

# iSQI<sup>®</sup> Certified Agile Business Analysis

## COURSE OBJECTIVES

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## Course Description and Positioning

Certified Agile Business Analyst (CABA) is based on the *Agile Extension to the BABOK® Guide Version 1.0* produced in collaboration between the IIBA® and the Agile Alliance. The course provides an introduction to the work of a business analyst in an agile development context contrasted with the traditional BA role. It also introduces a selection of techniques (from the *Agile Extension*) that align well with the agile approach and philosophy.

An overview of agile and common agile methods is included but CABA does not provide an “agile experience”. That is to say, attendees will not participate in simulated agile iterations. This aspect is provided in other courses such as Agile Essentials.

While CABA includes discussion of other work in the BA domain (such as enterprise and process analysis) it predominantly focusses on software development because agile methods predominantly focus on software development.

## Target Audience

Certified Agile Business Analyst is for those engaged in business analysis (or those engaging business analysts) who wish to understand business analysis in the context of an agile environment. They include:

- Business analysts
- Product owners
- Agile champions
- Agile team leaders
- Agile team members
- BA managers
- IT managers
- Business managers and staff associated with agile projects
- Business change managers
- Project and program managers

## Pre-requisites

To complete these materials within the two days, the course design assumes a degree of prior knowledge. Thus, the following (minimum) pre-requisites are recommended.

- A basic understanding of the use of IT systems in organisations
- A basic understanding of the systems development process
- A basic understanding of the role of a business analyst in systems development

## High Level Course Outline

<i>Day One</i>	<i>Day Two</i>
<p><b>Module 1: What is Business Analysis?</b></p> <ul style="list-style-type: none"> <li>○ Business analysis and the business analyst</li> <li>○ The scope of business analysis</li> <li>○ The competencies of a business analyst</li> </ul> <p><b>Module 2: What is Agile?</b></p> <ul style="list-style-type: none"> <li>○ The traditional SDLC</li> <li>○ The Agile Manifesto</li> <li>○ The 12 principles</li> <li>○ Agile versus traditional development</li> </ul> <p><b>Module 3: Common Agile Approaches</b></p> <ul style="list-style-type: none"> <li>○ A generic agile process</li> <li>○ Roles in agile</li> <li>○ BA roles in agile</li> <li>○ Scrum, XP, Lean and Kanban</li> </ul> <p><b>Module 4: BA Techniques in Agile Projects</b></p> <ul style="list-style-type: none"> <li>○ BABOK® and the Agile Extension</li> <li>○ The agile BA framework</li> </ul> <p><b>Module 5: See the Whole</b></p> <ul style="list-style-type: none"> <li>○ Business capability</li> <li>○ Personas</li> <li>○ Value stream mapping</li> </ul> <p><b>Module 6: Think as a Customer</b></p> <ul style="list-style-type: none"> <li>○ User stories and elaboration</li> <li>○ Story decomposition</li> <li>○ Story mapping</li> <li>○ Story boarding</li> </ul>	<p><b>Module 7: Determine what is of Value</b></p> <ul style="list-style-type: none"> <li>○ The product backlog</li> <li>○ Business value definition</li> </ul> <p><b>Module 8: Get Real with Examples</b></p> <ul style="list-style-type: none"> <li>○ Behaviour driven development</li> <li>○ BDD and test automation</li> </ul> <p><b>Module 9: Understand what is Doable</b></p> <ul style="list-style-type: none"> <li>○ Real options</li> <li>○ Planning workshops</li> <li>○ Relative estimation</li> </ul> <p><b>Module 10: Stimulate Collaboration and Continuous Improvement</b></p> <ul style="list-style-type: none"> <li>○ Retrospectives</li> <li>○ Collaborative games</li> </ul> <p><b>Module 11: Avoid Waste</b></p> <ul style="list-style-type: none"> <li>○ Lean</li> <li>○ JIT</li> </ul> <p><b>Module 12: Review and Close</b></p> <ul style="list-style-type: none"> <li>○ Retrospective</li> <li>○ What next for the BA</li> </ul>

## K-Levels Explained

Referenced “Writing Learning Objectives” prepared by Raoul A. Arreola, Ph.D., The University of Tennessee, Memphis.

Cognitive Learning:

**K1. Basic Knowledge: To recall and memorise** - Assess by direct questions. The object is to test the students’ ability to recall facts, to identify and repeat the information provided.

Recall, identify, recognise, acquire, and distinguish

**K2. Comprehension: To translate from one form to another** - Assess by having students’ 1) restate material in their own words, 2) reorder or extrapolate ideas, predict or estimate. Assessments must provide evidence that the students have some understanding or comprehension of what they are saying.

Translate, extrapolate, convert, interpret, abstract, transform

**K3. Application: To apply or use information in a new situation** - Assess by presenting students with a unique situation (i.e. one not identical to that used during instruction) and have them apply their knowledge to solve the problem or execute the proper procedure.

