



*This is to certify that
Chris FitzGerald
has completed the course
Core Concepts in Business Analysis - cons_01_a01_bs_enus
on
6/5/08*



Association for
Computing Machinery

Advancing Computing as a Science & Profession



Core Concepts in Business Analysis

About This Course

Overview/Description:

Business analysis is a set of knowledge, tasks, and techniques used to identify business needs and determine solutions to business problems. These solutions can be the specific development of a new system component or, more significantly, the redesign of a process or organizational structure. Those who practice business analysis are typically known as business analysts. In this course, learners will examine the role of the business analyst, the core concepts of business analysis, and the associated knowledge areas. It also includes the knowledge, collaboration, and leadership skills needed as a business analyst. This course is aligned with the International Institute of Business Analysis (IIBA™) Body of Knowledge. It is designed to assist in the preparation for the IIBA's Certified Business Analysis Professional certification (CBAP).

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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1.5 hours

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2007-05-03

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Core Concepts in Business Analysis

Course Objectives

Lesson: Introduction to Business Analysis

After completing this topic, you should be able to

- recognize the value of knowing about the core concepts and knowledge areas associated with the business analysis profession
- describe the role of a business analyst
- match the requirement types to their examples
- match the knowledge areas of business analysis to examples of their associated activities
- identify how the knowledge areas of business analysis relate to one another

Lesson: Skills in Business Analysis

After completing this topic, you should be able to

- recognize the value of knowing about knowledge, collaboration, and leadership skills in business analysis
- match the knowledge skill sets of business analysis to their associated skills
- identify the skills associated with the collaboration skill sets of business analysis
- match the leadership skill sets to their associated skills

Core Concepts in Business Analysis

References

Web Sites

All third-party web addresses listed as references on this page were appropriate and operative at time of course release. SkillSoft is not responsible for changed content or continued operation of third-party web sites.

The IIBA [™] Business Analyst Body of Knowledge v. 1.6

http://www.theiiba.org/Portals/0/BOKV1_6.pdf



*This is to certify that
Chris FitzGerald
has completed the course
Enterprise Analysis and Making a Business Case -
cons_01_a02_bs_enus
on
6/8/08*



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Enterprise Analysis and Making a Business Case

About This Course

Overview/Description:

Enterprise analysis is a key knowledge area in the practice of business analysis. During enterprise analysis, the business analyst identifies business opportunities, builds a business architecture framework, and determines the best project investment path for the enterprise. From this, the business analyst puts forward a business case, which provides an overall justification for the project. In this course, learners will examine the collection of preproject or early project activities and approaches for capturing the necessary view of the business to provide context to requirements and functional design work for a given initiative and/or for long-term planning. This involves creating and maintaining the business architecture, conducting feasibility studies, identifying new business opportunities, scoping and defining the new business opportunity, preparing the business case and conducting the risk assessment, and preparing the decision package. This course is aligned with the International Institute of Business Analysis (IIBA) Body of Knowledge. It is designed to assist in the preparation for the IIBA's Certified Business Analysis Professional certification (CBAP).

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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Enterprise Analysis and Making a Business Case

Course Objectives

Lesson: Enterprise Analysis

After completing this topic, you should be able to

- recognize the benefits of knowing about effective enterprise analysis practices
- match the strategic responsibilities of the business analyst to their associated activities
- match the enterprise analysis activities performed by the business analyst to their descriptions
- distinguish between the frameworks used to create and maintain the business architecture
- distinguish among the techniques used to create and maintain the business architecture
- determine which techniques to use at various stages of a feasibility study
- match the tasks involved in defining the scope of a project to examples of their associated activities

Lesson: Making the Business Case

After completing this topic, you should be able to

- recognize the value of knowing about the steps and techniques associated with making a business case
- identify examples of the types of activities undertaken during each stage of business case development
- match the business case development techniques to the situations in which they are used
- match the steps involved in an initial risk assessment to the examples of their activities
- identify the activities associated with preparing a decision package
- identify examples of how business analysts facilitate the project decision-making criteria of executive management
- identify examples of how business analysts fulfill their responsibilities throughout the life of a project

Enterprise Analysis and Making a Business Case

References

Web Sites

All third-party web addresses listed as references on this page were appropriate and operative at time of course release. SkillSoft is not responsible for changed content or continued operation of third-party web sites.

