

# Mastering Business Analysis

James Robertson & James Archer

## Overview

Business analysis provides the foundation for almost every kind of business change and system development. The craft of business analysis is to investigate the business, to find its problem hot spots and recommend ways to improve them, and write the requirements for any proposed automated system. Business analysis is a combination of modelling, systemic thinking, innovating, communicating, root cause analysis, persuasion and several other analytical skills. In short, business analysis is about understanding the real business, finding the true business problem and providing solutions to make the business work better.

## Learning Objectives

- Discover real business needs, not just the most talked-about ones.
- Improve the business processes by applying automation or other means.
- Define the most beneficial scope for the analysis project.
- Use models to understand and communicate the business processes, and ensure stakeholders also understand.
- Understand how to employ business events as a way of partitioning the business for easier understanding.
- Be better at interpersonal communication.
- Think systemically, and find truly the best way to improve your client's business.
- Be a better business analyst

## Seminar & Workshop Outline

### Business Analysis

- Improving the business
- Studying a business to see the real problem
- Using systems thinking to see past the technological bias
- Benefits, opportunities and the desired state of the business

### Modelling Business Processes

- Modelling as a way to understand the business
- Business Process Modelling Notation (BPMN)
- UML models
- Scenarios, the "business friendly" model
- Data models

### Business Events

- Business events to organise the analysis
- Triggers that make the business respond
- Modelling the response to the business event
- Business use case (BUC)
- Improving the business processes using BUC scenarios

### Systems Thinking

- Looking at the end-to-end business
- Systems dynamics and the effect of changes
- Thinking "above the line"
- The essence of the business
- SWOT and CATWOE and how to see your project
- Finding the right system to build

### The Human Element

- Human communication
- Interviewing the stakeholders
- Presenting your ideas
- Resolving conflicts
- Facilitating workshops
- How to make others understand your ideas

### Delivering

- Bringing about the changes to improve the business
- The most beneficial changes
- Effective business processes
- Identifying high-value projects

## Audience

- Business Analysts
- Systems Analysts
- Project Leaders
- Requirements Engineers
- Product or Program Manager or similar titles.

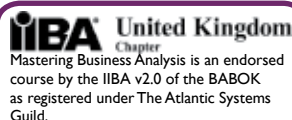
We also find Users and Software Customers benefit from learning state-of-the-art business analysis techniques, and how they can contribute to this vital activity.

## Special Features

- All teaching chapters are reinforced with hands-on workshops
- The course is run informally with lots of opportunity to discuss issues with the instructor
- The course is made relevant to your work situation

## IIBA® Accreditation

Mastering Business Analysis has been endorsed by The International Institute of Business Analysts. As such, this course has been approved as being aligned to the Business Analysis Body of Knowledge (BABOK) and hence are recommended training for business analysts who wish to sit the exam to become Certified Business Analysis Professionals (CBAP). For further information on how to register for the CBAP examination please refer to certification at [www.theiiba.org](http://www.theiiba.org). The IIBA's endorsement is registered by The Atlantic Systems Guild.



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Mastering the Requirements Process  
14-16 February 2011, London  
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*"Very interesting and confirmed my beliefs of what a BA should be doing."*

Kelly Newnham, Business Analyst,  
Scottish & Southern Energy

*"Very good explanations when questions aired. Lots of real life examples too."*

Claire Pearson, Business Process  
Analyst, AQA

## Presenters



James Robertson is a consultant, teacher and author whose area of expertise is the determination of the requirements that best support the business process, and the contribution that requirements make to successful projects. He is co-author of the books Mastering the Requirements Process and Requirements-Led Project Management.



James Archer is a practicing Business Analyst and Project Manager working for the Royal Borough of Kensington and Chelsea. James has 20 years ICT experience mainly in the public sector. He speaks and teaches on various aspects of Business Analysis to organisations across the UK including running popular workshops at the Government IT Profession Conference. He is a co-founder of the Business Change Special Interest Group of the BCS. In 2009 James was awarded 'The Business Analyst of the Year' IT Industry Award.

### In-House Training

For an in-house presentation of this or any other IRM UK seminar, please contact us on:  
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## Registration Information

### Registration Fees:

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\*As from 1st January 2011 VAT rate increase to 20%

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**The registration fee includes** the lectures, documentation, refreshment breaks and lunch on each day of the event. The cost of hotel accommodation is not included in the event fee.

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### Hotel Accommodation and Seminar Venue Details

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### Seminar Timetables

08.30 – 09.00 Registration (first day only) 09.00 – 12.30 Event  
12.30 – 13.30 Lunch 13.30 – 17.00 Event

### Mailing Information

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