Apply, sequence, carry out, solve, prepare, operate, generalize, plan, repair, explain

## Overview of Course Breakdown and Learning Objectives (LOs)

### Courseware Statistics

**Business Outcomes:** 6

**Learning Objectives:** 60

**LO Split per K Level:**

LO	K level
20	K1
30	K2
10	K3

**LO Split per Module:**

Module	K1 30%	K2 50%	K3 20%	Total
1: What is business analysis?	1	3	0	4
2: What is agile?	2	1	0	3
3: Common agile approaches	2	4	0	6
4: BA techniques in agile projects	1	3	0	4
5: See the whole	1	2	2	5
6: Think as a customer	2	4	2	8
7: Determine what's of value	0	3	2	5
8: Get real with examples	1	3	1	5
9: Understand what's doable	6	3	1	10
10: Stimulate collaboration and continuous improvement	3	2	2	7
11: Avoid waste	1	2	0	3
12: Review and close	0	0	0	0
<b>Total</b>	<b>20</b>	<b>30</b>	<b>10</b>	<b>60</b>

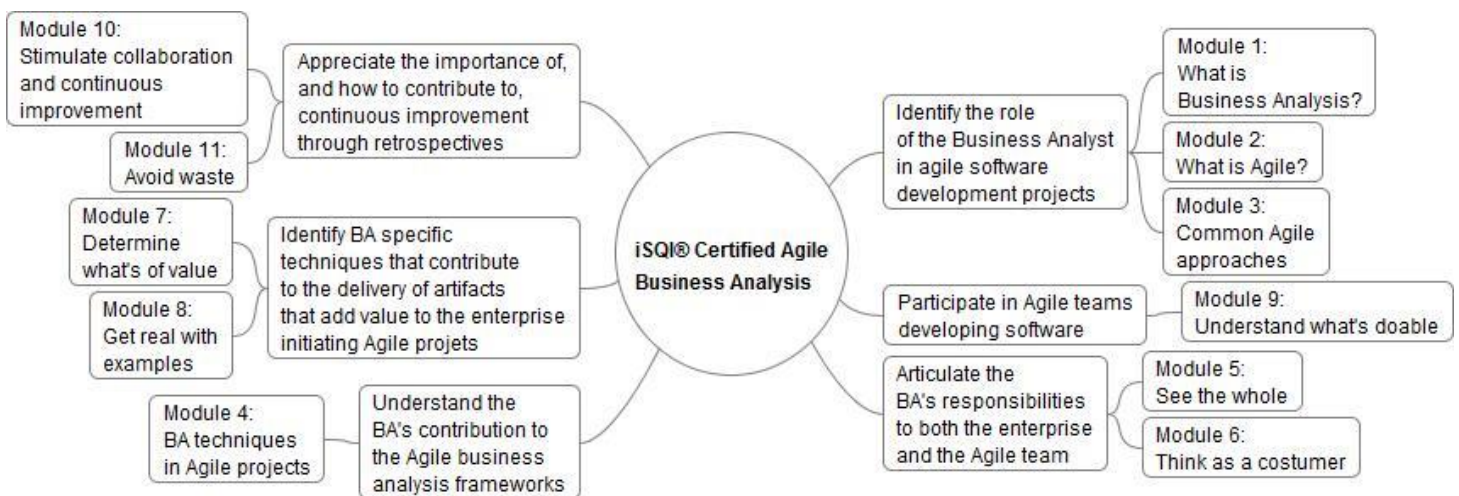
## Business Outcomes

At the end of the course, successful participants will be able to:

- Identify the role of the business analyst in agile software development projects
- Participate in agile teams developing software
- Articulate the BA's responsibilities to both the enterprise and the agile team
- Understand and apply the agile business analysis frameworks and principles
- Know BA techniques that enable the delivery of artefacts that add value to the enterprise initiating agile projects
- Appreciate the importance of, and how to contribute to, continuous improvement of agile processes

## Learning Objectives Breakdown

### Business outcomes mapped to the high level course outline



## Overview of course modules and outcomes

### Module 1: What is Business Analysis?

- **Business Analysis/ The Business Analyst**  
Recall a definition of the term business analysis (K1)
- **The Scope of Business Analysis**  
Recognise a common definition of the term business analyst and identify its weakness (K2)  
Describe three levels of business analysis and their relevance to the business analyst (K2)
- **Competencies of a Business Analyst**  
Recognise the six categories of competency (from the BABOK® Guide) for a BA and provide examples (K2)

### Module 2: What is Agile?

- **Agile**  
Recall the Agile Manifesto (K1)  
Recognise the 12 principles that underpin the Agile Manifesto (K1)
- **Agile versus Traditional**  
Compare and contrast the traditional SDLC with the agile approach identifying differences, similarities and perceived benefits of each (K1)

