

Business Analysis

Agile Software Development

This **3-day** workshop provides insights, tools, techniques and best-practices on how to manage requirements development in an Agile environment and equips business analysts with the critical thinking, analytical skills, and necessary people skills they need to add value to every Agile project and the timing for performing key tasks and events.

Presented by **Bart Bernink CBAP, PMP**



Course Take-aways:

**24
PDU**



Who should Attend?

- Business analysts
- Business systems analysts
- Systems analysts
- Project managers
- Project sponsors and project owners
- Systems architects and designers
- Systems or application developers
- QA professionals
- Systems testers
- Leader of systems, projects or teams
- Business customers, users or partners
- Anyone else wanting to enhance their Agile BA skills

Seminar Focus:

- Importance of business analysis in Agile projects
- How analysis adds business value for an Agile project's sponsors and customers
- Key roles and responsibilities of Agile team members
- Ways business analysis aligns with the principles of the Agile Manifesto
- Role of the business analyst in an Agile project
- Similarities and differences between plan-driven and change-driven approaches and how business analysis supports both
- How to use early and continuous feedback to drive change in your projects
- Key concepts of Agile approaches such as backlogs, sprints, and stories
- How to write effective epics, user stories and define acceptance criteria for them
- Techniques of story mapping, story decomposition and story elaboration
- Connection between user stories and use cases or activity diagrams
- Concept of behavior-driven development
- Build an effective discovery and delivery framework to help your Agile project succeed

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Agile Software Development



Overview

Traditional system-development methodologies are rapidly being replaced by more iterative or agile approaches. More and more organizations are realizing the benefits of faster product deployment at a lower cost, with less rework due to missed requirements. Effective business analysis is key to developing those requirements and keeping projects on track. This indispensable course explores the contributions of good requirements development in an Agile environment and equips business analysts with the critical thinking, analytical skills, and necessary people skills they need to add value to every Agile project.

This practical workshop provides participants with an understanding of the changing role of the business analyst, the tools and techniques best suited to Agile, and the timing for performing key tasks and events. Explanatory, demonstrations, and practice exercises will provide you with the experience needed to create user stories that meet business needs.

This seminar examines the differences, as well as similarities between the more traditional approach and agile way of performing BA, using real-world examples.

"Traditional" Business Analyst	Agile Business Analyst
Requirements are documented in Use Cases, Business Requirements, Functional Requirements, UI Specifications, Business Rules.	Requirements are documented in Epics, User Stories and optionally Business (or Essential) Use cases.
Focuses on completeness of requirement and spends time in ensuring the requirement is unambiguous and has all the details.	Focuses on understanding the problem and being the domain expert so that s/he can answer questions from the development team swiftly and decisively.
Focuses on getting a 'sign off' on the requirements.	Focuses on ensuring the requirements meet the current business needs, even if it requires updating them.
Often there is a wall between the BA/Business and the Development team.	Agile BA/Product Owner is part of the team.
Tends to dictate solutions	Has to remain in the problem domain, leaving the development team 'space' to explore different solutions.
Long turnaround.	Quick turnaround
Focuses on being very specific in the requirements (constructed as inflexible)	Leave room for negotiation (and be flexible) as long as the problem is solved.

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PDU

Daily Agenda at a glance

Throughout this **3-day workshop**, each participant will acquire various Business Analysis skills, required for the Product Owner to successfully manage the “Business View” activities throughout the entire Product Development process.

Day 1

1. Agile Essentials

- We all know what Agile is... or do we not?
- The Manifesto and Guiding Principles + some more
- A Variety of Agile Approaches
- Hybridizing Agile - OH WOW... or not so "WOW"
- Which “Agile” is Right for You?
- Business Analysis for Agile Projects

2. The Agile Business Analyst

- The Role of Business Analyst in Agile Projects
- BA Underlying Competencies
- Review of Requirements Basics
- It's Still About Asking the Right Questions
- Business Analysis Techniques: Some You Know and Some New Ones
- Mapping BA Techniques to Agile
- Guidelines for Agile Business Analysis

3. The Product Vision

- A Framework for Assessing Business Needs and Value
- Defining the Product That Solves the Problem
- Building a Product Roadmap
- The Importance of Release Planning
- Stakeholders, Actors and Personas

Day 2

4. The Voice of the Customer

- Concepts: Goals, Themes, Epics and more

- User Stories
- Activity diagramming / Process modelling
- Use Cases
- Story/Feature Mapping
- Story Decomposition
- Story Elaboration
- Defining Acceptance Criteria
- Storyboarding for Validation

Day 3

5. Prioritizing for Business Value

- What is a Product Backlog?
- Prioritizing Items for the Backlog
- The Importance of Sprint Planning
- Managing and Grooming the Backlog

6. Moving Toward Behavior-Driven Development

- Understanding Behavior-Driven Development
- Using Analysis Models for Elaboration and Clarification
- The "Given/When/Then/And" Technique

7. Collaboration

- Creating a Safe Working Environment
- Using Collaborative Games
- The Importance of Stand-Ups and Sprint Reviews

8. Continuous Improvement

- Retrospectives: Lessons Learned
- Toward Continuous Improvement

CREDENTIAL	PMP	PgMP	PfMP	PMI-ACP	PMI-PBA	PMI-RMP	PMI-SP
Technical Project Management	6	2	2	2	6	1	1
Strategic & Business Management	16	16	16	16	16	16	16
Leadership	2	2	2	2	2	2	2
PDU Total	24	20	20	20	24	19	19

Seminar starts each day at 8:30am and finishes at 4:30pm. Lunch, coffee & refreshments are provided.

