

BCS Practitioner Certificate in Business Analysis Practice Courseware



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Course overview

BCS Practitioner Certificate in Business Analysis Practice

- Exam
 - 40 multiple-choice questions
 - One hour maximum
 - Closed-book
 - 60 per cent passing mark (26/40 correct answers)
 - BCS administered
 - PHOTO ID required
- Resource
- Exercises

Course content

Day 1

- Rationale for Business Analysis
- Understanding the Strategic Context

Day 2

- Understanding the Current
- Stakeholder Analysis and Management
- Analysing and Modelling Business Activities

Day 3

- Identifying Potential Solutions
- Building the Business Case
- Exam

Learning objectives

Delegates should be able to demonstrate knowledge, understanding and application of the following principles and techniques:

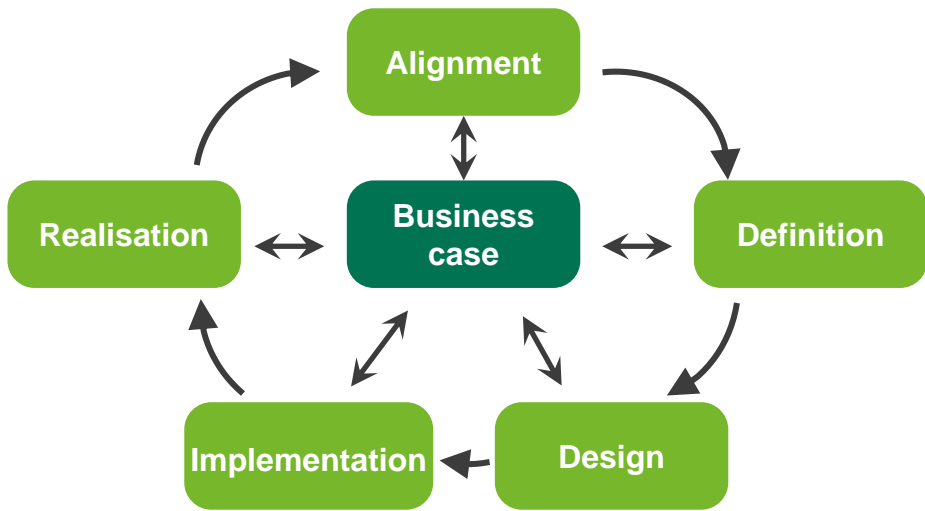
- Rationale for Business Analysis
- Understanding the Strategic Context
- Understanding the Current Situation
- Stakeholder Analysis and Management
- Analysing and Modelling Business Activities
- Identifying Potential Solutions
- Building the Business Case