The IIBA Business Analyst Body of Knowledge

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*This is to certify that
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Introduction to Requirements Planning - cons_01_a03_bs_enus
on
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Introduction to Requirements Planning

About This Course

Overview/Description:

Business analysts must plan and closely manage requirements for projects in accordance with existing standards in their organizations. They must identify key roles and stakeholders, decide on a work division strategy, identify requirements activities and requirements risk, and manage project scope. This course will examine the requirements planning and management knowledge area of business analysis. It outlines the fundamental tasks of planning and managing requirements and outlines the general considerations that the business analyst should make when planning requirements. The course also examines how to classify roles within a project, outlines the techniques used to draw up a list of stakeholders, and demonstrates the different work division strategies that can be applied to a project. This course is aligned with the International Institute of Business Analysis (IIBA) Body of Knowledge. It is designed to assist in the preparation for the IIBA's Certified Business Analysis Professional (CBAP) certification.

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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Introduction to Requirements Planning

Course Objectives

Lesson: Requirements Planning and Management

After completing this topic, you should be able to

- recognize the benefits of knowing about the fundamentals of requirements planning and management
- identify the purpose of each of the key tasks involved in planning and managing requirements in a business analysis
- identify the methodology-related best practices for planning and managing requirements for a project
- identify the general considerations for planning and managing requirements for a project

Lesson: Project Planning and Organization

After completing this topic, you should be able to

- recognize the benefits of knowing about the techniques used to plan and organize a project
- use the criteria of the RACI matrix to determine the responsibilities of various roles during requirements planning and management
- match the techniques for drafting a stakeholder summary to their examples
- determine the most appropriate work division strategy to apply to a project
- match the strategies used to divide work to their examples
- identify key concepts associated with the techniques used to implement a work division strategy for a project

Introduction to Requirements Planning

References

Web Sites

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<http://www.theiiba.org/>



*This is to certify that
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Requirements Planning and Management - cons_01_a04_bs_enus
on
6/12/08*



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Requirements Planning and Management

About This Course

Overview/Description:

Business analysts must plan and closely manage requirements for a project in accordance with existing standards in an organization. First, they must identify key roles and stakeholders and decide on a work division strategy. Then, they are ready to handle a key aspect of the business analyst role - that of working with requirements, which is the focus of this course. Working with requirements involves identifying the activities to be undertaken in order to identify requirements, identifying the risks associated with various project requirements, and managing project scope as it relates to requirements. This course will examine how to identify and manage requirements risk, identify and estimate requirements activities, control requirements scope, track metrics for projects and products, and manage requirements change. This course is aligned with the International Institute of Business Analysis (IIBA) Body of Knowledge. It is designed to assist in the preparation for the IIBA's Certified Business Analysis Professional (CBAP) certification.

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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Requirements Planning and Management

Course Objectives

Lesson: Requirements Risk and Activities

After completing this topic, you should be able to

- recognize the benefits of knowing the risks and activities associated with planning requirements for a project
- identify requirements that appear to be a risk from a list of requirements
- identify the processes associated with the techniques used to define a risk response strategy
- identify examples of activities associated with requirement-selection tasks
- match the tasks for estimating requirements activities to their descriptions

Lesson: Requirements Scope Management

After completing this topic, you should be able to

- recognize the benefits of knowing about the key tasks for managing requirements scope for a project
- match the tasks for the maintenance of requirements scope to their purpose
- identify examples of requirements problems that are highlighted in a traceability matrix
- differentiate between product and project metrics
- match the tasks for tracking metrics for projects to their activities
- identify the key activities associated with tracking metrics for products
- identify the key tasks associated with the four stages of managing requirements change

Requirements Planning and Management

References

Books

The Requirements Engineering Handbook

2004, Ralph R. Young, Artech House, 1580532667

Metrics and Models in Software Quality Engineering, 2nd edition

2002, Stephen H. Kan, Addison Wesley Professional, 0201729156

Software Requirements

2003, Karl E. Wieggers, Microsoft Press, 0735618798

CAPM Certified Associate in Project Management All-in-One Exam Guide

2004, Joseph Phillips, McGraw-Hill/Osbourne, 0072257040

The Project Management Life Cycle: Complete Step-by-Step Methodology for Initiating, Planning, Executing & Closing a Project Successfully

