

BCS Foundation Certificate in Business Analysis Courseware

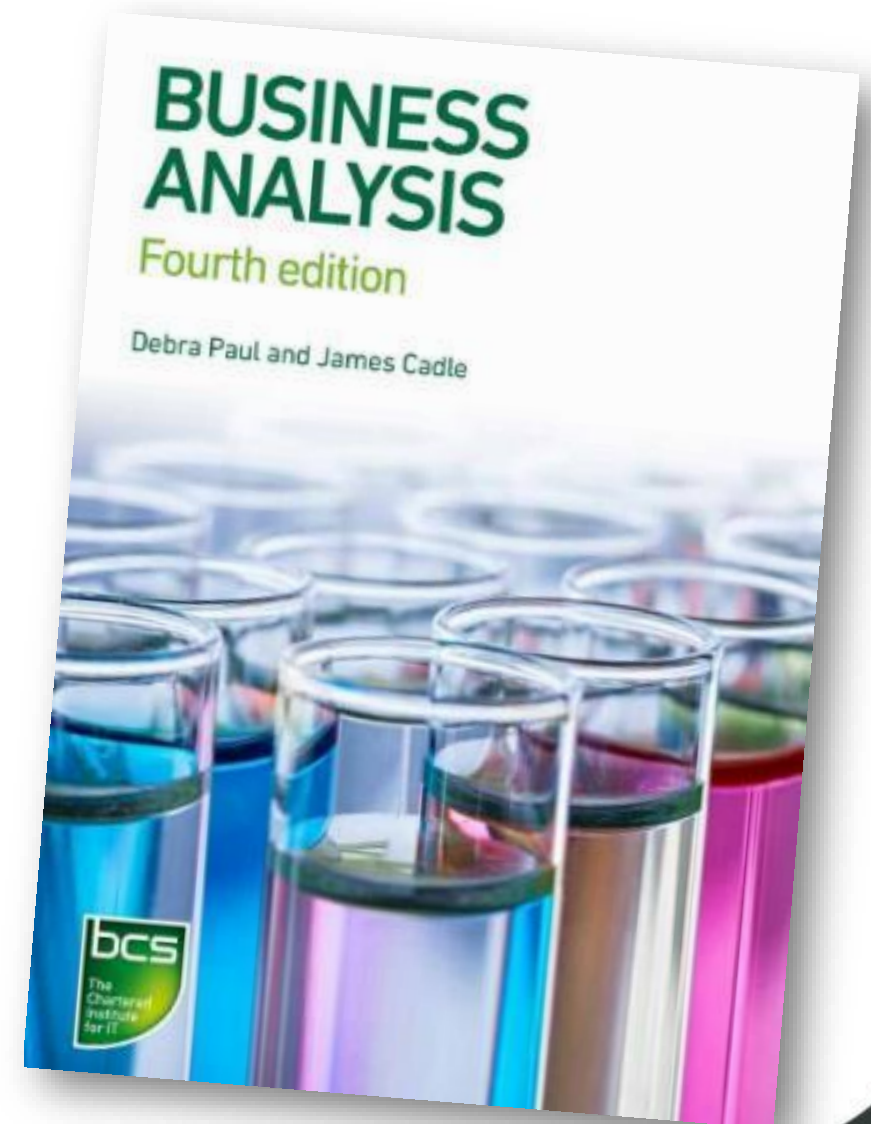


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Course overview

BCS Foundation Certificate in Business Analysis

- Purpose
- Exam
 - 40 multiple-choice questions
 - One hour maximum
 - Closed-book
 - 65 per cent passing mark (26/40 correct answers)
- Resource
- Case study and sample exercises



Course overview

Day 1	1. What is business analysis?
	2. The competencies of a business analyst
	3. The strategic context for business analysis
	4. The business analysis service framework
	5. Investigating the business situation
Day 2	6. Analysing and managing stakeholders
	7. Improving business services and processes
	8. Defining the solution
	9. Making the business case
	10. Establishing the requirements
Day 3	11. Documenting and modelling requirements
	12. Validating and managing requirements
	13. Delivering the requirements
	14. Delivering the business solution
	Mock exam

Course overview

	Syllabus Area	Syllabus weighting	Target number of questions per exam
Day 1	1. What is business analysis?	5%	2
	2. The competencies of a business analyst	2.5%	1
	3. The strategic context for business analysis	7.5%	3
	4. The business analysis service framework	2.5%	1
	5. Investigating the business situation	12.5%	5
Day 2	6. Analysing and managing stakeholders	10%	4
	7. Improving business services and processes	12.5%	5
	8. Defining the solution	7.5%	3
	9. Making the business case	5%	2
	10. Establishing the requirements	10%	4
Day 3	11. Documenting and modelling requirements	10%	4
	12. Validating and managing requirements	5%	2
	13. Delivering the requirements	5%	2
	14. Delivering the business solution	5%	2
	Total	100%	40 Questions

Chapter 1

What is business analysis?