Chapter 1

Lifecycle for business change



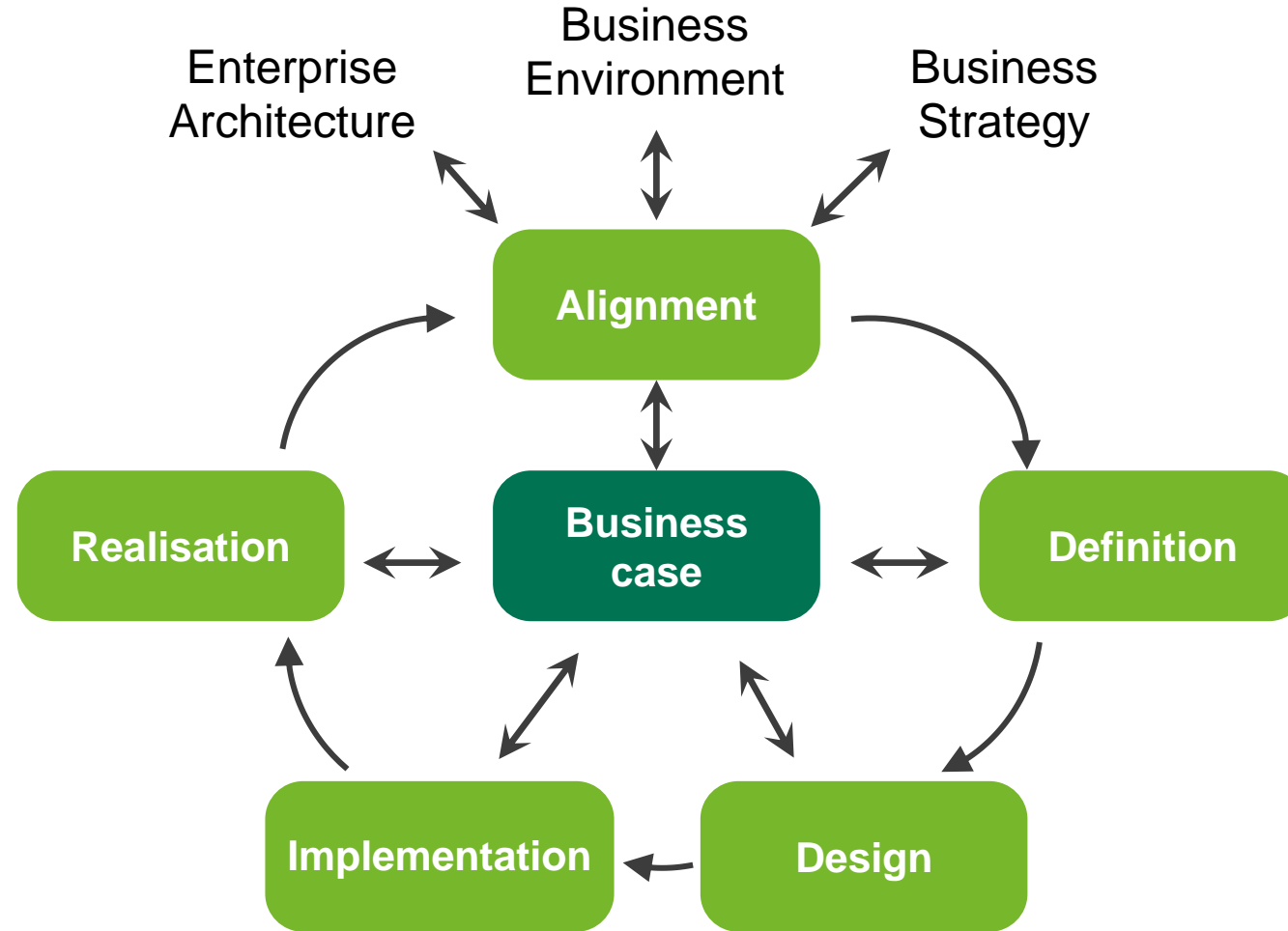
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Topics

- BA role within the Business Change Lifecycle
- Scope of the BA Activities within:
 - Strategy Analysis
 - Business Analysis
 - IT Systems Analysis
- The three areas of BA Competency

Lifecycle for business change



The Business Change Lifecycle. Paul, Cadle and Yeates (2014)

Alignment



Strategy links the organisation to its environment

As the environment changes the organisation must adapt

Definition

Establish a sense of urgency

Form a powerful guiding coalition

Create a vision

Communicate that vision

Design

Design and development of:

- New or refined business processes
- IT applications to support them
- Job definitions of staff carrying them out
- Updated organisation structure
- Changes to management responsibilities
- Test of all of these elements

Implementation

Involve key staff

Learn and adapt plan

Train/coach staff

Deal with issues as they arise

Realisation

Ask these questions:

- Has the change been implemented appropriately?
- Have the anticipated benefits been achieved?
- Will the change be sustained?
- Can the change here be adopted elsewhere?

Exercise

What do business analysts do?

What is their role and responsibilities?

Responsibilities

Core responsibilities:

- Investigate business systems
- Identify actions required to improve operation of business systems
- Document business requirements

Additionally:

- Strategy implementation
- Business process redesign
- Business case production
- IT requirement specification

The business analyst role definition

'An advisory role which has the responsibility for investigating and analysing business situations, identifying and evaluating options for improving business systems, elaborating and defining requirements, and ensuring the effective implementation and use of information systems in line with the needs of the business'

- Business Analysis (BCS 2014 p.12)