2006, Jason Westland, Kogan Page, 0749445556

More about Software Requirements: Thorny Issues and Practical Advice

2006, Karl E. Wieggers, Microsoft Press, 0735622671

UML for the IT Business Analyst: A Practical Guide to Object-Oriented Requirements

2005, Howard Podeswa, Course Technology, 1592009123

Magazines/Journals

The Role of Requirements Traceability in Systems Development

Dean Leffingwell, Don Widrig, *The Rational Edge*, 2002

A Software Metrics Primer

Karl E. Wieggers, *Software Development Magazine*, 1999

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The IIBA Business Analyst Body of Knowledge

<http://www.theiiba.org>

Requirements Traceability

http://www.projectperfect.com.au/info_requirements_traceability.php

Towards Improving the Recognition and Correction of Poor Requirements

<http://www.unisa.edu.au/seec/pubs/05papers/tran.pdf>



*This is to certify that
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has completed the course
Eliciting Requirements - cons_01_a05_bs_enus
on
6/15/08*



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Eliciting Requirements

About This Course

Overview/Description:

Requirements elicitation is the gathering or – "drawing out" – of system requirements. This is done by communicating with users, customers, and any other stakeholders in the development of a system. It is a pivotal knowledge area of business analysis and, as such, the business analyst must be able to elicit requirements that are complete, clear, correct, and consistent. In this course, learners will examine the preparation tasks, recommended practices, and proven techniques associated with eliciting requirements. This course is aligned with the International Institute of Business Analysis (IIBA) Body of Knowledge. It is designed to assist in the preparation for the IIBA's Certified Business Analysis Professional certification (CBAP).

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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Eliciting Requirements

Course Objectives

Lesson: Introduction to Eliciting Requirements

After completing this topic, you should be able to

- recognize the benefits of knowing about the recommended practices for eliciting requirements
- identify the key tasks for preparing for requirements elicitation
- identify the key tasks associated with conducting requirements elicitation
- evaluate a description of a requirements-elicitation process for its use of recommended practices
- match requirements-elicitation best practices to the challenges that they overcome

Lesson: System and Document Elicitation Techniques

After completing this topic, you should be able to

- recognize the benefits of knowing about system and documentation elicitation techniques
- recognize scenarios in which document analysis is appropriate
- match the task examples to the stages of interface analysis that they are associated with
- select the appropriate prototyping strategies for a given scenario
- recognize situations where it would be appropriate to use reverse engineering to elicit requirements

Lesson: Individual and Group Elicitation Techniques

After completing this topic, you should be able to

- recognize the benefits of knowing about individual and group elicitation techniques
- analyze the use of the observation technique to elicit requirements for a project
- distinguish between the two basic approaches for observation
- recognize key concepts associated with conducting surveys as a means of eliciting requirements
- identify key concepts associated with each stage of requirements-elicitation interviews
- recognize examples of each of the tasks associated with the stages of brainstorming
- identify best practices for running and reporting on focus group sessions
- identify examples of best practices for running a requirements workshop

Eliciting Requirements

References

Books

Requirements Engineering Processes and Techniques

1998, Gerald Kotonya and Ian Sommerville, John Wiley & Sons (UK), 0471972088

Web Sites

All third-party web addresses listed as references on this page were appropriate and operative at time of course release. SkillSoft is not responsible for changed content or continued operation of third-party web sites.