BCS Foundation Certificate in Business Analysis
Courseware

Learning objectives

Candidates will be able to:

1.1 Describe the business change lifecycle

1.2 List the following principles of business analysis

1.2.1 Root causes not symptoms

1.2.2 Business improvement not IT system change

1.2.3 Options not solutions

1.2.4 Feasible, contributing requirements, not meeting all requests

1.2.5 Entire business change lifecycle, not just requirements definition

1.2.6 Negotiation not avoidance

1.3 Describe the variants of the business analyst role



Group
Exercise

Exercise



Individual
Exercise

**How would you
describe business
analysis?**



What is business analysis?

SFIA describes the business analysis skill as follows:

‘The methodical investigation, analysis, review and documentation of all or part of a business in terms of business goals, objectives, functions and processes, the information used and the data on which the information is based.

The definition of requirements for improving processes and systems, reducing their costs, enhancing their sustainability, and the quantification of potential business benefits.

The collaborative creation and iteration of viable specifications and acceptance criteria in preparation for the deployment of information and communication systems.

The adoption and adaptation of business analysis approaches based on the context of the work and selecting appropriately from predictive (plan-driven) approaches or adaptive (iterative/agile) approaches.’

The development of business analysis

The impact of outsourcing

Competitive advantage using IT

Business analysts as internal consultants

The business change lifecycle

The development of business analysis

The impact of outsourcing

Outsourcing is obtaining services from a supplier external to the organisation.

Motivators include

- cost savings
- achieving higher quality

Benefits of outsourcing	Drawbacks to outsourcing
<ul style="list-style-type: none">• Overall cost savings• No support staff• No infrastructure	<ul style="list-style-type: none">• Vendor/supplier management• Communication issues• Geographically separated teams• Quality

Bottom line: In-house business analyst position should represent business needs and interests during the development, implementation and support of IT systems.

The development of business analysis

The competitive advantage of using IT

Three factors:

- The needs of the business must drive the development of the IT systems.
- The implementation of an IT system must be accompanied by the necessary business changes.
- The requirements for IT systems must be defined and understood.

The development of business analysis

Business analysts as internal consultants.

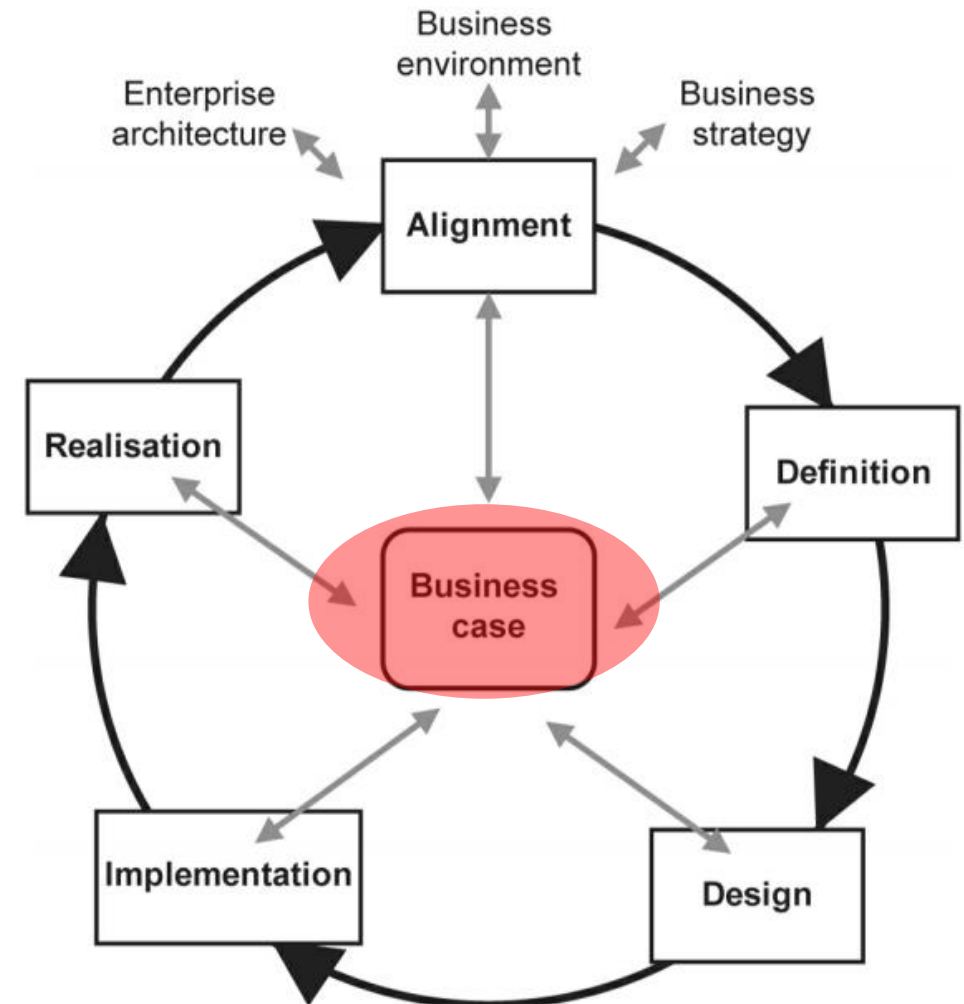
- Experiences gained from using external consultants have also played a part in the development of the internal business analysis role.
- Internal business analysts are likely to be less costly and quicker to apply to a project.
- These analysts may lack an external viewpoint across organisations, but they are knowledgeable about the business.

