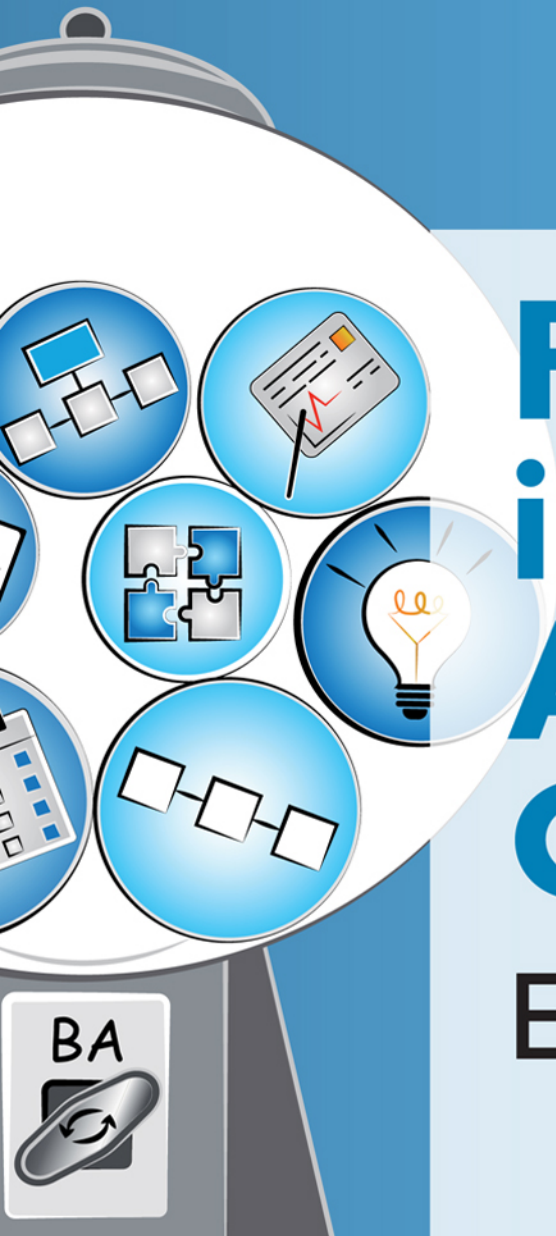


COURSEWARE

# Foundation in Business Analysis Courseware

English



## Foundation in Business Analysis Courseware - English

## Colophon

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## **Publisher about the Courseware**

The Courseware was created by experts from the industry who served as the author(s) for this publication. The input for the material is based on existing publications and the experience and expertise of the author(s). The material has been revised by trainers who also have experience working with the material. Close attention was also paid to the key learning points to ensure what needs to be mastered.

The objective of the courseware is to provide maximum support to the trainer and to the student, during his or her training. The material has a modular structure and according to the author(s) has the highest success rate should the student opt for examination. The Courseware is also accredited for this reason, wherever applicable.

In order to satisfy the requirements for accreditation the material must meet certain quality standards. The structure, the use of certain terms, diagrams and references are all part of this accreditation. Additionally, the material must be made available to each student in order to obtain full accreditation. To optimally support the trainer and the participant of the training assignments, practice exams and results are provided with the material.

Direct reference to advised literature is also regularly covered in the sheets so that students can find additional information concerning a particular topic. The decision to leave out notes pages from the Courseware was to encourage students to take notes throughout the material.

Although the courseware is complete, the possibility that the trainer deviates from the structure of the sheets or chooses to not refer to all the sheets or commands does exist. The student always has the possibility to cover these topics and go through them on their own time. It is recommended to follow the structure of the courseware and publications for maximum exam preparation.

The courseware and the recommended literature are the perfect combination to learn and understand the theory.

-- Van Haren Publishing

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- IT and IT Management
- Architecture (Enterprise and IT)
- Business Management and
- Project Management

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Topics are (per domain):

### IT and IT Management

ABC of ICT  
ASL®  
CATS CM®  
CMMI®  
COBIT®  
e-CF  
ISO/IEC 20000  
ISO/IEC 27001/27002  
ISPL  
IT4IT®  
IT-CMF™  
IT Service CMM  
ITIL®  
MOF  
MSF  
SABSA  
SAF  
SIAM™  
TRIM  
VeriSM™

### Enterprise Architecture

ArchiMate®  
GEA®  
Novius Architectuur  
Methode  
TOGAF®

### Business Management

*BABOK® Guide*  
BiSL® and BiSL® Next  
BRMBOK™  
BTF  
EFQM  
eSCM  
IACCM  
ISA-95  
ISO 9000/9001  
OPBOK  
SixSigma  
SOX  
SqEME®

### Project Management

A4-Projectmanagement  
DSDM/Atern  
ICB / NCB  
ISO 21500  
MINCE®  
M\_o\_R®  
MSP®  
P3O®  
*PMBOK® Guide*  
Praxis®  
PRINCE2®

For the latest information on VHP publications, visit our website: [www.vanharen.net](http://www.vanharen.net).

