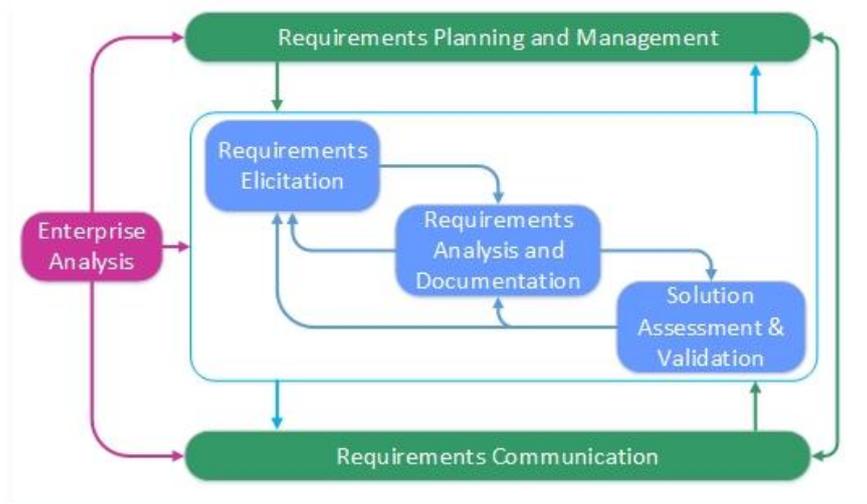


Inspiring Business Analysis Training

About Business Analysis

Why do business requirements always surface after you deliver your product? Clients seem to constantly change their mind - you deliver what your customer asked for, but they still don't like it. It seems the only constant when it comes to business analysis is that things keep changing. Maybe it's time to increase the requirements analysis skills in your organization with 'inspiring' business analysis training courses.



About Inspiring Projects

Inspiring Projects, a division of Aspire Australasia Pty Ltd, was established to support best practice in all aspects of project delivery. We offer training throughout the Asia Pacific region. Our consultants and trainers have had over 30 years' experience in business modelling and business analysis in real programmes and projects, and we bring this deep experience to our courses.

About our training

Our business analysis training and skill development services help you structure, simplify, and succeed with requirements. Inspiring training solves business problems by combining industry best practices, a proven, practical approach, and an engaging delivery to make it work for you.

All of our training is aligned with the *Business Analysis Body of Knowledge*[®] (BABOK[®]) Version 2.0. Our trainers and training materials are regarded as among the best available in Australasia. We incorporate the latest research in effective learning into our approaches. In support of the different ways people learn, our courses include a mixture of presentations, hands-on activities, discussions and review sessions.

Additional support

We can deliver any of our courses in-house, and customise our courses to better suit your needs. We also provide ongoing coaching and mentoring support, as well as in-depth consulting and project support services.

Contact us

To learn more about how our business analysis services can benefit you, or to register on one of our courses, or for more information or a quote, call us now on 03 9015 9459, email training@InspiringProjects.com.au or visit www.InspiringProjects.com.au.