### Module 3: Common Agile Approaches

- **Generic Agile**  
Recognise and describe a generic Agile approach (K1)
- **Agile Team Roles and Responsibilities**  
Identify generic roles in agile and explain their purpose (K2)  
Describe the makeup and responsibilities of an agile team (K2)
- **BA Roles in Agile**  
Identify agile roles and responsibilities that demand BA skills and explain why (K2)
- **Scrum and XP**  
Recognise the Scrum process and distinguishing rules and practices of XP (K1)
- **Lean and Kanban**  
Explain how Kanban and Lean are reflected in agile methods (K2)

### Module 4: BA Techniques in Agile Projects

- **Frameworks, Principles and Techniques**  
Explain the use of Discovery and Delivery frameworks and principles in an agile environment (K2)  
Recognise example BA techniques that the Agile Extension deems applicable to the agile business analysis frameworks and principles (K1)



- **BABOK® Techniques**  
Understand, and provide examples of, how the techniques identified in the BABOK® and its Agile Extension may contribute to business analysis on agile projects (K2)
- **Planning Levels**  
Recognise and explain the levels of planning in the agile approach (K2)

## Module 5: See the Whole

- **Business Capability Analysis**  
Recall the difference between business capability and business process and explain the relevance of capability analysis to an agile development project (K2)  
Recall and describe a Business Capability Analysis process (K2)
- **Personas**  
Create an example persona and explain the use of personas in understanding the value proposition offered by software solutions (K3)
- **Value Stream Mapping**  
Summarise the value stream mapping approach contrasting it with business process mapping and highlighting potential advantages (K2)  
Create a simple current-state value stream model and articulate its business implications (K3)

## Module 6: Think as a customer

- **User Stories**  
Write a user story to a defined standard (K3)  
Recall the meaning of INVEST (K1)
- **Elaboration**  
Identify a common user story elaboration approach (K1)
- **Story Decomposition**  
Describe the purpose of and difference between, MVPs, MMFs, themes, epics and user stories (K2)  
Understand and explain story decomposition (K2)
- **Story Mapping**  
Explain the story mapping technique and its uses (K2)  
Create a simple story map (K3)
- **Story Boarding**  
Describe the use and benefits of storyboarding in an agile development environment (K2)

## Module 7: Determine what is of Value

- **Backlog Management**  
Understand and describe the elements of product backlog management (K2)
- **Business Value Definition**  
Explain the need to determine and communicate business value (K2)

- **Kano Analysis**  
Explain the purpose and process of Kano prioritisation and apply Kano analysis to a simple example (K3)
- **MoSCoW**  
Define the purpose and meaning of MoSCoW prioritisation categories and apply MoSCoW to a simple example (K3)
- **Purpose Alignment Model**  
Describe the Purpose Alignment Model and its value using illustrative application/product examples (K2)

## Module 8: Get real with examples

- **Behaviour Driven Development (BDD)**  
Explain the benefits of a scenario based approach to requirement definition (K2).  
Describe the link between user stories and BDD (K2)  
Recall the structure of a BDD scenario description (K1).  
Create BDD scenarios from an example user story (K3)
- **BDD and Test Automation**  
Summarise the process and benefits of using BDD for test automation (K2)

## Module 9: Understand what is doable

- **Real Options**  
Define the concept of last responsible moment (K1)  
Distinguish between options and commitments (K1)  
Describe the Feature Injection approach (K1)  
Recall the three steps in the Feature Injection process (K1)
- **Planning Workshops**  
Know the levels of planning that are relevant to software development estimation (K1)  
Recall the purpose and positioning of Story Time pre-planning analysis (K1)  
Explain the concept and use of velocity on agile projects (K2)  
Identify the elements required to conduct a planning workshop and explain why they are necessary (K2)
- **Relative Estimation**  
Explain the reasoning behind the use of relative estimating and know where it is used in the agile process (K2)  
Describe how estimating is improved in agile development and identify the points at which estimating accuracy will be addressed (K3)

## Module 10: Stimulate Collaboration and Continuous Improvement

- **Retrospectives**  
Identify the purpose and deliverables of a retrospective (K1)  
Engage in a retrospective (K3)  
Create a persuasive case for including agile retrospectives in projects that are already short of time and resources (K3)

Recall the tools, techniques and skills that a BA may use to bring value to agile retrospectives (K1)

- **Collaborative Games**
  - Summarise the benefits to be derived from collaborative games (K2)
  - Recognise the philosophy behind collaborative games (K1)
  - Participate in a collaborative game (K2)

## Module 11: Avoid Waste

- **Lean**
  - Articulate the Lean philosophy and give examples (K2)
- **JIT**
  - Explain the meaning of Just In Time (JIT) and provide examples from business analysis work in the agile domain (K2)
  - Identify the properties of Lightweight Documentation (K1)

## Module 12: Review and close

- **What next for the Business Analyst**
  - Understand the limitations of the agile context in the role of the business analyst (NA)
- **Retrospective**
  - Identify what course content should be considered for inclusion in work-place practices and why (NA)