A Guide to the Business Analysis Body of Knowledge v1.6

http://www.theiiba.org/Portals/0/BOKV1_6.pdf

Recommended Requirements Gathering Practices

<http://www.stsc.hill.af.mil/crosstalk/2002/04/young.html>

Requirements Elicitation

http://www-static.cc.gatech.edu/classes/AY2002/cs6300_fall/req1/Reqts.ppt

Issues in Requirements Elicitation

<http://www.sei.cmu.edu/pub/documents/92.reports/pdf/tr12.92.pdf>

Twelve Requirements Basics for Project Success

<http://www.stsc.hill.af.mil/Crosstalk/2006/12/0612Young.pdf>

Effective Requirements Definition and Management: A Borland White Paper

http://www.borland.com/resources/en/pdf/solutions/rdm_whitepaper.pdf

Stakeholder Involvement Planning Guidelines

http://www.army.mil/ESCC/docs/SI_Plan_Guidelines.pdf

Knowledge Management

http://quantum.dialog.com/q2_resources/whitepapers/4steps_plan06.pdf



*This is to certify that
Chris FitzGerald
has completed the course
Analyzing Requirements Using Models - cons_01_a06_bs_enus
on
6/17/08*



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Advancing Computing as a Science & Profession



Analyzing Requirements Using Models

About This Course

Overview/Description:

There are various types of solution development methodologies that a business analyst must consider when modeling software or business systems. These approaches include business process, object-oriented, and structured analysis methodologies. Though the decision of which methodology to use depends on the culture and standards of the organization, a business analyst can only properly represent the solution by first understanding each of the modeling techniques. This course will examine how to use process and flow, data and behavior, and usage models to analyze requirements. This course is aligned with the International Institute of Business Analysis (IIBA™) Body of Knowledge, and is designed to assist in the preparation for the IIBA Certified Business Analysis Professional (CBAP™) certification.

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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Analyzing Requirements Using Models

Course Objectives

Lesson: Prerequisites for Analyzing Requirements

After completing this topic, you should be able to

- recognize the benefits of knowing about the business domain, solution development methodologies, and business rules
- match each analysis technique to the solution development methodology with which it is most closely associated
- differentiate between the different types of business rules

Lesson: Process and Flow Models

After completing this topic, you should be able to

- identify the benefits of knowing about process and flow modeling techniques
- distinguish between the different types of process and flow modeling techniques
- interpret key relationships in a data flow diagram
- determine the appropriate depiction of components in an activity diagram

Lesson: Data and Behavior Models

After completing this topic, you should be able to

- recognize the benefits of knowing about data and behavior modeling techniques
- distinguish between the different types of data and behavior modeling techniques
- perform key data modeling tasks
- sequence examples of ERD modeling by stage
- identify the components of a class diagram

Lesson: Usage Models

After completing this topic, you should be able to

- recognize the benefits of knowing about usage modeling techniques
- distinguish between the different types of usage modeling techniques
- distinguish between user stories and use case descriptions
- interpret the relationships among the elements depicted in a use case diagram

Analyzing Requirements Using Models

References

Books

The Elements of UML 2.0 Style

2005, Scott W. Ambler, Cambridge University Press, 0521616786

Business Rules Applied: Building Better Systems Using the Business Rules Approach

2002, Barbara von Halle, John Wiley & Sons, 0471412937

Web Sites

All third-party web addresses listed as references on this page were appropriate and operative at time of course release. SkillSoft is not responsible for changed content or continued operation of third-party web sites.

A Guide to the Business Analysis Body of Knowledge, Release 1.6

<http://www.theiiba.org>



*This is to certify that
Chris FitzGerald
has completed the course
Refining and Documenting Requirements - cons_01_a07_bs_enus
on
6/17/08*



Association for
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Advancing Computing as a Science & Profession



Refining and Documenting Requirements

About This Course

Overview/Description:

Once business analysts model the behavior, processes, and usage of a solution to a business problem, they must analyze and document the requirements. To do so, they must compile accurate definitions and descriptions of the solution to allow the project team to correctly implement it. This course will examine how to refine user and functional requirements, quality of service requirements, assumptions, and constraints for analysis. It will also look at the attributes that can be assigned to requirements, the different types of requirements documents available, and the processes of validating and verifying requirements. This course is aligned with the International Institute of Business Analysis (IIBA™) Body of Knowledge, and is designed to assist in the preparation for the IIBA Certified Business Analysis Professional (CBAP™) certification.