Business Analysis Foundations

Course Code	BANF3
Overview	<p>Whether you are new to business analysis, or are experienced and want a more formal approach, it's essential to know and practice the "fundamentals." This course trains participants to help business clients articulate their needs and wants, and to document them clearly, concisely, and completely. By grasping this core Business Analyst (BA) skill, BAs can contribute significantly to successful projects and the products they create.</p> <p>Through a realistic case study and interviews, participants discover and then practice writing "good" requirements. The course also explores and lets attendees practice a simple process for validating and verifying requirements to ensure they are well-documented. Also, attendees learn the importance of traceability and how to construct a traceability matrix.</p> <p>For analysing requirements, this course introduces people to the concept of "concurrent modelling," using four standard types of models that provide the most benefits. A key skill taught is how to best read models concurrently for a complete requirements "package." After models are presented, class participants find inconsistencies, interview the sponsor, and document and trace new requirements that are discovered. These models are: Business Process, Use Case, Data, and Interface Modelling. Specifics of how to construct each type of model are contained in separate courses.</p> <p>The course concludes with considerations and techniques for organizing, prioritizing, and "packaging" requirements for maximum communication value. Plus, attendees also learn a repeatable process for verifying that requirements are included in the final solution.</p>
Course Objectives	<p>By the end of this course, participants will know how to:</p> <ul style="list-style-type: none"> • Document "good" requirements by writing them clearly, concisely, and completely; • Use simple templates for writing good requirements of various types; • Use standard, core models to quickly uncover requirements, then analyse them, document and trace those requirements, and present a complete "package" to the business for their approval; • Increase project success by better defining requirements that meet business needs; • Reduce rework by discovering requirements correctly the first time; • Reduce gaps in understanding requirements by properly validating and verifying them.
Who Should Attend	<p>People who have project experience working with a variety of roles (BA, QA, PJM, sponsors) but have not had formal BA training. People moving into the BA role from the business, or from a different IT job (like developers or QA Analysts) that have had some training. Experienced BAs and project managers who want a more formal and industry-standard business analysis approach will also benefit from this course</p>
Prerequisites	<p>It is desirable for participants to have worked in at least one project</p>
Course Content	<ul style="list-style-type: none"> • Requirements foundations - definitions, processes and approaches • Stakeholders - identifying and categorising stakeholders, building trust • Eliciting requirements - context, techniques • Writing good requirements - "good" requirements; formats, traceability, defects, pitfalls • Analysing requirements - concurrent modelling, types of models (business process, use case, data and interface), organizing and prioritising requirements • Packaging requirements - considerations, preferences, validation and verification, reviewing, signoff/approval • Verifying requirements – testing, test cases, verifying the solution
Included with the course	<p>A comprehensive Delegate Workbook complete with examples and workshop solutions Our Business Analysis Desk Reference Chart Lunch, and morning and afternoon refreshments</p>
Format	<p>To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation</p>
Delivery options	<p>We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).</p>
Professional	<p>PMI: 14 PDUs; AIPM: 16 CPD points</p>

Planning and Managing Requirements

Course Code	BANR2
Overview	It is now well recognized that good requirements are critical to the success of any major project. This means that a planned requirements approach is essential to a successful and smooth-running project. Just like the project itself needs a project plan, the requirements process needs a requirements plan. To be effective in their role and to provide value to the project and to the organization, Business Analysts must be able to develop a requirements plan and have a thorough understanding of what activities they will perform, what deliverables they will produce, and how they will control and manage changes to those deliverables.
Course Objectives	By the end of this short course, participants will be able to: <ul style="list-style-type: none"> • Determine and plan the requirements activities needed for the project, identify the deliverables that will be produced, and how to control and manage changes to those deliverables; • Distinguish between planning as done by a business analyst (BA) and the project manager (PM); • Differentiate between the roles and responsibilities of project managers, business analysts and business clients; • Develop a solid requirements plan with risk and communication plans; • Learn techniques to handle additional requirements that surface throughout the project; • Learn different requirements prioritization techniques and how to identify requirements dependencies; • Develop a requirements management plan based on different lifecycles (waterfall, iterative, incremental, and agile).
Who Should Attend	This workshop is designed for business analysts, requirements managers, project managers, and anyone who is involved in software development projects. It also provides excellent information for business clients and sponsors, quality assurance analysts, and other stakeholders involved in software development projects
Prerequisites	No technical experience is necessary, but an understanding of applications development is required
Course Content	<ul style="list-style-type: none"> • Introduction: Requirements Definition; BABoK Knowledge Areas; Requirement Management Plan components; <ul style="list-style-type: none"> ◦ Stakeholder Analysis: Stakeholder definition and categorization; RACI Matrix; • Planning Considerations <ul style="list-style-type: none"> ◦ Scope: BA's role in defining scope; Scope statement components; Acceptance criteria; ◦ BA Activities Plan: activities and deliverables; techniques; ◦ BA Risk: Requirements risks by knowledge area; risk plan elements; ◦ Requirements Management Plan: requirement attributes; organization; prioritization; traceability matrix; change management processes; ◦ BA Performance Plan: metric guidelines; common BA metrics.
Included with the course	A comprehensive Delegate Workbook complete with examples and workshop solutions
Format	To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation
Delivery options	We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).
Professional	PMI: 24 PDUs; AIPM: 15 CPD points