Potential range of the BA role

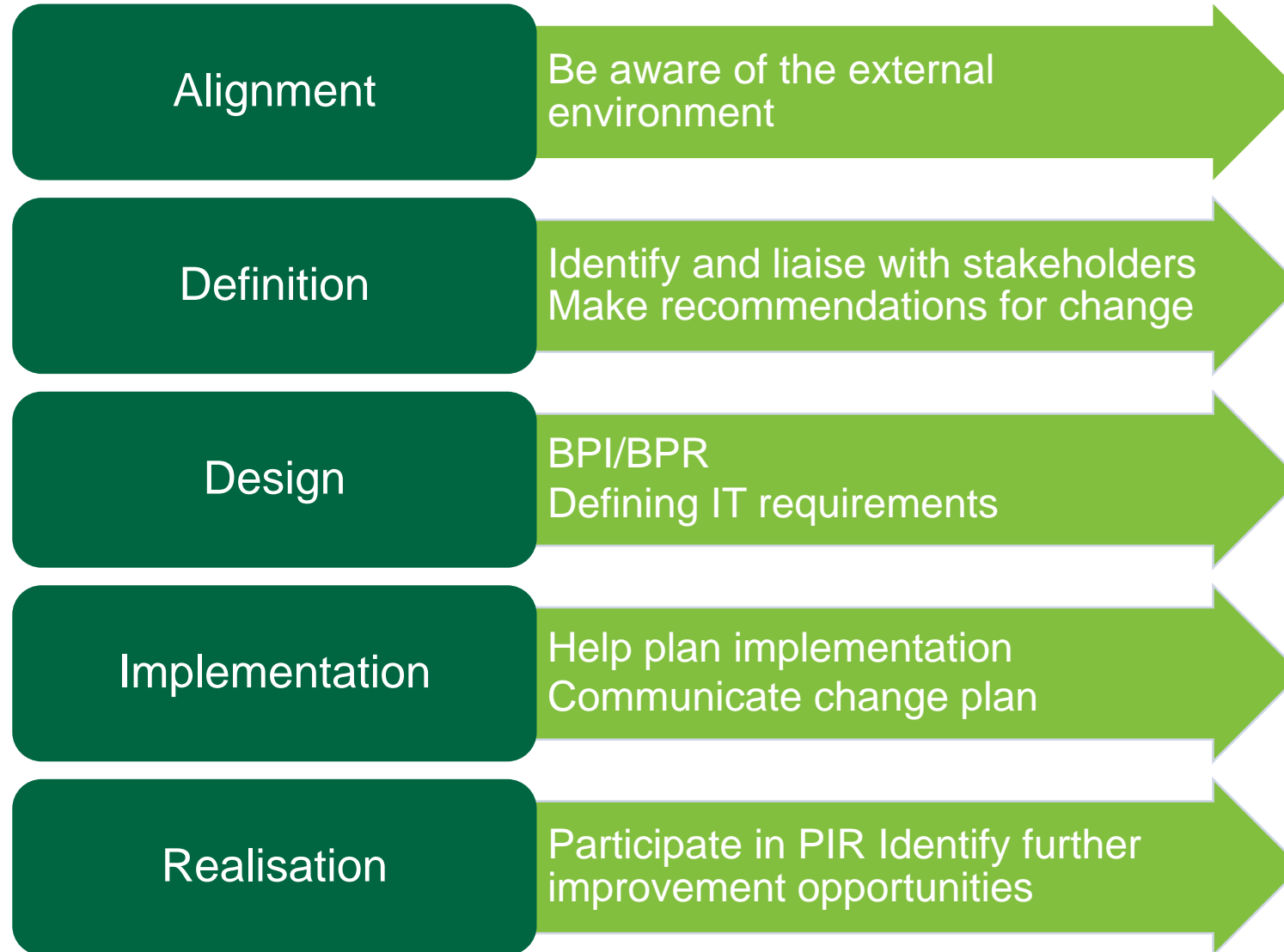
Strategic Analysis and Definition



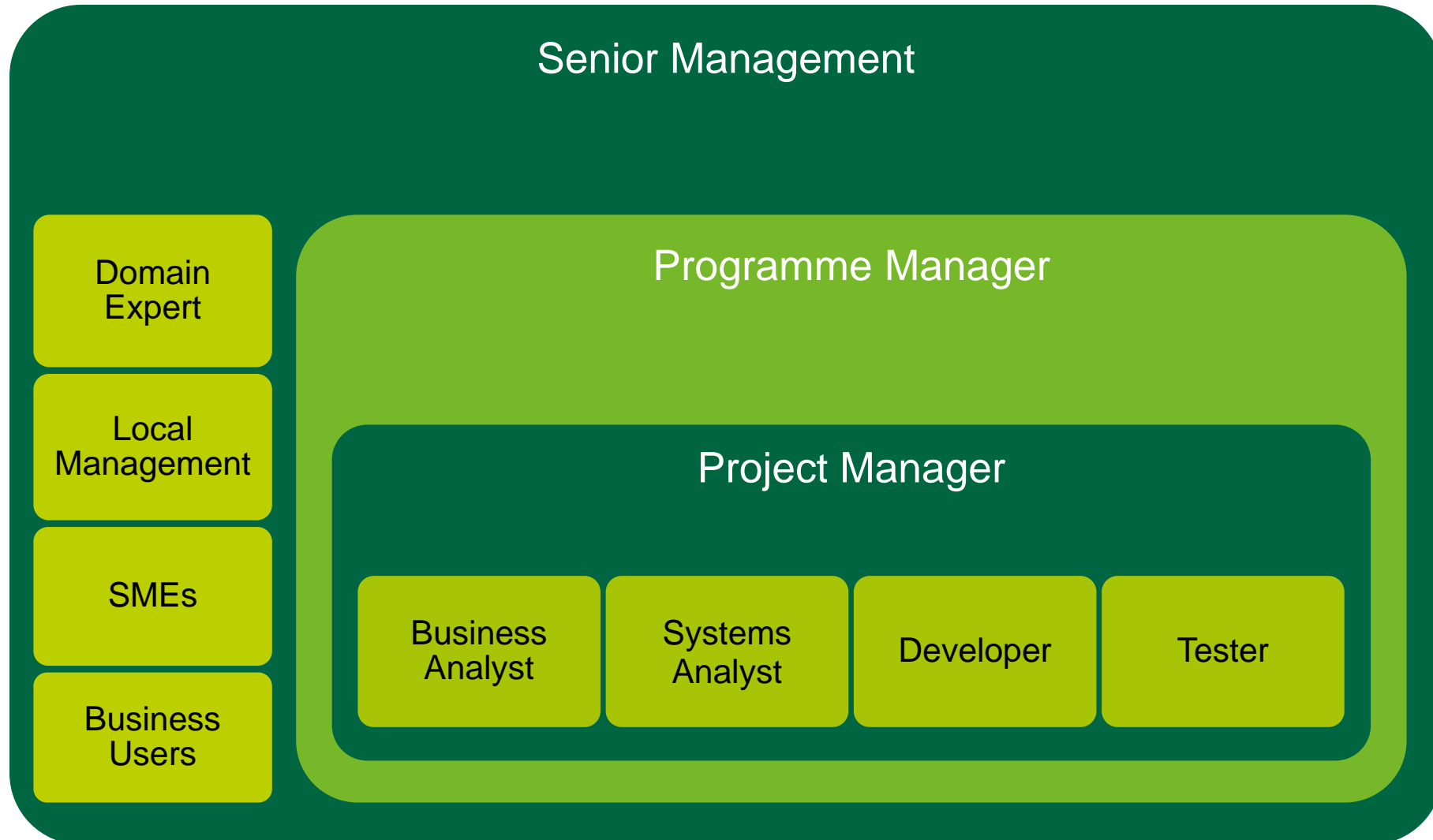
Business Analysis

IT Systems Analysis

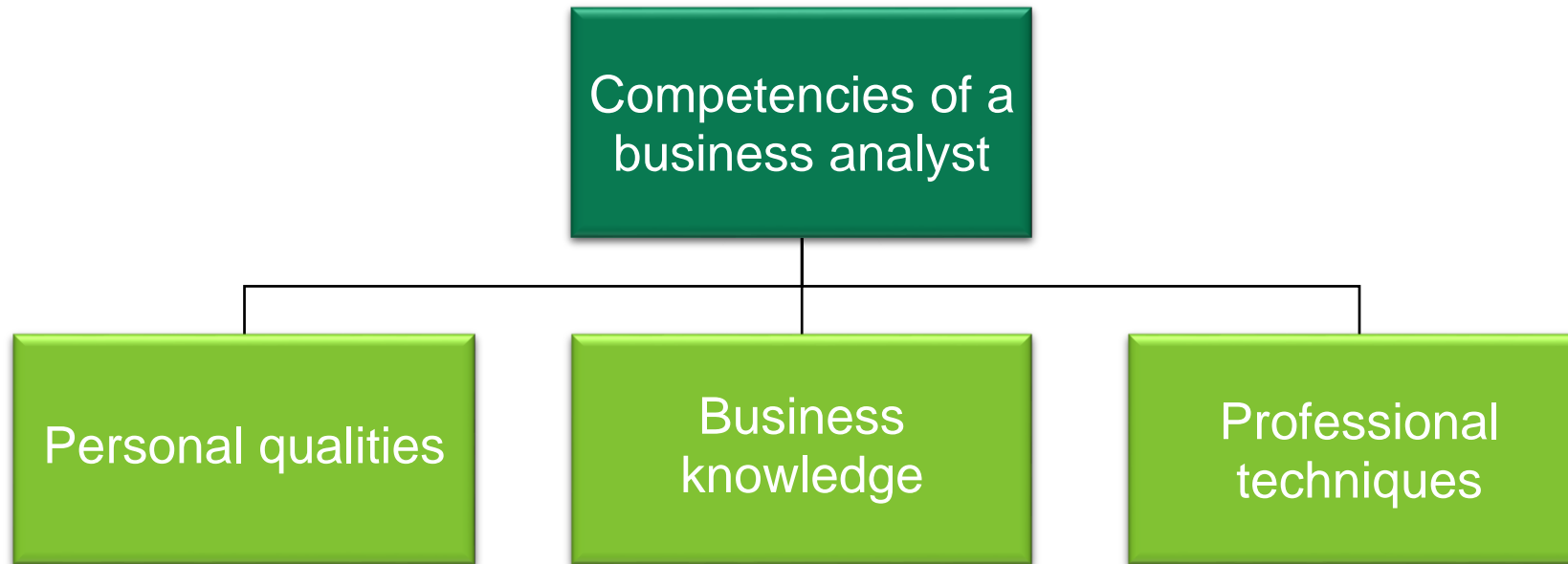
BA involvement in the lifecycle



Other roles within the lifecycle



BA competencies



A competency is something a business analyst needs in order to perform their job effectively.

Competencies – personal qualities

- Communication
- Relationship building
- Influencing
- Team-working and political awareness