Pros of an internal consultant	Pros of an external consultant
<ul style="list-style-type: none">• No need to transfer knowledge ... it is internal• Possess/develop specific business domain knowledge and understanding of the organisational politics	<ul style="list-style-type: none">• Use on an as-needed basis• Can provide best practices based on numerous client engagements• Provide objective view of the company• Overall cost is lower

The development of business analysis

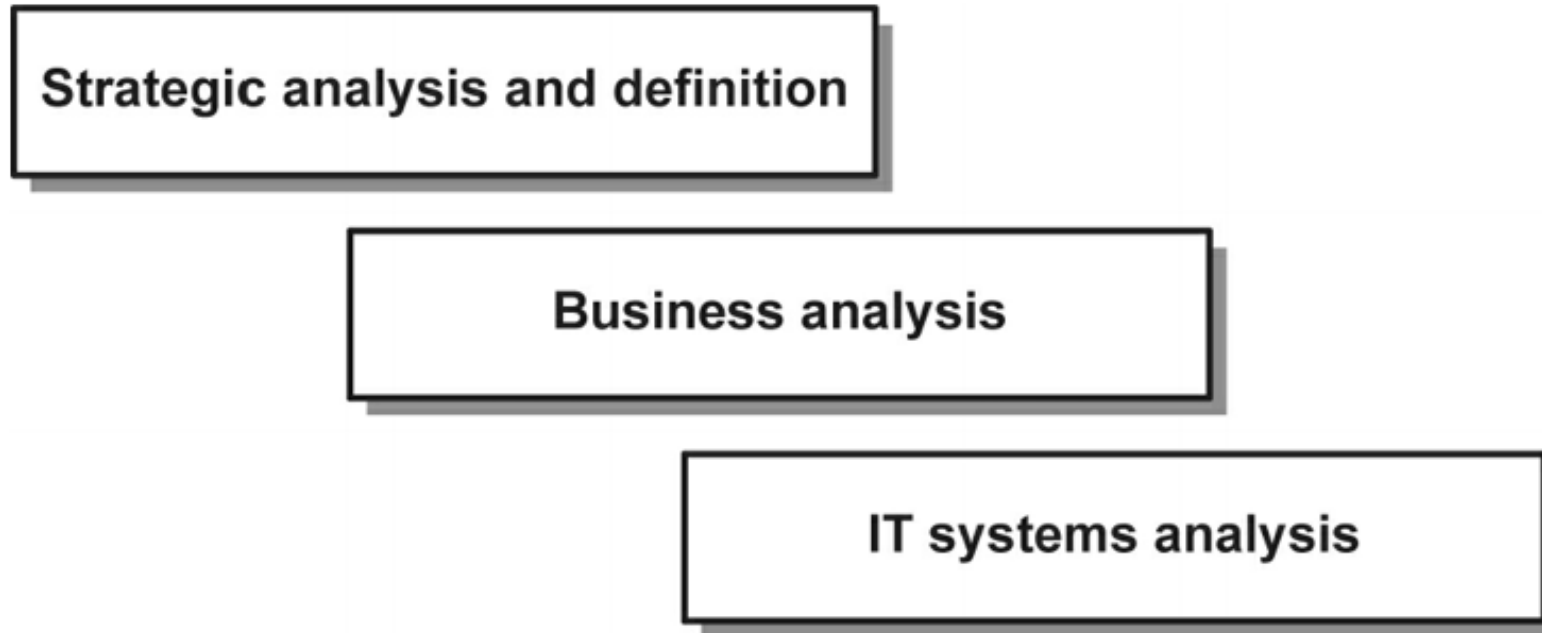
The business change lifecycle

- The need to adopt a broader view of business change rather than focusing purely on the IT element has been recognised by organisation for many years.
- The business change lifecycle reflects this, highlighting the **need to ensure that change programmes focus on aligning with, and meeting, business needs.**