Eliciting Business Requirements

Course Code	BANE2
Overview	In order to navigate the political landscape to meet or exceed customer expectations on any project, it is essential to efficiently and effectively gather their requirements. This course helps you develop skills and learn techniques to translate customer needs into project requirements. It provides a framework for identifying business problems, and linking requirements to business objectives in order to solve business problems and set project scope. The approach taken is applicable to all types of requirements gathering efforts, including systems development projects. Many practical and engaging exercises and role playing help walk people through the concepts presented, and afford ample practice with the techniques learned.
Course Objectives	By the end of this short course, participants will be able to: <ul style="list-style-type: none"> • Understand what requirements are and why they are critical to success; • Understand the overall requirements process; • Use a systematic process for gathering requirements; • Describe and identify key stakeholders for requirements gathering sessions; • Use numerous methods of eliciting the right information from your clients in the right situations; • Better handle difficult people situations; • Gain consensus on priorities of requirements.
Who Should Attend	This event is designed for new business analysts, business people, systems analysts, project managers, and anyone who is involved in the development of any business product, not just software development
Prerequisites	Participants should have worked on the analysis, development, maintenance or enhancement of at least one business product
Course Content	This short course covers: <ul style="list-style-type: none"> • Introduction: definitions; context; distinction between requirements and design; requirements process steps; • High level requirements: defining problem/need (root causes, SARIE and fishbone); objectives and deliverables; • Preparing for elicitation: objectives; information gathering techniques; key roles; agenda and ground rules; • Getting to consensus: conflict; handling difficult people; prioritizing requirements;
Included with the course	A comprehensive Delegate Workbook complete with examples and workshop solutions
Format	To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation
Delivery options	We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).
Professional	PMI: 16 PDUs; AIPM: 15 CPD points

Defining and Analysing Requirements

Course Code	BAND3
Overview	Perhaps the single most difficult project phase is gathering and managing project and product requirements. This course examines several facets of the process. It takes the approach that gathering requirements is a consultative activity and presents several methods, models and techniques to help IT professionals work with the business as consultants. You will also learn how to gather, document and trace requirements throughout the project life cycle. After taking this course, you will look at the requirements process in a whole new light and be much more effective at managing the effort to produce products that will delight your customers.
Course Objectives	By the end of this short course, participants will be able to <ul style="list-style-type: none"> • Use a systematic process for gathering, documenting, and managing requirements that are critical to business success; • Trace requirements back to business problems and business objectives and forward to construction and testing; • Identify project stakeholders and demonstrate the keys to obtaining stakeholder trust, ownership and commitment; • Use methods of eliciting information, including a handy prototyping technique; • List the components of a "great" requirement and provide examples of each; • Build a complete package of business requirements, leveraging the interdependencies of data, processes and user interfaces; • Manage business requirements, including additional requirements that surface throughout the project; hidden requirements
Who Should Attend	This short course is designed for business analysts, requirements managers, project managers and anyone who is involved in software development projects. It also provides excellent information for business clients and sponsors, quality assurance analysts, and other stakeholders involved in software development projects.
Prerequisites	No technical experience is necessary, but an understanding of applications development is required.
Course Content	This short course covers: <ul style="list-style-type: none"> • Requirements Management: : business context; business rules and requirements; requirements traceability; • Effective Elicitation: considerations in choosing techniques; • Stakeholders, Partnerships and Accountability: characteristics of an effective Business Analyst; partnership and trust; responsibility assignment matrix; • Process Mapping: process diagrams; process scope; primary and alternate paths; exceptions • Translating Information Requirements: entities, attributes, relationships; business rules • Use Cases: basics; narrative flow of events; iterations; Use Cases and Test Cases; • User Interfaces and Prototyping: purpose of prototypes; actors, objectives, and scenarios; roles; prototype review; • Managing Changes: scope management; scope creep; strategies for scope management;
Included with the course	A comprehensive Delegate Workbook complete with examples and workshop solutions.
Format	To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation
Delivery options	We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).
Professional	PMI: 16 PDUs; AIPM: 14 CPD points