## Author about this Courseware

Welcome to the EXIN/BCS Foundation in Business Analysis. This courseware has been developed to provide you with a solid introduction to the business analysis discipline. It is based on the book “Business Analysis, 3<sup>rd</sup> Edition” written by Debra Paul, James Cadle and Donald Yeates.

The most important function of business analysis is to deliver valuable change to organizations. To achieve that Business Analysts perform multiple tasks, like:

- study the organisation and the environment in which the organisation operates,
- evaluate business processes,
- assess technologies required and used,
- elicit and document requirements,
- ensure the implemented business change gets well embedded in the organisation to yield planned benefits.

All these activities lead to the delivery of a solution that meets the stakeholders’ needs.

Business analysis is a young discipline and many different roles within an organisation can perform business analysis tasks. Sometimes it may lead to misunderstandings or doubts: “The work I do, is it business analysis work, or not?”. This course discusses the interfaces between different roles in the organisation with respect to business analysis work. It also provides you with a framework to structure your business analysis activities. Finally, it prepares you for the EXIN/BCS Foundation in Business Analysis examination.

I hope this courseware will guide you through your study and preparation efforts. When preparing for the exam, I recommend to study each module separately and test your knowledge using module assignments at the end of the book (ref chapter). At the end of your preparation, do a sample exam (ref chapter). The sample exam contains the mixed set of questions from all modules. Hopefully you will pass the sample exam and gain confidence to take the real one.

Good luck!

-- Katarzyna Kot

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## Self-Reflection of understanding Diagram

*‘What you do not measure, you cannot control.’ – Tom Peters*

Fill in this diagram to self-evaluate your understanding of the material. This is an evaluation of how well you know the material and how well you understand it. In order to pass the exam successfully you should be aiming to reach the higher end of Level 3. If you really want to become a pro, then you should be aiming for Level 4. Your overall level of understanding will naturally follow the learning curve. So, it’s important to keep track of where you are at each point of the training and address any areas of difficulty.

Based on where you are within the Self-Reflection of Understanding diagram you can evaluate the progress of your own training.

<i>Level of Understanding</i>	<i>Before Training (Pre-knowledge)</i>	<i>Training Part 1 (1st Half)</i>	<i>Training Part 2 (2nd Half)</i>	<i>After studying / reading the book</i>	<i>After exercises and the Practice exam</i>
<i>Level 4 I can explain the content and apply it .</i>					
<i>Level 3 I get it! I am right where I am supposed to be.</i>					Ready for the exam!
<i>Level 2 I almost have it but could use more practice.</i>					
<i>Level 1 I am learning but don't quite get it yet.</i>					

(Self-Reflection of Understanding Diagram)



Write down the problem areas that you are still having difficulty with so that you can consolidate them yourself, or with your trainer. After you have had a look at these, then you should evaluate to see if you now have a better understanding of where you actually are on the learning curve.

**Troubleshooting**

*Problem areas:*

*Topic:*

---

Part 1

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Part 2

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You have gone through the book and studied.

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You have answered the questions and done the practice exam.

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## Timetable

### Day 1

Part 1	Introduction - Overview of Foundation Course
Part 2	Module 1: What is Business Analysis?
Part 3	Module 2: Competencies of a Business Analyst
Part 4	Module 3: Strategy analysis
Part 5	Module 4: Business Analysis Process Model
Part 6	Module 5: Investigation techniques

