



# IIBA Endorsed Business Analysis Course

## Yes-M Systems LLC



*Yes-M Systems*

**Length:** Approx 8 weeks/60 hours [Approx]

**Audience:** Students with or without IT experience or knowledge  
Student Location – To students from around the world

**Delivery Method:** Instructor-Led – Live online Training (Corporate Classroom Training available)

**Table of Contents:**

- A. Course Summary:..... 3
- B. About Yes-M Systems: ..... 4
- C. Contact Information:..... 4
- D. IIBA Endorsed Business Analysis Course Details:..... 5
  - 1. Introduction: ..... 5
  - 2. System Development Methodologies [Part of 3.2] ..... 5
  - 3. Business Analysis Process: ..... 6
    - 3.1 Enterprise Analysis:..... 6
    - 3.2. Business Analysis Planning and Monitoring:..... 6
    - 3.3. Elicitation: ..... 7
    - 3.4. Requirements Analysis:..... 8
    - 3.5. Requirements Management and Communication ..... 9
    - 3.6. Solution Assessment and Validation ..... 10
    - 3.7. Underlying Competencies ..... 11
    - 3.8. Techniques and Hands-on BA exercises are listed here. .... 11
    - 3.9. Project Management for BAs ..... 12
    - 3.10 Testing/Validation:..... 13
    - 3.11 SQL – Basic and Advanced ..... 13
- E. Disclaimer:..... 13

Yes-M Systems LLC

---

## A. Course Summary:

This 60 to 65 hour course is designed to give students a solid knowledge in the role and responsibility of a Business Analyst. Topics are reinforced with intense hands-on practices including in class exercises, mini-projects/home works with home work feedback. This course is taught by two experienced instructors (i) with 25+ years of IT experience and (ii) PMP certified professional with over 20 years of experience.

This course will allow the students to understand various BA concepts including:

- (i) 6 Knowledge areas of IIBA - Discuss Business Analysis, BA process, Role of a BA etc as per IIBA guidelines – 1. *Enterprise Analysis*, 2. *Business Analysis Planning and Monitoring*, 3. *Elicitation*, 4. *Requirements Analysis*, 5. *Requirements Management and Communication*, 6. *Solution Assessment and Validation*.
- (ii) Software development methodologies (waterfall, Agile, Spiral, RAD, Scrum)
- (iii) Prototyping and JAD [Joint Application Development]
- (iv) Types of requirements (Business, Functional, Non-Functional, Transition, UI etc)
- (v) UML, Advanced UML [Unified Modeling Language]
- (vi) Project Management for BA's.
- (vii) Tools like Axure, Quality Center or Version one, Visio (or STAR UML) and Enterprise Architect.
- (viii) Manual testing hands-on, related theory and SQL.
- (ix) Interview Questions and Resume Preparation sessions.

Projects/mini-projects/Hands-on sessions via class work and/or home work:

- (i) Students will learn how to write Functional Requirement Documents (FRDs), Use cases, Agile Stories.
- (ii) UML diagrams
- (iii) Creating mock-up screens (wireframes) using Axure
- (iv) Flowcharting using Visio or STAR UML
- (v) Business process modelling/Process flow diagrams
- (vi) Testing and Writing Test cases
- (vii) Writing SQL queries

---

## B. About Yes-M Systems:

- a. Established in 2005 (Atlanta, GA, USA), 10<sup>th</sup> year in business.
- b. A+ accreditation from US Better Business Bureau (<http://www.bbb.org/atlanta/business-reviews/internet-consultants/yes-m-systems-in-duluth-ga-27431372>)
- c. Received the “Best of 2012” and “Best of 2013” awards from US-based Kudzu (<http://www.kudzu.com/m/Yes-M-Systems-30363491/reviews/>)
- d. Trained close to 3000+ students from all over the world.
- e. Experienced, passionate and committed trainers
- f. IT Training in various technologies including Java, Dot Net, SAP, Oracle, QA, BA etc (See Courses We offer section for more information)
- g. Professional guidance/help with resumes and interview preparations.
- h. Recruiter help with marketing/jobs
- i. Yes-M Systems Certification at the end of the training.

