

**1. IT Industry & Business Analysis Role – A Practitioner’s Perspective**

- International Institute of Business Analysis (IIBA) and Role of a Business Analyst
- Client Organization
- IT Company Organization
- Project Governance Structure
- SDLC Models
  - Waterfall
  - Agile Methodologies – Scrum

**2. Introduction to IIBA – Global Certifications**

- ECBA,CCBA,CBAP&CBATL

**3. Introduction to IIBA – BABOK V3 Structure**

- Business Analysis Core Concept Model
- Requirements Classification Schema
- Knowledge Areas
- Underlying Competencies
- Techniques

**4. Strategy Analysis**

- Analyze Current State
- Define Future State
- Assess Risks
- Define Change Strategy

**5. Business Analysis Planning and Monitoring**

- Plan Business Analysis Approach
- Plan Stakeholder Engagement
- Plan Business Analysis Governance
- Plan Business Analysis Information Management
- Identify Business Analysis Performance Improvements

**6. Elicitation and Collaboration**

- Prepare for Elicitation
- Conduct Elicitation
- Confirm Elicitation Results
- Communicate Business Analysis Information
- Manage Stakeholder Collaboration

**7. Requirements Analysis and Design Definition**

- Specify and Model Requirements
- Verify Requirements
- Validate Requirements
- Define Requirements Architecture
- Define Solution Options
- Analyze Potential Value and Recommend Solution

**8. Requirements Life Cycle Management**

- Trace Requirements
- Maintain Requirements
- Prioritize Requirements
- Assess Requirements Changes
- Approve Requirements

**9. Solution Evaluation**

- Measure Solution Performance
- Analyze Performance Measures
- Assess Solution Limitations
- Assess Enterprise Limitations
- Recommend Actions to Increase Solution Value

**10. Underlying Competencies**

- Analytical Thinking and Problem Solving
- Behavioural Characteristics
- Business Knowledge
- Communication Skills
- Interaction Skills
- Tools and Technology

**11. Techniques**

- Acceptance and Evaluation Criteria
- Benchmarking and Market Analysis
- Brainstorming
- Business Rules Analysis
- Data Dictionary
- Data Flow Diagrams
- Data Modelling
- Decision Analysis
- Document Analysis
- Estimation
- Focus Groups
- Functional Decomposition
- Glossary
- Interface Analysis
- Interviews
- Lessons Learned
- Metrics and Key Performance Indicators (KPIs)
- Non-Functional Requirements Analysis
- Observation
- Organizational Modelling
- Prioritization
- Process Analysis
- Process Modelling

- Prototyping
- Reviews
- Risk Analysis and Management
- Roles and Permissions Matrix
- Root Cause Analysis
- Scope Modelling
- Sequence Diagrams
- Stakeholder List, Map, or Personas
- Survey or Questionnaire
- SWOT Analysis
- Use Cases and Scenarios
- User Stories
- Vendor Assessment
- Workshops