Business Analysis (4th Edition) Figure 1.1 (© Assist Knowledge Development Ltd.)

The scope of business analysis work



Business Analysis (4th Edition) Figure 1.2

Figure 1.2 Range of business analysis activities

Principles of business analysis

The key principles that underlie business analysis important factors when conducting business analysis work:

Root causes not symptoms

Business improvement not IT system change

Options not solutions

Feasible, contributing requirements, not meeting all requests

Entire business change lifecycle, not just requirements definition

Negotiation not avoidance

Principles of business analysis

Holistic Approach

Consider all functional areas and business and technical aspects together when focusing on business improvement of the entire business system



Business Analysis (4th Edition) Figure 8.2 (© Assist Knowledge Development Ltd.)

Root causes not symptoms

Options not solutions

Entire business change lifecycle, not just requirements definition

Business improvement not IT system change

Feasible, contributing requirements, not meeting all requests

Negotiation not avoidance

Agile Philosophy

Key principles and concepts including collaborative working, iterative software development and incremental software delivery.



Business Analysis (4th Edition) Figure 13.7 (© Assist Knowledge Development Ltd.)

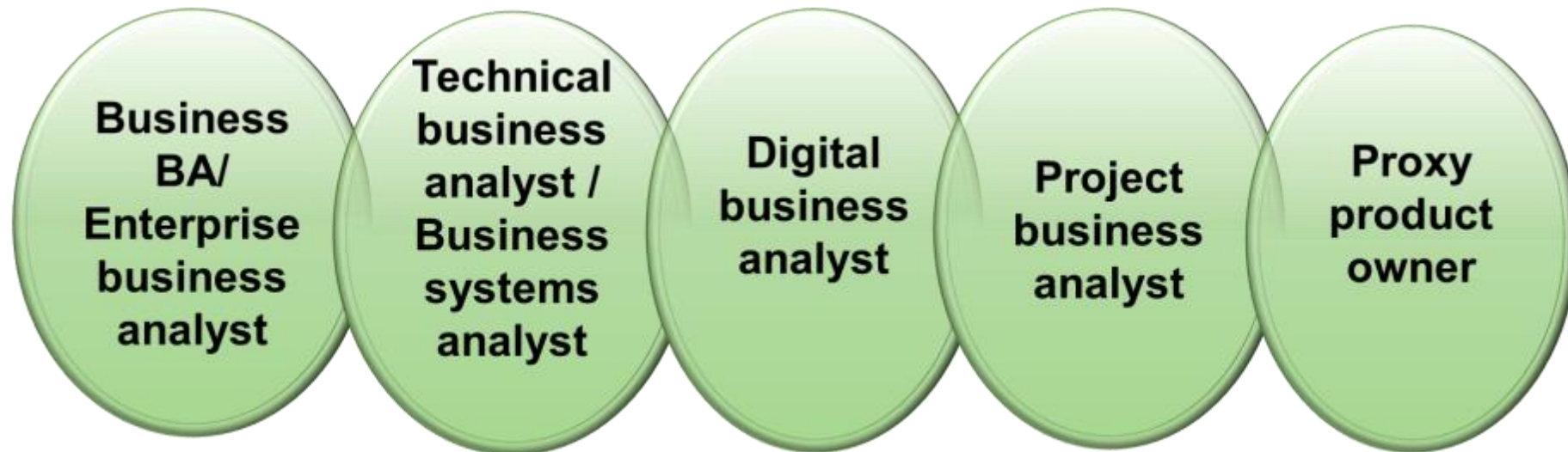
The role and responsibilities of a business analyst

Business analyst role:

An advisory role that carries out some or all of the services within the BASF in order to ensure the effective deployment of business changes and use of technology in line with the needs of an organisation.

Variants of the business analyst role

- The development of the business analyst role has resulted in a number of variants.
- Business analysis varies wildly across organisations
- Business analysts may support a range of activities, or specialise on a few



Learning objectives - Recap

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EXERCISE 1

Advantages and disadvantages of BA outsourcing



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