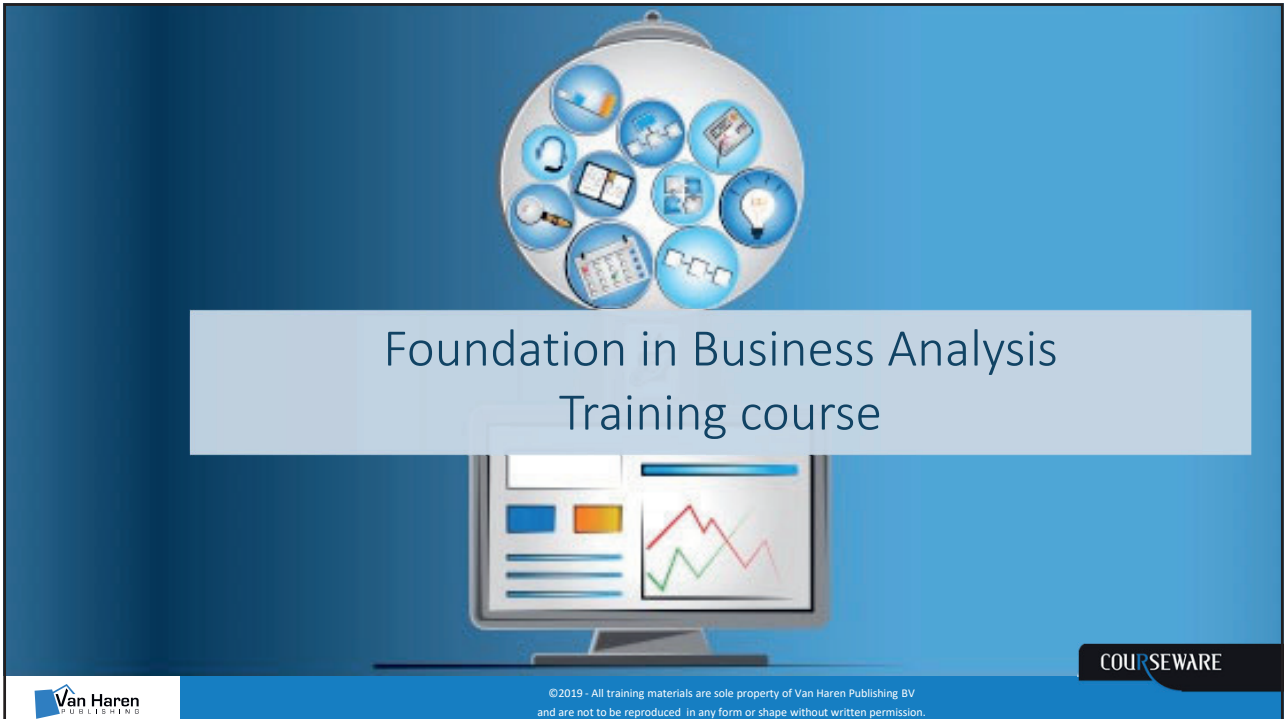
### Day 2

Part 1	Module 6: Stakeholder analysis and management
Part 2	Module 7: Modeling business processes
Part 3	Module 8: Defining a solution
Part 4	Module 9: Making business and financial case
Part 5	Module 10: Establishing the requirements
Part 6	Module 11: Documenting and managing requirements

### Day 3

Part 1	Module 12: Modeling requirements
Part 2	Module 13: Delivering the requirements
Part 3	Module 14: Delivering the business solution
Part 4	Review and conclusions
Part 5	Individual preparation and sample exam
Part 6	Official EXIN/BCS exam



