

TECHNOLOGY TRANSFER PRESENTS

JAMES ROBERTSON

MASTERING

BUSINESS ANALYSIS

APRIL 10-11 2014
RESIDENZA DI RIPETTA - VIA DI RIPETTA, 231
ROME (ITALY)



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ABOUT THIS SEMINAR

Business Analysis is the bedrock of almost every kind of Business change and automated system development. Business Analysis means investigating the work of the Business to find both the problems to be corrected as well as better solutions for the Business processes. Business Analysis is a combination of modelling, systemic thinking, innovating, communicating, persuasion and several other analytical skills. In short, the task of the Business Analyst is to uncover the real Business, and communicate it in such a way that all stakeholders come to a consensus on the best way to improve the Business. The Analyst is charged with guiding the Business-oriented aspects of the project ensuring that the right problem is being solved, and finding innovative and optimally beneficial solutions. This course teaches you how to do that.

LEARNING OBJECTIVES

- How to discover the real Business needs, not just guess at a solution
- How to improve the Business processes by automation or other means
- How to define a project so that it can yield real benefits, and have all stakeholders agree on the objectives
- How to determine the most beneficial project scope for improving the work
- How to use various models to understand and communicate the Business processes and stored data
- How to use Business events to partition the work into natural segments for easier understanding
- How to present and communicate your ideas
- How to think systemically, and innovatively, to find the best solutions for the Business
- How to be a better Business Analyst

WHO SHOULD ATTEND

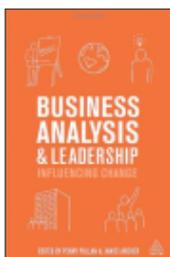
While we believe that Business Analysis is almost everyone's job - every employee has some responsibility for effective Business improvement - the most likely job titles you would find at this course are:

- Business Analyst
- Systems Analyst
- Project Leader
- Requirements Engineer
- Product or Program Manager
- Product Owner

... 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 the organisation's wellbeing.

DOCUMENTATION

Along with the seminar materials, delegates will receive a free copy of the book "**Business Analysis and Leadership: Influencing Change**" by Penny Pullan and James Archer (Kogan Page).



Mastering Business Analysis – What’s in it for me?

Our Businesses thrive or flounder on the effectiveness of their Business processes, both automated and manual. Businesses with good processes provide a better service and are more responsive to their customers. The converse is true.

Business Analysis is the craft of enlightened improvement to Business systems and processes. Moreover, Business Analysis gives you ways of identifying the areas where improvement projects will yield the highest value.

This two-day course in Business Analysis gives you the skills and tools to discover your client’s real Business, and to determine and demonstrate the best ways of improving it.

This course is a natural companion to **Mastering the Requirements Process** where we teach the art of requirements writing. The models and understanding produced by *Mastering Business Analysis* are the optimal input, and foundation for, your requirements process.

IIBA Accreditation

Mastering Business Analysis is a course endorsed by the IIBA. As such, this course has been approved as being aligned to the Business Analysis Body of Knowledge (BABOK) and hence is recommended training for business analysts who wish to sit the exam to become Certified Business Analysis Professionals (CBAP). By attending this course, you will earn 16 PDs (Professional Development hours) or 16 CDUs (Continuing Development Units). For further information on how to register for the CBAP examination please refer to certification at www.theiiba.org. The IIBA endorsement is registered by the Atlantic Systems Guild.

“Course is delivered by **The Atlantic Systems Guild**, an IIBA Endorsed

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1. Business Analysis — What are we trying to do?

Business Analysis is about improving your Business. To do this, the Business Analyst studies the problem space, models it and establishes the difference between the business as it is, and as it should be.

This section looks at how Business Analysis fits into your development cycle, and presents a framework for effective Business Analysis. We also discuss the role of the Business Analyst in today's organisations.

2. Project Inception

Inception sets the foundation for the project. It makes use of the Business Model Canvas (with acknowledgement to Alex Osterwalder and Yves Pigneur) to ensure that the project provides an improvement to the business, and contributes directly to the organisation's goals.

The right result can only come if the project is solving the right problem. By defining the value proposition, how that value is to be delivered, the customer/user segments to whom it is to be delivered to, and several other factors, the Inception activity ensures that the project is worthwhile and will provide continuing value. We also look at some of the more conventional project inception models such as SWOT, ALUo, and PESTLE.

3. Business Reconnaissance

Many projects suffer from scope problems. Either the scope is set too small in the beginning and the project suffers scope creep later, or it is an inappropriate scope and the project delivers the wrong product. Sometimes the scope is too large and resources are wasted. In this section we set down how to determine the scope of the work to be studied and improved.

The resultant context model defines the scope of the problem to be solved by defining the interfaces between the problem and the outside world. Once

this problem space/business area has been defined, the business analysis study can proceed confident that it will solve the right problem.

Additionally, we demonstrate how this context model can be used to measure the size of the Business area and estimate the necessary effort.