## C. Contact Information:

*Company name: Yes-M Systems*

*Website: <http://myyesm.com>,*

*Phone numbers (USA): 678-643-7777*

*Email: [nanduv@gmail.com](mailto:nanduv@gmail.com), [nandu@myyesm.com](mailto:nandu@myyesm.com)*

*Kudzu Reviews: <http://www.kudzu.com/m/Yes-M-Systems-30363491/reviews/>*

*Facebook: <http://www.facebook.com/yesmsystems>*

*Youtube: <http://www.youtube.com/yesmsystems>*

## D. IIBA Endorsed Business Analysis Course Details:

### 1. Introduction:

- 1.1. Introduction IIBA, BABOK
- 1.2. Introduction to BA roles/responsibilities.
  - 1.2.1. What is Business Analysis
  - 1.2.2. Role of a Business Analyst

### 2. System Development Methodologies [Part of 3.2]

- 2.1. Waterfall method
    - 2.1.1. Various phases will be covered in detail
  - 2.2. Rapid Application Development (RAD)
  - 2.3. Spiral
  - 2.4. Agile:
    - 2.4.1. Explain Agile
      - 2.4.1.1. Scrum
        - 2.4.1.1.1. Scrum Basics
        - 2.4.1.1.2. Sprint
        - 2.4.1.1.3. Product Backlog
        - 2.4.1.1.4. Sprint Backlog
        - 2.4.1.1.5. Burn down chart
        - 2.4.1.1.6. Sprint Planning Meeting
        - 2.4.1.1.7. Stand-up meeting.
- 2.5. Introduction to Various Requirement types [*Note – some of these topics will be taught along with methodologies like waterfall or Agile or will be taught later in the course. Just explicitly documenting that these topics will be covered* )
  - 2.5.1. User/Business Requirements
  - 2.5.2. Functional Requirements
  - 2.5.3. Non-Functional Requirements
  - 2.5.4. Transition Requirements
  - 2.5.5. UI (User Interface) requirements
  - 2.5.6. System Requirements

### 3. Business Analysis Process:

#### 3.1 Enterprise Analysis:

##### 3.1.1. Define Business Need:

- 3.1.1.1. Identify Business goal/Objectives
- 3.1.1.2. Identify the Business problem
- 3.1.1.3. Desired Outcome
- 3.1.1.4. Define/Document Business need

##### 3.1.2. Assess Capability Gaps

- 3.1.2.1. Analyze current capability
- 3.1.2.2. Identify Gaps – problems/limitations
- 3.1.2.3. New capabilities required to meet the business need

##### 3.1.3. Determine Solution

- 3.1.3.1. Identify Solutions
- 3.1.3.2. Identify methodology/Life-Cycle
- 3.1.3.3. Assess organization capability
- 3.1.3.4. Define Solution Approach

##### 3.1.4. Define Solution/Scope (Project or Iteration)

##### 3.1.5. Define Business Case:

- 3.1.5.1. Feasibility Study
  - 3.1.5.1.1. Costs, time, manpower, value/Benefits etc.
- 3.1.5.2. Other things to consider for an external product
  - 3.1.5.2.1. Analyzing competition
  - 3.1.5.2.2. Understanding the market

#### 3.2. Business Analysis Planning and Monitoring:

##### 3.2.1. Select business analysis approach

##### 3.2.1.1. Understand Existing process/objectives/factors.

##### 3.2.1.1.1. Plan Driven vs. Change Driven

- 3.2.1.1.1.1. Discuss various methodologies [as in System Development Methodologies]
- 3.2.1.1.1.2. Requirements for the current project
- 3.2.1.1.1.3. Analyze Deliverables
- 3.2.1.1.1.4. Prioritization
- 3.2.1.1.1.5. Change Management

- 
- 3.2.1.1.1.6. Stakeholders and Approvals.
  - 3.2.1.1.1.7. Tools
  - 3.2.1.1.1.8. Complexity of the project.
  - 3.2.1.2. Conduct Stakeholder analysis
    - 3.2.1.2.1. Who should participate
    - 3.2.1.2.2. How many? The number of users.
    - 3.2.1.2.3. Identify the business unit
    - 3.2.1.2.4. Understand their approval level
    - 3.2.1.2.5. RACI Matrix
  - 3.2.1.3. Plan Business Analysis Activities
    - 3.2.1.3.1. Identify business analysis deliverables
    - 3.2.1.3.2. Determine Scope of work
    - 3.2.1.3.3. When/What work will be done.
    - 3.2.1.3.4. Develop Estimates
  - 3.2.1.4. Plan Business Analysis Communication
    - 3.2.1.4.1. Type of requirement documents
    - 3.2.1.4.2. Elicitation techniques
    - 3.2.1.4.3. Communicate - Who/what/when/how
    - 3.2.1.4.4. Business Analysis Communication Plan
  - 3.2.1.5. Plan Requirements Management Process
    - 3.2.1.5.1. Plan how changes are handled – Change Management
    - 3.2.1.5.2. Plan how changes are prioritized/approved
    - 3.2.1.5.3. Plan Traceability
  - 3.2.1.6. Manage Business Analysis Performance
    - 3.2.1.6.1. Track, Report and corrective actions.