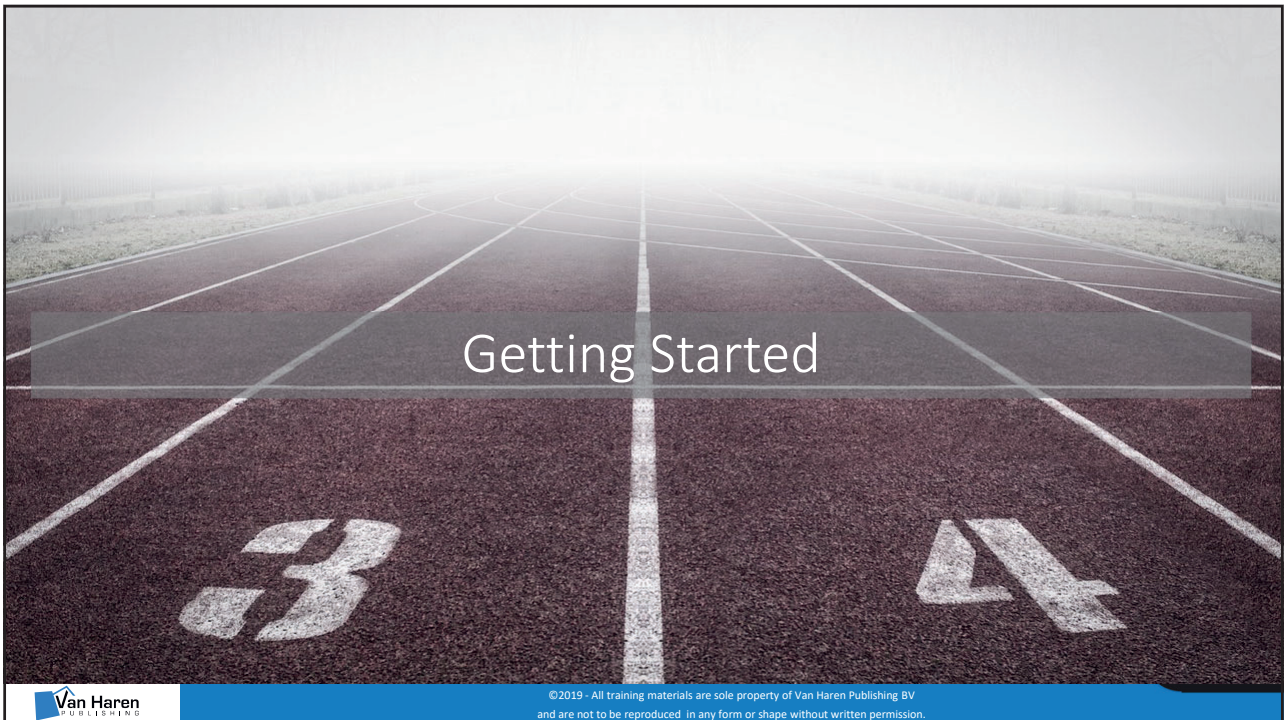


# Foundation in Business Analysis Training course

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**COURSEWARE**



# Getting Started

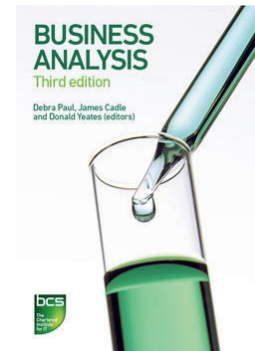
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## Learning Objectives of the Foundation in Business Analysis

Demonstrate knowledge and understanding of business analysis principles and techniques:

- the role and competencies of a business analyst
- strategy analysis
- business system and business process modeling
- stakeholder analysis
- investigation and modeling techniques
- requirements engineering
- business case development



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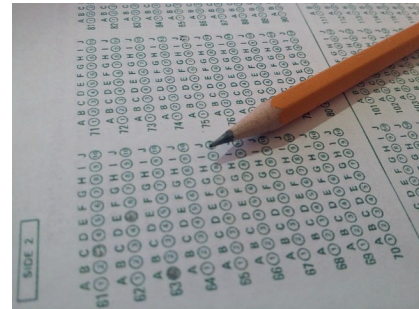
## Course Overview

- Module 1: What is business analysis?
- Module 2: Competencies of a business analyst
- Module 3: Strategy analysis
- Module 4: Business Analysis Process Model
- Module 5: Investigation techniques
- Module 6: Stakeholder analysis and management
- Module 7: Modeling business processes
- Module 8: Defining a solution
- Module 9: Making a business and financial case
- Module 10: Establishing the requirements
- Module 11: Documenting and managing requirements
- Module 12: Modeling requirements
- Module 13: Delivering the requirements
- Module 14: Delivering the business solution

## Exam Specification

Goal: Check your knowledge of Business Analysis

- Examination type: Multiple-choice questions
- Time allotted to the examination: 60 minutes + 15 minutes for non-native speakers
- Number of questions: 40
- Pass mark: 65%
- Open book/notes: No
- Electronic equipment/aids permitted: No



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## Question Weighting

Syllabus area	Target number of questions
Module 1: What is business analysis?	1
Module 2: Competencies of a business analyst	1
Module 3: Strategy analysis	3
Module 4: Business Analysis Process Model	2
Module 5: Investigation techniques	6
Module 6: Stakeholder analysis and management	4
Module 7: Modeling business processes	4
Module 8: Defining a solution	2
Module 9: Making a business and financial case	4
Module 10: Establishing the requirements	3
Module 11: Documenting & managing requirements	3
Module 12: Modeling requirements	3
Module 13: Delivering the requirements	2
Module 14: Delivering the business solution	2

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## Introductions

- Name
- Company
- Current job assignment
- Business analysis experience
- Your objectives for this course

