

# Foundations of Business Analysis

4.0 quarter units academic credit X433.11

## COURSE OVERVIEW

Hello, and welcome to the *Foundations of Business Analysis* course presented by UC Davis Continuing and Professional Education. Business Analysis is a challenging but rewarding career path, and I look forward to discussing with you some of the basic concepts and processes that define the profession.

This course is designed to introduce students to the field of Business Analysis as defined in the Business Analysis Body of Knowledge (BABOK)<sup>®</sup> and PMI<sup>®</sup>-Business Analysis.

The purpose of this introductory course is to provide the foundation for understanding the roles and responsibilities of the Business Analyst in enabling change in an enterprise by defining needs and recommending solutions. This introductory course will immerse students into the fast-growing field of Business Analysis and the value they add to an organization. This course will explore the Business Analysis Core Concept Model (BACCM), further ensuring that students are equipped to consider the quality, completeness, and value of the solutions implemented based on the Business Analyst's analysis and recommendations.

Finally, this course is part of a series of courses that leads to the Certificate in Business Analysis offered by UC Davis Continuing and Professional Education. The course may be taken either as a stand-alone course or as part of the certificate program. Taken as a stand-alone, the course provides a high-level introduction to basic concepts in business analysis and the business analyst role. The certificate program in its entirety provides an in-depth understanding of the practice of business analysis. The certificate program is designed to prepare you for a career as a Business Analyst and similar roles. While it should help you in your preparation for the Certified Business Analysis Professional (CBAP) examination offered by the International Institute of Business Analysis (IIBA)<sup>®</sup>, that is not this course's sole focus. However, we recognize that many of you are interested in the CBAP and this course should help you get there. By the end of the course, you will have an overview of the scope and activities that constitute the field of business analysis.

## COURSE SYLLABUS AND OUTLINE

### WHEN

Offered in fall and spring  
quarters

### WHERE

Online

### CPE PROGRAM ADVISOR

Michelle Dowling  
[mdowling@ucdavis.edu](mailto:mdowling@ucdavis.edu)

Visit our website for detailed  
descriptions and quarterly  
schedule.

[cpe.ucdavis.edu/areas-  
study/business](http://cpe.ucdavis.edu/areas-study/business)

### COURSE LEARNING OBJECTIVES

By the time you finish this course you should be able to:

1. Explain the role of and typical tasks conducted by a business analyst
2. Discuss the value of business analysis when approaching complex business problems
3. Use the Business Analysis Core Concept Model (BACCM) to analyze problems and develop solutions
4. Summarize the key traits and attitudes needed to be a successful business analyst
5. Discuss the similarities and differences between business analysis and project management
6. Define Key Industry Terms
7. Determine the scope of a given project
8. Discuss business analysis knowledge areas and explain the processes within each area
9. Explain the various Requirements Types
10. Examine the relationship between requirements and design as it relates to the activities performed by a Business Analyst
11. Identify key stakeholders and develop stakeholder personas for a given project
12. Manage stakeholder expectations using a variety of methods
13. Develop an appropriate problem statement for a given project factoring in stakeholder requirements
14. Differentiate between and select an appropriate system development methodology for a given project

### CLASS PARTICIPATION

In addition to our weekly webinar sessions, there are two ways to communicate with me and with each other in this course. The Canvas Inbox (sometimes referred to as “Conversations”) feature is essentially a Canvas-wide email tool that will allow you to email your instructor, or fellow classmates through the system. You can use it to contact one person, multiple people, or the entire class, so do make sure you’re using it appropriately and not sending your message to anyone you don’t want to receive it. It may be used to ask questions and discuss any other information with any individuals, such as the instructor, you would prefer to keep confidential, just make sure only those individuals are in the “To” area, just like in a regular email application.

While there are some required, graded discussions in the Discussion area (each of which you should access by going through the Modules), you can also create your own discussion threads to ask general questions to your fellow classmates and instructor if you wish. Everyone has the ability to create and respond to any threads in the discussion and can be a wonderful place to share information, so I urge you to use this forum to share your thoughts and observations with the rest of the class. (Not answers to the activities and assignments, however!). Experience has shown you will get additional benefit from the course from these interactions; as well as enjoy your course experience more. Online students often indicate they miss the personal interactions in a classroom environment. These forums enable you to create your own “virtual classroom.” I look forward to meeting you on the forum ☺!

### MEET YOUR INSTRUCTOR

**Kristina Miller, CBAP**

Kristina is the Director of Organizational Development and Employment experience for K-LOVE and Air1 Radio Networks. She has been with K-LOVE and Air1 for nine years in various roles. Leadership is a passion and is part of her daily role at the ministry.