Business Process Modelling

Course Code	BANP2
Overview	<p>To harness the work done in organizations, and to increase productivity, it is essential to understand how to model business processes. This course explores the need for modelling business processes, how process modelling is one part of a larger framework for achieving higher quality through Business Process Management, the essential steps to process modelling, and the critical success factors for making the effort successful. It provides a practical framework for understanding and modelling business processes and describes how to develop a variety of process model types.</p> <p>The most common process modelling standards are taught, assuring you the maximum applicability to your environment. Last, it provides valuable facilitation tips and techniques to help ensure that your modelling sessions stay focused, and are viewed as successful by all involved.</p>
Course Objectives	<p>By the end of this short course, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the purpose and benefits of Business Process Modelling; • Describe the components of an industry-standard Business Process Management framework and how Business Process Modelling fits into it; • Describe at a high level the Business Process Management (BPM) framework and match where the process models from this course are used in each; • Discuss the essential business process modelling components, steps and ingredients that are necessary for success; • Discover appropriate elements of processes that need to be documented; • Understand the different views business processes can depict, including “as-is” and “to-be” process maps; • Use process maps to discover, document, and communicate about processes; • Describe the importance of setting process boundaries and how that can make your modelling more productive; • Develop a variety of clear and consistent process models, understanding when to use each • Create primary and alternate paths in models, and use a technique to help focus on each when appropriate for maximum productivity; • Work effectively with the key stakeholders involved in each process modelling session; • Use basic facilitation techniques; • Understand the relationship between business process modelling and automating business processes; • Develop models used to check for completeness and consistency of balanced data and process.
Who Should Attend	Process analysts, business analysts, project managers, business process owners, general business staff, and anyone who needs the skills to understand, model, and manage business processes
Prerequisites	Some basic understanding or exposure to process concepts.
Course Content	<p>This short course covers:</p> <ul style="list-style-type: none"> • Introduction to Business Process Modelling (BPM) concepts: types; usage; benefits • Framing the Process: terminology; modelling/elicitation sessions; roles and responsibilities; scope creep; pre- and post-conditions; Scope Diagrams; the Supplier/Input/Process/Output/ Customer (SIPOC) chart; Variations Lists; • Process Mapping: definitions; notations; developing scenarios; primary and alternate paths; swim lanes • Refining Process Maps: mapping problems and how to correct them; • Effective Facilitation Techniques: roles; eliciting What vs. How; tools and techniques; • UML and BPMN: notations and ISO equivalents; activity diagrams; additional BPMN symbols and their uses; working with multiple standards; • Process Maps in Requirements: • Concurrent business modelling; balancing data and process; state transition model; interaction model ; • Automation and Enterprise Process Modelling: identifying and organizing processes; hierarchy function/process model; Value Chain models.
Included with the course	A comprehensive Delegate Workbook complete with examples and workshop solutions.
Format	To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation
Delivery options	We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).
Professional	PMI: 8 PDUs; AIPM: 10 CPD points