## Program BCS Foundation in Business Analysis

### Day 1

09:00 – 09:30	Introduction
09:30 – 10:15	Module 1: What is business analysis?
10:15 – 10:45	Module 2: The competencies of a business analyst
10:45 – 11:00	Break
11:00 – 12:00	Module 3: Strategy analysis
12:00 – 12:30	Lunch
12:30 – 13:00	Module 3: Strategy analysis, continued
13:00 – 14:00	Module 4: The Business Analysis Process Model
14:00 – 14:30	Module 5: Investigation techniques
14.30 – 14.45	Break
14:45 – 16:45	Module 5: Investigation techniques, continued

### Day 2

09:00 – 09:30	Recap of Day 1
09:30 – 10:45	Module 6: Stakeholder analysis and management
10:45 – 11:00	Break
10:00 – 12:00	Module 7: Modeling business processes
12:00 – 12:30	Lunch
12:30 – 13:15	Module 8: Defining the solution
13:15 – 14:30	Module 9: Making a business and financial case
14.30 – 14.45	Break
14:45 – 15:45	Module 10: Gathering requirements
15:45 – 16:45	Module 11: Documenting and managing requirements

# Program BCS Foundation in Business Analysis

## Day 3

09:00 – 09:30	Recap day 2
09:30 – 10:45	Module 12: Modeling requirements
10:45 – 11:00	Break
11:00 – 12:00	Module 13: Delivering the requirements
12:00 – 12:30	Lunch
12:30 – 13:30	Module 14: Delivering the business solution
13:30 – 14:15	Course recap and review
14:15 – 15:30	Self-study including the sample exam
15.30 – 16.30	Official EXIN/BCS exam



## Module 1: What is Business Analysis?



## What is Business Analysis?

### British Computer Society

*“To thrive in an ever-changing world you need to make the right decisions. This is only achievable if you have the right information. Business analysis is vital in helping the organisation obtain this detail and effectively manage business change”*



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### International Institute of Business Analysis

*“ Business analysis is the set of tasks, knowledge, tools and techniques required to identify business needs and determine solutions to business problems.”*



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## Origins of Business Analysis

Information Technology has enabled organizations to create Information Systems to:

- Improve business operations
- Improve management decision-making
- Improve communication and connections between customers and suppliers.

*“If I had asked people what they wanted, they would have said faster horses.”*  
Henry Ford



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## Factors Influencing Development of Business Analysis

### The impact of outsourcing

The communication and clarification of requirements related to IT systems to ensure delivered systems fulfill the business needs require someone who facilitates this alignment.

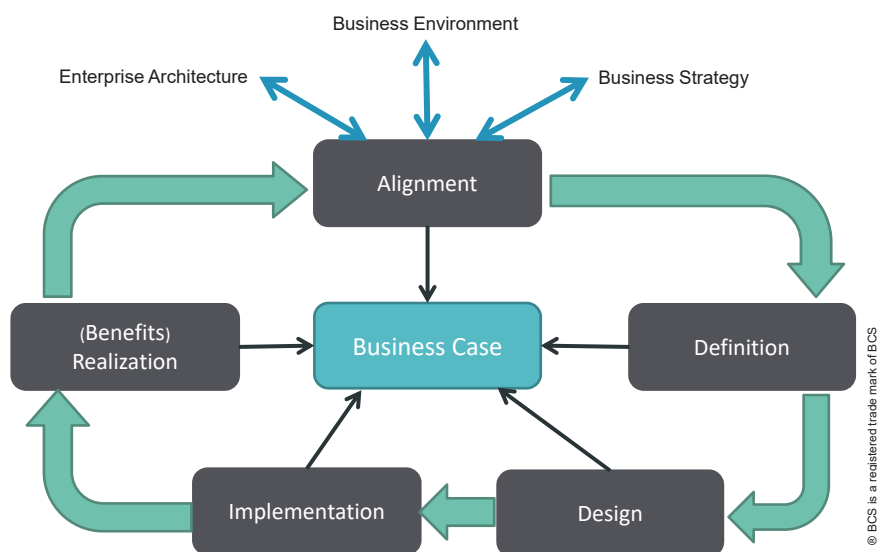
### Competitive advantage of using Information Technology

Businesses have understood that they must drive the development of the IT systems. IT systems are only a part of a bigger business change that can deliver a competitive advantage. Business changes require clear requirements. Business analysts again facilitate this change process.

### Business analysts as internal consultants

Business analysts advise organizations on how to solve problems or make use of opportunities. There is a shift from external consultants being hired to do this, towards internal consultants with required domain and organization knowledge.