- Analytical skills and critical thinking
- Attention to detail
- Problem-solving
- Leadership
- Self-belief
- Professional development

Competencies – business knowledge

- Business finance and the economy
- Business case development
- Domain knowledge/subject matter expertise
- IT principles
- Organisation structures
- Supplier management
- Business Architecture

Competencies – professional techniques

- Project management
- Strategic analysis
- Stakeholder analysis and management
- Investigation techniques
- Requirements engineering
- Business and data modelling
- Gap analysis
- Facilitation skills
- Portfolio management
- Benefits management
- Agile thinking

Business analysis process model

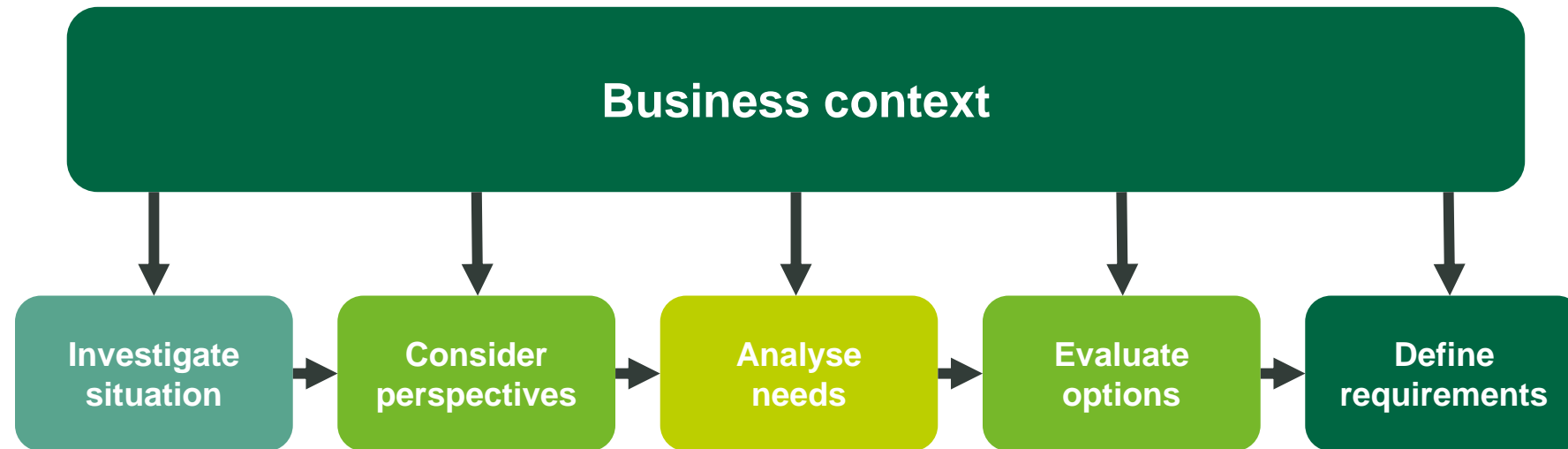


Figure 4.2 Extended Business Analysis Process Model.
Paul, Cadle, and Yeates, 2014

The Business
Analysis
Approach

In this session we covered...

- BA role within the Business Change Lifecycle
- Scope of the BA Activities within:
 - Strategy Analysis
 - Business Analysis
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- The three areas of BA Competency

