
 - b. Investment appraisal techniques:
 - c. Payback period or break even analysis
 - d. Discounted Cash Flow/Net Present Value analysis
 - e. Internal Rate of Return analysis
 - iv. Identifying and categorising risks and approaches to their management
 - a. Identifying risks
 - b. Assessing the impact of the risks
 - c. Assessing the probability of the risks
 - d. Risk management approaches:
 - e. Risk avoidance
 - f. Risk mitigation
 - g. Risk transference
 - h. Risk acceptance
 - v. Identifying impacts
 - a. Impacts on the organisation's culture
 - b. Impacts on the organisation's behaviour
 - vi. The lifecycle for the business case