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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Refining and Documenting Requirements

Course Objectives

Lesson: Requirements Refinement

After completing this topic, you should be able to

- recognize the benefits of knowing how to refine requirements
- identify key concepts associated with decomposition techniques
- match the functional requirements documentation techniques to the situations in which they are typically selected
- classify quality of service requirements according to type
- distinguish between the assumptions and constraints typically documented by a business analyst

Lesson: Requirements Documentation

After completing this topic, you should be able to

- recognize the benefits of knowing about the key concepts and techniques associated with requirements documentation
- determine the most appropriate attributes to attach to a requirement
- differentiate between the most common types of requirements documents
- identify the characteristics of each of the three techniques for validating requirements
- distinguish between examples of valid and invalid requirements

Refining and Documenting Requirements

References

Books

Requirements Engineering, Second Edition

2005, Elizabeth Hull, Ken Jackson and Jeremy Dick, Springer, 9781852338794

Software Requirements, Second Edition

2003, Karl E. Wieggers, Microsoft Press, 0735618798

Web Sites

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The IIBA Business Analyst Body of Knowledge

<http://www.theiiba.org>



*This is to certify that
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Communicating and Implementing Requirements -
cons_01_a08_bs_enus
on
6/18/08*



Association for
Computing Machinery

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Communicating and Implementing Requirements

About This Course

Overview/Description:

A business analyst expresses the output of a requirements analysis and documentation phase by presenting, communicating, and gaining approval of the requirements from project stakeholders. Once this solution design is agreed upon, the business analyst assists with detailed design work, testing and quality assurance activities, and supporting solution implementation. This course will explore methods of creating a requirements communication plan, developing and presenting a requirements package, and conducting a formal review and sign-off of documented requirements. It will also look at how to review and revise solutions, assess and select a final solution, support the implementation of that solution, and perform post-implementation activities. This course is aligned with the International Institute of Business Analysis (IIBA) Body of Knowledge™ and is designed to assist in the preparation for the IIBA Certified Business Analysis Professional (CBAP) certification.

Target Audience:

Senior executives; managers of business analysis professionals; business analysis professionals; project managers; educators and trainers teaching business analysis and related topics; consultants and other specialists in business analysis

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Communicating and Implementing Requirements

Course Objectives

Lesson: Requirements Communication

After completing this topic, you should be able to

- recognize the benefits of knowing about the key concepts associated with communicating requirements
- identify the considerations for developing a requirements communication plan
- recognize how to manage conflicting requirements appropriately
- determine the appropriate format for a requirements package
- make key decisions when creating a requirements package
- differentiate between situations that require formal and informal requirements presentations
- sequence the steps for conducting a formal requirements review

Lesson: Solution Assessment and Validation

After completing this topic, you should be able to

- recognize the benefits of knowing how to assess and validate solutions
- recognize tasks associated with the steps involved in reviewing and revising solutions
- identify situations that typically call for a certain type of software solution
- evaluate a test strategy for a solution
- identify key concepts associated with the best practices for implementing a solution
- identify the best practices for closing a project
- identify best practices associated with the three stages of a post-implementation review

Communicating and Implementing Requirements

References

Books

The Project Management Life Cycle: Complete Step-by-Step Methodology for Initiating, Planning, Executing & Closing a Project Successfully

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2004, Heldman, William and Lona Cram, Sybex, 0782143180

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2004, Phillips, Joseph, McGraw-Hill/Osborne, 0072230622

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2004, American Productivity & Quality Center , APQC , 1932546243

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Categorizing and Presenting Requirements

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Requirements management and its critical value in the Project Life Cycle

www.carosys.com/

Randy Miller's Blog

<http://blogs.msdn.com/randymiller>

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PM 936 Project Review & Closure Report (Small) Template & Guide

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Princeton Project Methodology -- Project Communication Plan

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How to Become (or Manage) a Successful Business Analyst

<http://www.esi-intl.com/public/news/inTheNews/20060421ProjectTimes.pdf>

Project implementation: Eight steps to success

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Project_implementation_Eight_steps_to_success/0,339028292,320272405,00.htm](http://www.builder.au.com.au/strategy/projectmanagement/soa/Project_implementation_Eight_steps_to_success/0,339028292,320272405,00.htm)

Post-Implementation Review

www.cit.cornell.edu/computer/robohelp/cpmm/Phase5_Process_Descriptions.htm