## Business Change Lifecycle



## Phases in the Business Change Lifecycle

- **Alignment**

This phase ensures that the organisation's objectives and strategy are aligned with the external environment. In this stage we also check whether the change under investigation is aligned with internal policies and architectures.

- **Definition**

In this phase the thorough analysis of the change takes place as well as business and solution requirements are being defined.

- **Design**

In this phase the detailed specification, development and testing of the solution take place.

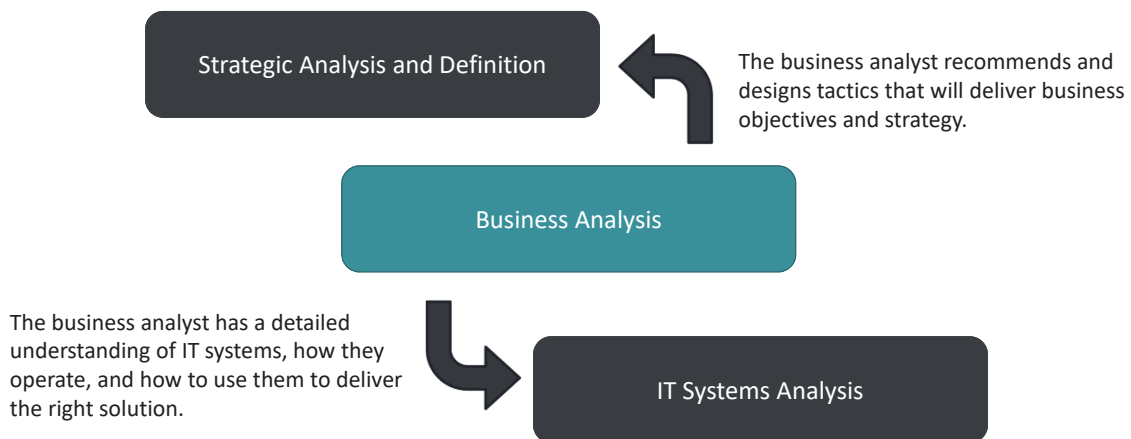
- **Implementation**

In this phase the planning and preparation for deployment of the business change take place.

- **(Benefits) Realization**

In this phase the review of the predicted business benefits takes place. If some benefits are not yet achieved the supportive actions are defined and executed.

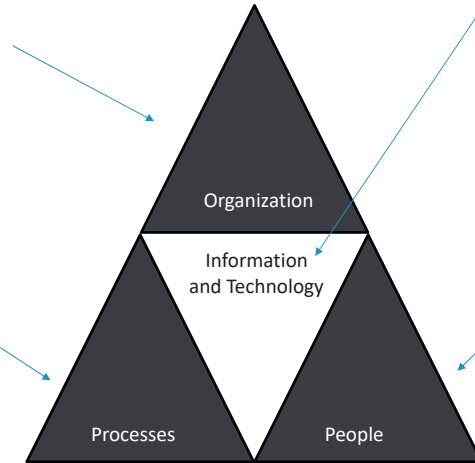
## Scope of Business Analysis Work



## POPIT™: A Holistic Approach

**Organization** – is there a supportive management style? Are jobs and responsibilities well defined? Is there collaborative cross-functional working?

**Processes** – are they well defined and communicated? Is there good IT support or are there several ‘work-arounds’ in existence? Does the process require documents to be passed around the organization unnecessarily? Is there the potential for delays or the introduction of errors?



**Information and Technology** - do the staff have the information to conduct their work effectively? Are managers able to make decisions based on accurate and timely information? Do the systems support the business as required? Do they provide the information needed to run the organization?

**People** – do they have the required skills for the job? How motivated are they? Do they understand the business objectives that they need to support?

*“Business analyst is an advisory role that has the responsibility for investigating and analyzing business situations, identifying and evaluating options for improving business systems, elaborating and defining requirements, and ensuring the effective implementation and use of information systems in line with the needs of the business.”*

## Core Responsibilities

- Investigate business systems.
- Evaluate actions to improve business systems.
- Develop business requirements.
- Elaborate solution requirements.



but also...

- Implement strategy.
- Produce business cases.
- Help with realization of benefits.

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## Rationale for Business Analysis

- Find root causes instead of treating symptoms.
- Focus on business improvement instead of IT change.
- Offer business options instead of solutions.
- Define feasible, contributing requirements instead of focusing on meeting all requests.
- Get involved in the entire business change lifecycle, not just definition of requirements.
- Negotiate instead of avoiding discussions.

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