All participants will receive a Certificate of Attendance. The course is in line with PMBOK® Guide 7th edition and BABOK® Version 3 and provides 24 PDUs / Contact Training Hours.



Business Analysis in Agile Software Development



Seminar Leader



Bart Bernink, PMP, CIPM, MPM, CBAP, an independent senior business improvement consultant/trainer since 1994, has more than 35 years' experience in Project / Program / Portfolio Management, Business Analysis and Business Improvement.

He worked for various leading companies in the Netherlands, Belgium, UK and the USA. Mainly in the IT department, Project Management Office and Business Improvement/Change Management Office.

Specialist in aligning IT to support new or revised business strategies, Bart managed large fixed price projects in E-commerce, financial, airline and governmental organizations. He worked as a project and program manager for Philips, KPN, Rabobank International, KLM, ABNAMRO, Proximus, Shell, ING, Digital Equipment and Microsoft. Bart's current clients list include: Zadco (UAE), Shell, Barclays, HSBC(UK), Chevron(Angola, Kazakhstan), Rabobank Group, Etisalat Nigeria, Bpost(Belgium), Steedin, Vestada, Global Knowledge, ESI International Europe, Rio Tinto Guinee, Cisco, Kasbank, T-systems, Microsoft, KLM, Barclays Capital(UK), RASGAS(Qatar), ITA(Oman).

Since 2004 he is involved in introducing Agile development approaches for leading companies in Holland, Belgium and the UK. Not only in banking, oil and airline organizations but also with governmental departments. The solution development was done by 3 to 4 teams working parallel. For some teams played the role of Scrum Master. Based on his practical experience Bart helps organizations to improve their project management and business improvement skills via on-the-job coaching and/or delivering workshops. Helped organizations to professionalize:

- Business analysis by introducing Change Management Organization within companies. Result was less projects were challenged (39% down to 0%)
- Just In Time delivery, by introducing AGILE development approaches
- Project management by introducing state-of-the-art PMO organization, tooling and adjustment of existing project management processes
- Agile development

Since 2014, Bart has been delivering various workshops and seminars in Zagreb, organized by KTC International. He's most frequently visited seminars include:

Business Analysis Exam Prep
Advanced Preparation Workshop with Exam-Simulation for CBAP® Exam
Advanced Preparation Workshop with Exam-Simulation for PMI-PBA® Exam
The 2-day interactive workshop prepares delegates to successfully pass one of the most sought-after professional certifications in the field of Business Analysis (BA).
February 25-26, 2016 | Hotel & Congress Center Antunović, Zagreb, Croatia

15 PDUs

Workshop Focus:

- Understand the exam structure
- Understand the exam objectives
- Understand the exam questions
- Understand the exam answers
- Understand the exam results
- Understand the exam process

Course Takeaways include:

- Hands-on exam
- Business Analysis Practice Questions
- Exam Strategy
- Exam Preparation
- Exam Results
- Exam Review

KTC International
KTC International is a leading provider of business analysis training and consulting services.

Business Analysis for Project Managers
This 2-day interactive workshop is a practical guide to project management for business analysts. It covers the role of the business analyst in project management, the tools and techniques used by project managers, and the challenges faced by business analysts in project management.
May 20-21, 2019 | Hotel & Congress Center Antunović, Zagreb, Croatia

16 PDUs

Workshop Focus:

- Understand the role of the business analyst in project management
- Understand the tools and techniques used by project managers
- Understand the challenges faced by business analysts in project management
- Understand the importance of communication in project management
- Understand the importance of collaboration in project management
- Understand the importance of flexibility in project management

KTC International
KTC International is a leading provider of business analysis training and consulting services.

Business Analysis 2.0: Strategic Enterprise Analysis For Project & Program Managers and Senior Business Analysts
This 2-day interactive workshop is a practical guide to strategic enterprise analysis for project and program managers and senior business analysts. It covers the role of the business analyst in strategic enterprise analysis, the tools and techniques used by project and program managers, and the challenges faced by business analysts in strategic enterprise analysis.
September 21-22, 2015 | Hotel & Congress Center Antunović, Zagreb, Croatia
September 24-25, 2019 | Hotel & Congress Center Antunović, Zagreb, Croatia

16 PDUs

Workshop Focus:

- Understand the role of the business analyst in strategic enterprise analysis
- Understand the tools and techniques used by project and program managers
- Understand the challenges faced by business analysts in strategic enterprise analysis
- Understand the importance of communication in strategic enterprise analysis
- Understand the importance of collaboration in strategic enterprise analysis
- Understand the importance of flexibility in strategic enterprise analysis

KTC International
KTC International is a leading provider of business analysis training and consulting services.

Business Analysis for Product Owners & Managers
This 3-day workshop provides insights, tools, techniques and best practices on how to identify customer needs & requirements, structure & prioritize solution design efforts, handle product development constraints, realize benefits & develop a business case. An essential Business Analysis toolbox for every Product Management Professional.
February 24-26, 2020 | Hotel & Congress Center Antunović, Zagreb, Croatia

24 PDUs

Course Take-aways:

- Business Analysis Practice Questions
- Exam Strategy
- Exam Preparation
- Exam Results
- Exam Review

Who should Attend?

- Product Owners
- Product Managers
- Business Analysts
- Project Managers & Team Leaders
- Program Managers
- Solution Architects
- Systems Testers and Analysts
- Business Customers, Users & Partners
- Anyone else involved in UX

Seminar Focus:

- Understand the role of the business analyst in product management
- Understand the tools and techniques used by product owners and managers
- Understand the challenges faced by business analysts in product management
- Understand the importance of communication in product management
- Understand the importance of collaboration in product management
- Understand the importance of flexibility in product management

KTC International
KTC International is a leading provider of business analysis training and consulting services.