She has over 15 years of experience as a business analyst and leader across several industry sectors, which include financial services, media and broadcasting and the automotive industry. During this time, she has performed just about every task as business analyst; working from requirements gathering to solution assessment and validation.

Kristina has a passion for coaching and mentoring business analysts into greater careers. She received her CBAP certification in December 2012 and also holds a bachelor's degree in International Business from San Jose State University. She believes that being an effective communicator and leader is the key to being a great business analyst, which is why she volunteers on the board of a local Toastmasters club that has received awards in excellence.

Students can contact instructors directly through the Canvas Inbox tool, available in the blue pane to the left of all course sites within Canvas.

### REQUIRED READING

The narrated presentations and webinars conducted in this course presents an introduction to, and roadmap through, the various topics covered by the course. Important considerations are highlighted, and where there is controversy in the industry over the use of certain tools and techniques, that controversy is discussed. This high-level approach is supplemented with selected reading assignments from the course textbooks: ***The International Institute of Business Analysis Body of Knowledge (IIBA BABOK)***<sup>®</sup> **Version 3.0**, and ***Project Management Institute Business Analysis for Practitioners***. The instructor may also post links to specific articles from the internet that discuss certain topics in more detail.

Because of the targeted nature of the reading assignments, it is important to read them in conjunction with the modules in which they are assigned. The course is designed to give maximum benefit by this complementary use of the online lesson material and the assigned textbook readings.

### GRADING AND ASSESSMENT

This course includes discussion questions, simple learning activities, quizzes, and more complex "artifact" assignments designed to (1) support the learning objectives for you, and (2) provide a measure, for both you and me, of your progress through the course. The grading breakdown is as follows:

- Artifact Assignments: 50%
- Discussion, Learning Activities, and Quizzes: 30%
- Final Exam: 20%

Activities and assignments are primarily set up for you to download a file, complete it offline, then upload the completed file from to the same Assignment page. I will attempt to reply to all submissions with feedback on a timely basis (comments and points earned), however, please understand that I currently run a very large procurement project for my company, and so it may take a few days. If you have a question about an assignment, you may ask for guidance via the Discussion Tool or Canvas Inbox, and I will do my best to answer.

At the conclusion of the course, a final examination will be given. This examination will be "open book", and will consist of a series of questions and problems that cover the entire course content. However, it is to be your personal work, so you are on the honor system not to discuss it with others or complete the exam with a partner or group. The final exam is worth 20% of your grade.



## Continuing and Professional Education

### WHERE TO GO FOR TECHNICAL HELP

The Canvas Help Center button is located in the lower left area of all sites within Canvas. It allows you to browse Canvas Guides or submit a ticket to the UC Davis Continuing and Professional Education Help Desk for support.

## WEEKLY COURSE PLAN

<b>Module 1</b>	<b>What is Business Analysis?</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• What is business analysis?</li> <li>• What are key terms used in business analysis?</li> <li>• Examples of key problems solved within business analysis</li> <li>• What is the difference between business analysis and project management?</li> </ul>
<b>Read:</b> See Module 1 on Canvas Course Site <b>Assignments:</b> See Module 1 on Canvas Course Site		

<b>Module 2</b>	<b>The Roles and Functions of the Business Analyst</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• Functions of the business analyst</li> <li>• What relationships a business analyst creates</li> <li>• The business analyst relationship with the project manager</li> <li>• The business analyst and the business</li> <li>• The business analyst and IT</li> <li>• Common roles in the business analyst profession</li> </ul>
<b>Read:</b> See Module 2 on Canvas Course Site <b>Assignments:</b> See Module 2 on Canvas Course Site		

<b>Module 3</b>	<b>Business Analysis Key Concepts</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• What are the terms used in business analysis?</li> <li>• IIBA's® Business Analysis Core Concept Model (BACCM)</li> </ul>
<b>Read:</b> See Module 3 on Canvas Course Site <b>Assignments:</b> See Module 3 on Canvas Course Site		

<b>Module 4</b>	<b>Defining Stakeholders</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• What is a stakeholder?</li> <li>• Identify types of stakeholders</li> <li>• What are the different roles of a stakeholder?</li> <li>• Create a stakeholder list, maps and/or personas</li> </ul>
<b>Read:</b> See Module 4 on Canvas Course Site <b>Assignments:</b> See Module 4 on Canvas Course Site		