Business Process Improvement

Course Code	BANI2
Overview	Perhaps no other skill can yield such immediate results and payback than learning how to improve business processes. This course explores the need for a business process focus, the essential steps for process improvement, and the critical success factors for making the effort successful. It provides a practical framework for improving process and describes many tried and true process improvement concepts and techniques. Lastly, it provides valuable tips and techniques to introduce process changes effectively, to get the most from your process improvement effort. Presented in a methodology-neutral way, participants can easily apply the knowledge and skills to any environment, and use the techniques immediately upon leaving class.
Course Objectives	<p>By the end of this short course, participants will be able to:</p> <ul style="list-style-type: none"> • Describe the purpose, benefits, and critical issues of Business Process Improvement (BPI); • Name several critical success factors that lead to effective BPI, and describe how to utilize them; • List the essential components and steps of process analysis; • Employ industry-standard techniques for analysing the root cause of process problems, such as Fishbone Diagrams, Pareto analysis, Inter-Relationship Diagrams, Value Stream Analysis, etc; • Discover appropriate metrics for analysing business processes that provide sufficient insights into process effectiveness; • Use process maps to discover and analyse process problems; • Design new processes using lean techniques that eliminate waste and maximize business value, using three standard objectives to optimize process design; • Identify the parts of a process that give rise to functional requirements for projects that automate processes; • Discuss the importance of monitoring and managing processes; • Choose critical metrics for the ongoing monitoring of process performance and efficiency, including the use of Business Intelligence for monitoring and reporting; • Describe and develop a control plan to assure the continued effectiveness of processes; • Describe the components of an industry-standard Business Process Management framework and how BPI fits into it; • Identify process risks and how to mitigate them; • Discuss the interdependence of people, processes, and systems and how it relates to effective introduction of process changes; • Facilitate the introduction of process change in the organization, using accepted and practical techniques; • Describe how impact analysis can help to understand true cost of change when planning for change introduction; • Use effective motivation to increase your chances of success when introducing process changes; • Make consulting-like process recommendations that get adopted and accepted.
Who Should Attend	Process analysts, business analysts, project managers, business process owners, general business staff, and anyone who needs the skills to improve and/or manage business processes
Prerequisites	Experience or training in modelling or mapping business processes. The Business Process Modelling course satisfies this prerequisite
Course Content	<p>This workshop covers:</p> <ul style="list-style-type: none"> • Business Process Improvement (BPI) Foundation: challenges of improving processes; benefits; a business activity formula for improvement; justifying the cost; continuous process improvement ; critical success factors (CSF's); a framework for Business Process Management (BPM); • Business Process Analysis - Metrics: why measure?; metrics/measurements; understanding variation; metrics best practices; • Business Process Analysis – Analysis: key areas of analysis: data, process and root cause; three lenses: people, process, or platform; process analysis techniques; • Business Process Design: principles; objectives; techniques; common design flaws; • Transformation Processes: identify and address obstacles; organizational change management curve; change tools and methods; projects a change engines
Included with the course	A comprehensive Delegate Workbook complete with examples and workshop solutions.
Format	To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation
Delivery options	We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).
Professional	PMI: 8 PDUs; AIPM: 10 CPD points

Use Case Essentials

Course Code	BANU1
Overview	Use cases are a highly effective tool for gathering requirements for software development. There is confusion in the application of use cases, and their most effective usage. Our course demystifies use cases by translating their theory into practice. It helps participants learn the needed concepts in business terms and by putting those concepts into direct application. Add to your requirements-gathering repertoire and set the stage for later translation of requirements into software-friendly formats. The course covers the fundamentals and reinforces them with several in-depth workshops using a comprehensive case study. Leave class with the confidence to gather requirements using use case scenarios and activity diagrams. Participants will gain new skills and confidence that they can gather more complete and thorough requirements.
Course Objectives	By the end of this short course, participants will be able to: <ul style="list-style-type: none"> • Define the major components of use case models using the Unified Modelling Language (UML): actors; use cases; use case diagrams; use case flow of events. • Develop a use case diagram to communicate the system scope; • Describe use cases with a narrative flow of events; • Develop primary path scenarios to describe the routine processing; • Document alternate paths for exceptions; • Learn how Activity Diagrams differ from Process Maps and the advantages of using them; • Develop Activity Diagrams to chart the scenarios; • Describe generalization, extend and include relationships.
Who Should Attend	This course is designed for business analysis, business experts, and systems analysts
Prerequisites	Some basic understanding or exposure to process concepts would be useful. This course is meant to be taken following either our Business Analysis Fundamentals or Managing Business Requirements courses, but can be taken independently if the organization chooses.
Course Content	This course covers: <ul style="list-style-type: none"> • Use Case Overview: how use cases fit into the requirements process; benefits; basic elements; pitfalls to avoid; • Use Case Diagrams: models; scope; actors; steps; granularity; • Narrative flow of events: primary path; pre- and post-conditions, main flow, alternate flows, exception flows; • Activity Diagrams: diagramming conventions; decision diamonds and guard conditions; looping • Use Case Relationships: generalizations; extends ;includes; • Use Case Packages.
Included with the course	A comprehensive Delegate Workbook complete with examples and workshop solutions.
Format	To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation
Delivery options	We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).
Professional	PMI: 8 PDUs; AIPM: 10 CPD points

