

**Advanced Business Analysis**

**Course Number:** BA-102  
**Duration:** 2 days

**Overview**

This Advanced Business Analysis training course teaches attendees how to strategically analyze the internal and external environments of the organization before choosing a solution. Attendees learn how to avoid the pitfall of jumping into a solution before having a solid understanding of the opportunity or challenge to be addressed.

**Prerequisites**

All students should have taken [Introduction to Business Analysis](file:////training/business-analysis-introduction) or have the equivalent experience.

**Materials**

All Business Analysis training students receive comprehensive courseware.

**Software Needed on Each Student PC**

For in-person deliveries, attendees do not need computers for this course. We will provide full classroom setup instructions that will include seating in small groups, with supplies such as flipcharts, sticky notes, markers, and pens for the attendees and a projector and Internet connection for the instructor's laptop.

Online deliveries for this interactive training will use an online meeting platform (such as Zoom, WebEx, GoTo, or Teams) to have face-to-face contact online, including use of breakout rooms for group activities.

**Objectives**

* See the “big picture” and understand the internal/external characteristics of your enterprise before determining solutions
* Understand what comprises strategy analysis and when and how it is performed
* Recognize how risks influence the viability of solution options
* Identify the benefits of developing a thorough change strategy
* Understand the purpose and importance of business case development
* Leverage a business case to communicate the viability of pursuing a change to your decision-makers
* Prepare a business case employing qualitative and quantitative analysis methods

**Outline**

* Foundational Concepts
  + Components of business analysis
  + Business analysis competencies
  + IIBA/PMI and the goals of a professional association
  + The purpose of having a BA standard
* Introduction to Strategy Analysis
  + Definition and purpose of Strategy Analysis
  + The timing of Strategy Analysis
  + Identifying stakeholders and the business need
  + Strategy analysis in your organization
  + When business needs are not clearly defined
  + Strategy Analysis and the business analyst
* Analyze the Current State Environment
  + The importance of analyzing Current State
  + Understanding Business Architecture
  + Techniques for analyzing Current State
* Define the Future State
  + Future State description
  + Assessing impacts on business architecture
  + Determining Solution Scope
  + Managing expectations with stakeholders
  + Capturing current capabilities
  + How to approach acquiring capabilities
* Assess Risks
  + Identifying risks
  + Risk Tolerance/Categories/risk responses
  + The concept of positive risk
  + Techniques for identifying risks
  + Who is responsible for identifying risks?
  + Who captures positive risks today?
* Define the Change Strategy
  + Defining change strategy
  + Components of change strategy
  + Solution scope, enterprise readiness, and change
  + Techniques for defining a change strategy
* Develop a Business Case
  + The purpose of a business case
  + Business case components
  + Building a convincing business case
  + Determining the Recommended Solution
  + Packaging the business case
  + Reviewing the business case with stakeholders
  + Evaluating project proposals
  + Anticipating questions for the business case review
* Additional Resources
* Conclusion