4. Modelling the Business

Modelling is the core of the Business Analysis activity. The Business Analyst uses a variety of modelling tools to arrive at a precise and agreed understanding of the Business. Firstly, Business events are used as the optimal way of partitioning the problem space. Business events are significant happenings outside the Business to which the Business responds. These are prioritised and the response to each event is modelled as an end-to-end process, giving the Analyst the advantage of seeing the big picture, as well as finding more and better opportunities for process improvement.

We teach a variety of models (Business Analysts should be able to select whichever is most appropriate) to graphically represent the Business processes. UML and BPMN models are prominent, but we also teach alternative ways of modelling, each having its own advantages. Data flow models and scenarios are "Business friendly" ways to show a process. Data models show the information used by the Business - by discovering the stored information, the Business Analyst uncovers more of the Business policy.

5. Finding the Solution

The solution—the real solution—is not just a piece of software. Instead the real solution is the future state of the Business. The software is only a part of the solution; the real (and beneficial) challenge is to transform the Business into something better. We use several techniques:

• **Innovation** means looking at the problem in a fresh way. The innovative Business Analyst finds better processes, systems, products and services that make the Business function more effectively. Innovation is necessary - if there is no innovation, there is no advancement from the previous state of the Business

• **Systems thinking** means looking at the Business as a whole, not just one small part of it, or at one Business user and his software system. The systemic-thinking analyst is concerned with finding a solution that suits the whole of the enterprise, and does not cause unexpected detrimental effects of any changes

6. Getting Approval

Having the best solution is not enough - you have to convince others. In this section we show you how the persuasive Business Analyst communicates with the various stakeholders to ensure that everybody has a clear understanding and to win them over to the proposed solution.

Additionally, the Business Analyst frequently has to facilitate workshops, and to use communication skills to convince stakeholders of the real problem, and to bring sometimes disparate viewpoints to a consensus. We show you how to work with stakeholders, how to build their acceptance, and how to make the stakeholders your allies with the proposed Business changes.

7. Ongoing Business Analysis

The role of the Business Analyst is evolving; it is moving away from the narrow role of a requirements writer to a wider range of responsibilities. Today's Business Analyst must consider the enterprise as a whole, and whether his or her project is aligning with the rest of the projects in the enterprise, and whether the project is contributing to enterprise-wide goals.

The Business Analyst is the person best placed to maintain the cognitive thread of requirements as they affect various parts of the organisation. Knowledge gained by one project team must be distributed so that others can benefit, and knowledge from previous projects gathered to avoid duplication of functionality and systems.

We also briefly look at how the products of Business Analysis can be used as input to project management tasks. After all, if Business knowledge and requirements are the foundation for the project, it stands to reason that a project manager should use the Business Analysis deliverables as the basis for Management.

INFORMATION

<p>PARTICIPATION FEE</p> <p>€ 1200</p> <p>The fee includes all seminar documentation, luncheon and coffee breaks.</p> <p>VENUE</p> <p>Residenza di Ripetta Via di Ripetta, 231 Rome (Italy)</p> <p>SEMINAR TIMETABLE</p> <p>9.30 am - 1.00 pm 2.00 pm - 5.00 pm</p>	<p>HOW TO REGISTER</p> <p>You must send the registration form with the receipt of the payment to: TECHNOLOGY TRANSFER S.r.l. Piazza Cavour, 3 - 00193 Rome (Italy) Fax +39-06-6871102</p> <p>within March 26, 2014</p> <p>PAYMENT</p> <p>Wire transfer to: Technology Transfer S.r.l. Banca: Cariparma Agenzia 1 di Roma IBAN Code: IT 03 W 06230 03202 000057031348 BIC/SWIFT: CRPPIT2P546</p>	<p>GENERAL CONDITIONS</p> <p>GROUP DISCOUNT</p> <p>If a company registers 5 participants to the same seminar, it will pay only for 4. Those who benefit of this discount are not entitled to other discounts for the same seminar.</p> <p>EARLY REGISTRATION</p> <p>The participants who will register 30 days before the seminar are entitled to a 5% discount.</p> <p>CANCELLATION POLICY</p> <p>A full refund is given for any cancellation received more than 15 days before the seminar starts. Cancellations less than 15 days prior the event are liable for 50% of the fee. Cancellations less than one week prior to the event date will be liable for the full fee.</p> <p>CANCELLATION LIABILITY</p> <p>In the case of cancellation of an event for any reason, Technology Transfer's liability is limited to the return of the registration fee only.</p>
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Rome (Italy)

Registration fee:
€ 1200

If registered participants are unable to attend, or in case of cancellation of the seminar, the general conditions mentioned before are applicable.

first name

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Stamp and signature

Send your registration form with the receipt of the payment to:
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SPEAKER

James Robertson is a consultant, teacher, author, project leader whose area of concern is the requirements for products, and the contribution that good requirements make to successful projects. His work in the area of Business Analysis and requirements gathering is valued by clients in many parts of the world. He is co-author of *Mastering the Requirements Process*, Second Editions (Addison-Wesley 2006), *Requirements-Led Project Management* (Addison- Wesley 2005) and the Volere approach to requirements engineering. He is also a founder of The Atlantic Systems Guild, a think tank known for its innovative systems engineering techniques.