### **3.3. Elicitation:**

- 3.3.1. Prepare for Requirement Gathering
  - 3.3.1.1. Review/Understand Business needs/requirements
  - 3.3.1.2. Plan what/when needs to be gathered
  - 3.3.1.3. Identify who needs to be involved in this process
- 3.3.2. Conduct Requirement Gathering
  - 3.3.2.1. Gather Requirements from the users/clients

- 3.3.2.1.1. Discuss various techniques used for gathering
  - 3.3.2.1.1.1. Interview, Brainstorming, Focus Gps, JAD etc.
- 3.3.2.1.2. Other information to consider:
  - 3.3.2.1.2.1. Tracing requirements
  - 3.3.2.1.2.2. Capture Attributes like Priority
  - 3.3.2.1.2.3. Attributes of a good requirement
  - 3.3.2.1.2.4. Where to collect the requirements
- 3.3.3. Document Elicitation Results:
  - 3.3.3.1. Meeting minutes/other written documents/recordings
  - 3.3.3.2. Document Requirements
  - 3.3.3.3. Document open issues/concerns/questions
- 3.3.4. Confirm Elicitation
  - 3.3.4.1. Review Requirements with the stakeholder
  - 3.3.4.2. Get approval from Stakeholders
- 3.3.5. Other:
  - 3.3.6. Prototyping (wireframe):
    - 3.3.6.1. Explain Prototyping
    - 3.3.6.2. Homework using Axure tool
      - 3.3.6.2.1. Create a mock up screen using a prototyping tool
  - 3.3.7. Joint Application Development [JAD]
    - 3.3.7.1. JAD discussion
    - 3.3.7.2. Role of a BA
    - 3.3.7.3. Key Participants
    - 3.3.7.4. Steps for a successful JAD session
    - 3.3.7.5. Mock JAD Session

### 3.4. Requirements Analysis:

- 3.4.1. Prioritize Requirements
  - 3.4.1.1. Basis for Prioritization
  - 3.4.1.2. Challenges.
  - 3.4.1.3. Discuss MOSCOW
  - 3.4.1.4. Timeboxing/Budgeting
- 3.4.2. Organize Requirements
  - 3.4.2.1. Guidelines for organizing requirements



- 
- 3.4.2.2. Level of Abstraction
  - 3.4.2.3. Model selection
    - 3.4.2.3.1. Why Models
    - 3.4.2.3.2. Modeling Concepts
  - 3.4.2.4. Techniques
    - 3.4.2.4.1. Data Modeling
    - 3.4.2.4.2. Process Flow Diagrams/Business Process Modeling
    - 3.4.2.4.3. Use cases
    - 3.4.2.4.4. User Story boarding
  - 3.4.3. Specify and Model Requirements
    - 3.4.3.1. Writing requirements (Stakeholder/Solution)
      - 3.4.3.1.1. Guidelines
    - 3.4.3.2. Matrix Documentation
    - 3.4.3.3. Process modeling, prototyping, use cases, UML Diagrams
    - 3.4.3.4. Define attributes.
  - 3.4.4. Define Assumptions and Constraints
    - 3.4.4.1. Document Assumptions
    - 3.4.4.2. Document Constraints
      - 3.4.4.2.1. Business
      - 3.4.4.2.2. Technical
  - 3.4.5. Verify Requirements
    - 3.4.5.1. Check for Quality
    - 3.4.5.2. Various verification activities
    - 3.4.5.3. Reviews:
      - 3.4.5.3.1. Internal Review
      - 3.4.5.3.2. Customer/SME/Stakeholder Review
      - 3.4.5.3.3. Team Review: BA, Customer/SME, Technology Teams
  - 3.4.6. Validate Requirements
    - 3.4.6.1. Business Value:
      - 3.4.6.1.1. Techniques for validating requirements
      - 3.4.6.1.2. Deliver value to customers?
      - 3.4.6.1.3. Aligned with business goals and objectives?

