

Business Analysis Essentials

Foundation Flagship Programme

Course Strapline

Build the foundation to understand needs, engage stakeholders, define requirements, shape solutions and support value.

Course at a Glance

Course Duration	Five days / 25 instructional hours	Delivery Modes	Classroom Live Virtual Blended In-company
Level	Foundation	Digital Materials	Integrated business-change case, stakeholder simulations, working templates, models and practical outputs
Certificate	INDENTRA course-completion record, where applicable	Professional Recognition	PMI: 25 PDUs IIBA® PD Hours/CDUs may apply

PMI Talent Triangle® and Professional Development Units (PDUs)

Total PDUs: 25	Ways of Working: 14	Power Skills: 6	Business Acumen: 5
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IIBA® Professional Development and Continuing Development

Structured BA Learning: 25 hours	Potential PD Hours: up to 25	Potential CDUs: up to 25	Status: subject to IIBA criteria
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Course Overview

Business Analysis Essentials introduces the decisions, practices and behaviours required to understand business needs and support valuable organisational change. Participants work through an integrated case and learn how planning, stakeholder engagement, elicitation, requirements, strategy, solution options and evaluation operate as one connected business-analysis system. The course emphasises practical judgement, usable analysis outputs and clear communication so participants can contribute effectively to change initiatives immediately after the programme.

Learning Outcomes

By the end of this course, you will be able to:

- Explain how business analysis helps organisations understand needs, evaluate change and improve outcomes.
- Clarify the relationship between change, need, stakeholder, context, solution and value and plan a proportionate analysis approach.
- Identify stakeholders and select appropriate engagement, elicitation and collaboration methods.
- Capture, analyse, model, verify, validate, prioritise and trace requirements and designs throughout their life cycle.
- Analyse current and future states, compare solution options, assess performance and recommend actions that improve realised value.

Benefits

Benefits to the Individual • Build a connected foundation across the business-analysis lifecycle. • Strengthen stakeholder, elicitation, requirements and modelling capability. • Practise evidence-based analysis through an integrated case. • Take away reusable outputs and a workplace application plan.	Benefits to the Organisation • Establish a consistent business-analysis language and approach. • Improve needs analysis, stakeholder engagement and requirements quality. • Strengthen traceability, solution evaluation and change decisions. • Accelerate capability for employees moving into BA responsibilities.
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Who Should Attend?

This course is designed for new or aspiring business analysts; project, product and change professionals moving into analysis roles; process analysts, systems analysts and operational-improvement professionals; subject-matter experts who define needs or support solution decisions; managers who sponsor, supervise or consume business-analysis work; and professionals preparing for more advanced business-analysis programmes.

Prerequisites and Equipment

No formal business-analysis qualification is required. Exposure to projects, products, processes or organisational change is helpful but not essential. Participants should be prepared to contribute to an integrated case, stakeholder simulations, discussions and practical exercises. A laptop or tablet may be useful for digital materials and working templates. Corporate cohorts may use an organisation-specific change scenario, terminology or analysis environment.

Learning Approach

The programme combines explanation, facilitated discovery and progressive application to one integrated business-change case. Participants diagnose a realistic organisational need, plan the analysis work, engage stakeholders, practise elicitation, develop requirements and models, compare solution options and evaluate value. Scenario-based reviews require participants to resolve ambiguity, challenge evidence and make defensible recommendations, while workplace-transfer activities help them adapt the methods to their own environment.

Digital Learning Materials

Digital participant resources support classroom, virtual and blended learning and may include:

- Digital participant workbook and reference material supporting the integrated business-change case.
- Working templates for the business-analysis approach, stakeholder analysis, elicitation, requirements, traceability, option assessment and value evaluation.
- Stakeholder simulations, case-study exercises, worked examples and selected analysis models used during facilitated practice.
- Knowledge checks and concise job aids reinforcing business-analysis concepts, terminology, decision logic and professional judgement.
- Reusable analysis artefacts and a personal workplace application plan to support post-course transfer.