<b>Module 5</b>	<b>Defining the Business Need</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• Define business problem/scope</li> <li>• Determining risk</li> <li>• Develop project goals and objectives</li> </ul>
<b>Read:</b> See Module 5 on Canvas Course Site <b>Assignments:</b> See Module 5 on Canvas Course Site		

<b>Module 6</b>	<b>Understanding and Selecting the System Development Methodology</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• LEAN/Six Sigma</li> <li>• Agile</li> <li>• Waterfall</li> </ul>
<b>Read:</b> See Module 6 on Canvas Course Site <b>Assignments:</b> See Module 6 on Canvas Course Site		

<b>Module 7</b>	<b>Understanding Requirements</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• What are functional and nonfunctional requirements?</li> <li>• What are stakeholder and project requirements?</li> <li>• What are solution requirements?</li> <li>• What are transition requirements?</li> </ul>
<b>Read:</b> See Module 7 on Canvas Course Site <b>Assignments:</b> See Module 7 on Canvas Course Site		

<b>Module 8</b>	<b>Business Analysis Knowledge Areas</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• Business analysis planning and monitoring</li> <li>• Elicitation and collaboration</li> <li>• Requirements life cycle management</li> <li>• Strategy analysis</li> <li>• Requirements analysis and Design definition</li> <li>• Solution evaluation</li> </ul>
<b>Read:</b> See Module 8 on Canvas Course Site <b>Assignments:</b> See Module 8 on Canvas Course Site		

<b>Module 9</b>	<b>Requirements Elicitation and Analysis; Business Analysis Tools and Techniques</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• More details on elicitation and collaboration</li> <li>• More details on requirements life cycle management</li> <li>• Tools and techniques to define requirements</li> <li>• Tools and techniques to document requirements Common Agile techniques</li> </ul>
<b>Read:</b> See Module 9 on Canvas Course Site <b>Assignments:</b> See Module 9 on Canvas Course Site		

<b>Module 10</b>	<b>Requirements and Beyond; What is it that Makes a Business Analyst Successful?</b>	<b>Lesson Overview</b> <ul style="list-style-type: none"> <li>• What goes after documenting requirements?</li> <li>• Design and development</li> <li>• Traceability and monitoring</li> <li>• Implementation and support</li> <li>• Analytical thinking and problem solving</li> <li>• Behavioral characteristics</li> <li>• Business knowledge</li> <li>• Communication skills</li> <li>• Interaction skills</li> <li>• Tools and technology</li> </ul>
<b>Read:</b> See Module 10 on Canvas Course Site <b>Assignments:</b> See Module 10 on Canvas Course Site		

### POLICIES

<b>Assignment Policy</b>	Your assignments and discussion forum posts for the entire course are <b>due at [insert time and date]</b> unless you make a prior arrangement with the instructor. However, as indicated elsewhere, you are highly encouraged to complete assignments on a weekly basis in order to fully participate and get the most out of the course.
<b>Missing or Late Assignments</b>	Posting to discussion forums, submitting assignments, and completing the course project in a timely manner are required to pass the course. If you have an unavoidable emergency, please contact the instructors IN ADVANCE of the due date to make arrangements for an accommodation. Such accommodations are at the discretion of the instructors. Note that all late work – unless approved in advance – will be subject to a reduction in grade (generally 10% reduction for each day late) or may receive a zero.
<b>Student Conduct</b>	All UC Davis Continuing and Professional Education students are expected to behave honestly, fairly, and with respect for others. Students are subject to disciplinary action for several types of misconduct or attempted misconduct, including but not limited to cheating, unauthorized collaboration and plagiarism. For further information, contact the Office of Student Judicial Affairs at (530) 752-1128, or visit their website at: <a href="http://sja.ucdavis.edu">http://sja.ucdavis.edu</a> .
<b>Plagiarism</b>	Plagiarism means using another's work without giving credit. If you use others' words, you must put them in quotation marks and cite your source. You must also give citations when using others' ideas, even if you have paraphrased those ideas in your own words. If you have questions about plagiarism, contact your instructor or visit the web: <a href="http://sja.ucdavis.edu/files/plagiarism.pdf">http://sja.ucdavis.edu/files/plagiarism.pdf</a>
<b>Withdrawals, Refunds and Transfers</b>	For most updated policies please review this: <a href="https://cpe.ucdavis.edu/student-services/withdrawals-refunds-and-transfers">https://cpe.ucdavis.edu/student-services/withdrawals-refunds-and-transfers</a> . In this course, at the end of Module 1, you will be presented with a short, 1 question quiz confirming that you want to continue and complete the course. You must complete this in order to move on.