### **3.5. Requirements Management and Communication**

#### **3.5.1. Manage Solution Scope & Requirements**

- 
- 3.5.1.1. Formal walk-through with the stakeholders
  - 3.5.1.2. Getting the approval from the stakeholders
  - 3.5.1.3. Changes:
  - 3.5.1.4. Baseline requirements
  - 3.5.1.5. Change Management vs. Change Driven
  - 3.5.2. Manage Requirements Traceability
    - 3.5.2.1. Identify and document
      - 3.5.2.1.1. Backward traceability
      - 3.5.2.1.2. Forward traceability
      - 3.5.2.1.3. Benefits:
        - 3.5.2.1.3.1. Impact Analysis
        - 3.5.2.1.3.2. Requirements Coverage
        - 3.5.2.1.3.3. Requirements Allocation
  - 3.5.3. Maintain Requirements for Re-use
  - 3.5.4. Prepare Requirements Package
    - 3.5.4.1. (Possible) List of documents in a package
    - 3.5.4.2. Documents for Vendor Selection
  - 3.5.5. Communicate Requirements
    - 3.5.5.1. General Communication
      - 3.5.5.1.1. Enterprise Analysis Tasks
      - 3.5.5.1.2. Elicitation Tasks
      - 3.5.5.1.3. Requirements Analysis Tasks
      - 3.5.5.1.4. Solution Assessment and Validation Tasks
    - 3.5.5.2. Handling a Presentation
    - 3.5.5.3. Who is involved in this process

### **3.6. Solution Assessment and Validation**

- 3.6.1. Assess Proposed Solution
  - 3.6.1.1. Assessing a single solution
  - 3.6.1.2. Assessing multiple solutions
  - 3.6.1.3. Selecting a solution
- 3.6.2. Allocate Requirements
  - 3.6.2.1. Solution components
  - 3.6.2.2. Release handling
- 3.6.3. Assess Organizational Readiness

- 
- 3.6.3.1. Cultural Assessment
  - 3.6.3.2. Operational or Technical Assessment
    - 3.6.3.2.1. Training
    - 3.6.3.2.2. Documentation
    - 3.6.3.2.3. Stakeholder Impact Analysis
  - 3.6.4. Define Transition Requirements
    - 3.6.4.1. What is Transition Requirements
    - 3.6.4.2. Why it is needed
  - 3.6.5. Validate Solution
    - 3.6.5.1. Investigate Defective Solution Outputs
      - 3.6.5.1.1. Requirement or
      - 3.6.5.1.2. Application
      - 3.6.5.1.3. Assess Defects and Issues
  - 3.6.6. Evaluate Solution Performance
    - 3.6.6.1. Post-implementation assessment
      - 3.6.6.1.1. Understand and evaluate the value of the solution
      - 3.6.6.1.2. Solution Replacement or Elimination
  - 3.7. Underlying Competencies**
    - 3.7.1 Analytical Thinking and Problem Solving
    - 3.7.2 Behavioral Characteristics
    - 3.7.3 Business Knowledge
    - 3.7.4 Communication Skills
    - 3.7.5 Interaction Skills
    - 3.7.6 Software Applications
  - 3.8. Techniques and Hands-on BA exercises are listed here.**
    - 3.8.1.1. Techniques
      - 3.8.1.1.1. Decision Analysis
      - 3.8.1.1.2. Estimation
      - 3.8.1.1.3. Metrics and Key Performance Indicators
      - 3.8.1.1.4. Risk Analysis
      - 3.8.1.1.5. SWOT Analysis
      - 3.8.1.1.6. Vendor Assessment

- 
- 3.8.2. Exercises (Documenting BRDs/FRDs) – note – these exercises will be done throughout the course.
    - 3.8.2.1. Exercise-1 – In class exercise
    - 3.8.2.2. Exercise-3 – Homework-1 (HW1) – Airline Application-1
    - 3.8.2.3. Exercise-3 – In class exercise
    - 3.8.2.4. Exercise-4 – Homework-2 (HW2) – Airline Application-2
    - 3.8.2.5. Exercise-5 – Homework-3 [if you complete HW1 and HW2] – Banking Application-1.
  - 3.8.3. Writing use cases
    - 3.8.3.1. Exercise-6 – Write a use case - In class exercise
    - 3.8.3.2. Exercise-7- Writing a use case – home work - Banking Application-2
    - 3.8.3.3. Exercise-8 - Writing a use case – home work – Retail Application-1.
  - 3.8.4. Creation of User stories – User story and example
    - 3.8.4.1. BA Tools: Visio, STAR UML, Enterprise Architect
      - 3.8.4.1.1. Flow charts
      - 3.8.4.1.2. Various UML diagrams
        - 3.8.4.1.2.1. Usecase, Activity, State
        - 3.8.4.1.2.2. Sequence, Behavioural
      - 3.8.4.1.3. Process Flow diagrams/ Business process modelling
  - 3.8.5. Prototyping using Axure (as listed in 3.3.6)
  - 3.8.6. JAD (as listed in 3.3.7)