Use Case Modelling

Course Code	BANM2
Overview	<p>Use cases provide a structured, industry-standard way of eliciting and documenting functional requirements. The process enhances communication between business analysts and business customers, and lays the foundation for user interface design and test case development. They also provide insights into data requirements, and help clients articulate their needs in ways other requirements activities can't.</p> <p>This course provides the right blend of knowledge and skills for people to understand and model use cases effectively. Attendees will learn where use cases are most effective, a step-by-step method for creating them, and numerous guidelines and tips to enhance creating them. Participants also receive a comprehensive Use Case template that can be readily used back on the job. For onsite presentation, a company's own template can be easily incorporated into the course.</p>
Course Objectives	<p>By the end of this short course, participants will be able to:</p> <ul style="list-style-type: none"> • Define the major components of use case models using the Unified Modelling Language (UML): use case diagram; actors; use cases; interfaces; flow of events. • Develop a use case diagram to communicate the system scope; • Describe use cases with a narrative flow of events; • Develop primary path scenarios to describe the routine processing; • Document alternate and exception paths for different scenarios; • Develop Activity Diagrams to chart the scenarios of a use case; • Diagram generalization, extend and include relationships; • Leverage use cases to quickly create test cases; • Develop user interfaces from use cases, and uncover hidden requirements; • Create Class Diagrams from use cases.
Who Should Attend	This course is intended for IT professionals; business clients and project managers who want to develop software applications quickly and with minimal change.
Prerequisites	Experience relating to software development is highly recommended
Course Content	<p>This workshop covers:</p> <ul style="list-style-type: none"> • Use Case Modelling Overview: business context; benefits; definitions, elements, and components; levels of use cases and a framework for developing them; pitfalls to avoid and tips for avoiding them; • Use Case Diagrams: defining the system/problem domain; finding actors and use cases; steps; interfaces; tips for finding use cases; • Narrative Flows of Events: primary, alternate, and exception paths; use case scope: pre-and post-conditions; scenarios; documenting flows and scenarios; tips; • Use Cases, Test Cases, and User Interfaces: relationship between use cases and test cases/scenarios; translating use cases into test cases; user interfaces and hidden requirements; prototyping roles, preparation, and execution. • Use Cases and Class Diagrams: UML notation; class and object relationships; extracting classes from use cases; verifying class: attributes, operations, and associations/multiplicity; packaging and generalizing classes; • Activity Diagrams: purpose, UML notation and terminology, advantages of this modelling technique; decision diamonds and guard conditions; looping; • Use Case Relationships: UML notation; include and extend relationships; generalising relationship; use case packages; • Documenting Use Cases.
Included with the course	A comprehensive Delegate Workbook complete with examples and workshop solutions.
Format	To help assimilate the tools and techniques learned, there is a mixture of group and team exercises throughout the course. The use of a realistic case study will help reinforce concepts learned. Students will need to be prepared for a high level of participation
Delivery options	We offer a range of delivery styles and packages for this course. There is no schedule of public courses; the course is generally delivered in-house for groups. Individuals can do this training through our Home Study option (eLearning option coming).
Professional	PMI: 8 PDUs; AIPM: 10 CPD points