Assessment, Certification and Professional Recognition

Course completion is demonstrated through participation in discussions, stakeholder simulations and the integrated case; completion of the principal planning, elicitation and requirements outputs; contribution to the final solution/value-review workshop; and completion of knowledge checks and a workplace application plan. An INDENTRA completion record may be provided where applicable. For eligible PMI credential holders, the 25 Education PDUs are classified as 14 Ways of Working, 6 Power Skills and 5 Business Acumen. The 25 structured business-analysis hours may qualify for up to 25 IIBA® Professional Development (PD) Hours for CCBA®/CBAP® applications and, for certified holders, up to 25 Continuing Development Units (CDUs), subject to current IIBA criteria, timing and reporting requirements. If accepted as qualifying PD Hours, the course can meet the current 21-hour CCBA® requirement and contribute 25 of the current 35 hours required for CBAP®. This catalogue does not represent IIBA pre-approval unless separately stated.

Course Outline

The course comprises five integrated modules and 25 instructional hours, typically delivered over five days. It follows a connected journey from business-analysis context and planning through stakeholder collaboration, requirements and solution definition, strategy analysis, solution evaluation and workplace application. The sequence may be adapted to another approved format while preserving the stated learning outcomes.

Module 1 - Business Analysis Context and Core Concepts

Establish the purpose, language, responsibilities and decision context of professional business analysis.

- The purpose and contribution of business analysis.
- Change, need, stakeholder, context, solution and value.
- Business analysis across projects, products and operations.
- Roles, responsibilities, governance, decision rights and the integrated business-change case.

Applied Activity - Business-Change Context Workshop

Participants diagnose the integrated case, clarify the business need, identify initial stakeholders and define the change, context, solution and value relationships that will guide the analysis.

Module 2 - Planning the Business-Analysis Work

Design a proportionate analysis approach, governance structure and information-management system for the change initiative.

- Selecting an analysis approach and appropriate level of formality.
- Stakeholder identification and engagement planning.
- Business-analysis governance, approval routes and decision responsibilities.
- Information management, traceability, repositories, performance review and improvement.

Applied Activity - Business-Analysis Canvas Workshop

Teams define stakeholders, governance, information needs, methods, outputs and review arrangements for the integrated case and test whether the proposed analysis approach is proportionate to the change.

Module 3 - Elicitation and Stakeholder Collaboration

Engage stakeholders effectively, discover information and convert different perspectives into confirmed analysis findings.

- Preparing for interviews, workshops, observation and research.
- Conducting elicitation and exploring different stakeholder perspectives.
- Confirming findings, resolving ambiguity and managing assumptions.
- Communicating business-analysis information, expectations and participation.

Applied Activity - Stakeholder Elicitation Simulation

Participants prepare and conduct a stakeholder elicitation simulation, use questioning and facilitation techniques, reconcile different perspectives and produce a concise set of confirmed findings.

Module 4 - Requirements and Solution Definition

Transform elicited information into clear, structured and governed requirements and solution views.

- Requirements classifications and levels of detail.
- Specifying and modelling requirements and designs.
- Verification, validation and acceptance criteria.
- Prioritisation, traceability, change assessment, requirements architecture and solution options.

Applied Activity - Requirements and Modelling Laboratory

Participants develop selected requirements and models for the case, verify their quality, define validation and acceptance criteria, establish priorities and traceability, and assess the impact of a proposed change.

Module 5 - Strategy, Evaluation and Workplace Application

Connect business-analysis outputs with strategic change, solution decisions, performance evidence and realised value.

- Current state, future state and change strategy.
- Risks, assumptions, constraints and dependencies.
- Comparing solution options and analysing potential value.
- Solution performance, limitations, value improvement, integrated case review and personal action planning.

Applied Activity - Solution and Value Review

Teams compare solution options, evaluate strategic fit, risk and potential value, review solution-performance evidence and present a defensible recommendation before translating the learning into a personal workplace application plan.

Tools, Frameworks and Practical Outputs

Participants progressively build and use a practical set of business-analysis outputs through the integrated case:

- Business-analysis approach and governance summary, including analysis scope, stakeholders, decision routes and information needs.
- Stakeholder map and engagement plan, elicitation plan and confirmed findings.
- Requirements catalogue, selected process or requirement models, prioritisation and traceability view.
- Current/future-state analysis, solution-option and value assessment, and personal workplace application plan.

Delivery Modes Available

Live Classroom | Live Virtual Classroom | Blended Learning | Corporate / In-company. Delivery uses facilitated case work, stakeholder simulations, collaborative analysis and feedback. Blended learning combines preparation, live facilitation, assignments and workplace application. Corporate programmes may be tailored to the organisation's change lifecycle, governance, terminology, templates and representative cases.

Course Enquiries

Visit www.indentra.co.uk/business-analysis-essentials for the latest course information, delivery availability and enquiry options.