### **3.9. Project Management for BAs**

- 3.9.1 Project Management for a BA
- 3.9.2 Why does a project need a BA and a PM – how the roles are similar and different
- 3.9.3 Project Charter and Project Plan
- 3.9.4 5 Processes in a Project and the brief overview of Inputs, Tools and Techniques and Outputs – PMBOK table.

### 3.10 Testing/Validation:

- 3.10.1 Why a BA must know testing
- 3.10.2 Test review/Test Plans
- 3.10.3 Manual Testing basics
- 3.10.4 Writing Test scripts
- 3.10.5 Types of Testing
- 3.10.6 Quality Center or Version 1 Overview.
- 3.10.7 UAT testing

### 3.11 SQL – Basic and Advanced

- 3.11.1 SQL Basics
- 3.11.2 Primary Key, Secondary Key, Foreign Key
- 3.11.3 Various Select Statements
- 3.11.4 Joins, Inserts, Updates, Delete
- 3.11.5 Count, Sum, Distinct, Having, Group By

## E. Disclaimer:

Yes-M Systems and/or their instructors reserve the right to make any changes to the syllabus as deemed necessary to best fulfil the course objectives. Students registered for this course will be made aware of any changes in a timely fashion using reasonable means.

## F. Courses we offer:

### A. QA and BA courses:

- QA [Quality Assurance or QA Testing]
- BA [Business Analysis or Business Analyst]
- QA and BA as a single course (Integrated QA+BA) at a reduced fee.
- Advanced/specialization courses:
  - a. 60-hour Selenium course with Core Java

- 
- b. ETL Testing
  - c. Advanced Mobile Testing
  - d. Advanced QTP
  - e. Any combination of a, b, c, d.
- Certification QA
    - a. QTP
    - b. ISTQB
    - c. Quality Center
  - Healthcare and Finance specialization
    - a. Healthcare as a Domain Class
    - b. Healthcare BA [Business Analyst with specialization in Healthcare]
    - c. Healthcare QA [Business Analyst with specialization in Healthcare]
    - d. Healthcare QA [Quality Assurance or QA Testing]
    - e. Business analyst with Finance specialization.
    - f. Quality Assurance with Finance specialization
- B. Java courses:
- a. Core Java
  - b. Advanced Java
  - c. Combination of Core Java and Advanced Java
- C. Healthcare and Finance specialization
- a. Healthcare as a Domain Class
  - b. Healthcare BA [Business Analyst with specialization in Healthcare]
  - c. Healthcare QA [Business Analyst with specialization in Healthcare]
  - d. Healthcare QA [Quality Assurance or QA Testing]

- 
- e. Business analyst with Finance specialization.
  - f. Quality Assurance with Finance specialization

C. Microsoft Courses:

- a. Dot Net
- b. Microsoft Business Intelligence [MS BI]
- c. Sharepoint
- d. MS SQL Server

D. SAP Courses:

- a. SAP FICO
- b. SAP MM
- c. SAP HR
- d. SAP BO
- e. SAP BI
- f. SAP HANA

E. Oracle Courses:

- a. Oracle Financial
- b. Oracle DBA
- c. PL/SQL

F. Other Courses:

- a. Hadoop
- b. Hadoop with Java
- c. Salesforce
- d. Project Management (PMP)

- 
- e. Maximo
  - f. Tableau
  - g. Informatica
  - h. Cognos

### **G. BA Instructor Profiles:**

- Instructor 1 (Nandu): M.B.A (University of Alabama), M.S (Operations Research and Computer Applications)
  - IT Experience: 25+ years of experience in variety of areas that includes Training, Design, Development, Product Manager, Sr. Business Analyst, QA, IT Audit and Security.
  - Companies worked for (Consulting or as an Employee): IBM, EDS, BellSouth, Cingular, Sprint-Nextel, United Healthcare, and several start-ups.
  - CISA (Certified Information Systems Auditor)
  - CISM (Certified Information Systems Manager)