



*Training Course:  
Business Analysis: Essentials*

*31 August - 4 September 2026  
Milan (Italy)*

## Training Course: Business Analysis: Essentials

Training Course code: MA234825 From: 31 August - 4 September 2026 Venue: Milan (Italy) - Training Course Fees: 5775  
€ Euro

### Introduction

In today's data-driven and fast-changing business environment, organizations rely heavily on effective business analysis to ensure that projects deliver real value and align with strategic objectives. The **Business Analysis: Essentials** program is designed to provide participants with a foundational understanding of the role, responsibilities, and impact of a business analyst within an organization.

This program introduces the full business analysis lifecycle, covering both pre-project activities such as strategy analysis and post-implementation evaluation. Participants will learn how business analysts support projects throughout the solution development lifecycle—from identifying business needs and defining solution scope to eliciting, analyzing, and validating requirements.

### Course Objectives

By the end of this program, participants will be able to:

- Understand the role and responsibilities of a business analyst
- Recognize the importance of requirements in successful project delivery
- Identify different types of requirements and how they are managed
- Apply core business analysis processes across the project lifecycle
- Understand pre-project strategy analysis and post-project activities
- Plan, elicit, analyze, document, and validate requirements
- Apply basic modeling techniques e.g., process modeling using BPMN
- Understand industry standards and frameworks for business analysis
- Support solution development and ensure value realization

### Target Audience

This program is designed for:

- Current and Aspiring Business Analysts
- Project Managers and Program Managers
- Executives and Business Managers
- IT Professionals and Programmers
- Anyone working with or supervising business analysts

### Outline

#### Day 1 - Introduction to Business Analysis and the BA Role

- Definition and importance of business analysis
- Key activities and responsibilities of a business analyst
- Overview of professional standards IIBA, PMI
- Introduction to the [International Institute of Business Analysis](#)
- The BABOK® Guide and PMI Practice Guide overview
- BA role vs. Project Manager role
- Communication and collaboration in business analysis
- BA deliverables and career path

#### Day 2 - Strategy Analysis and Defining Solution Scope

- Introduction to Strategy Analysis
- Identifying business needs and stakeholder requirements
- Stakeholder analysis and RACI matrix
- Defining problem statements and business objectives
- Project scope vs. product scope
- Techniques for defining solution scope
- Context diagrams and use case diagrams

#### Day 3 - Understanding, Planning, and Eliciting Requirements

- Definition and types of requirements
- Requirements vs. specifications and business rules
- The requirements lifecycle and process
- Requirements Work Plan RWP and its components
- Elicitation techniques and best practices
- Active listening and effective questioning

#### Day 4 - Analyzing, Modeling, and Documenting Requirements

- Requirements analysis techniques
- Business Requirements Document BRD and its components
- BRD vs. Functional Requirements Specification
- Process modeling fundamentals
- Introduction to BPMN Business Process Model and Notation
- AS-IS vs. TO-BE process modeling
- Prototyping concepts

#### Day 5 - Verification, Validation, and Solution Evaluation

- Verification vs. validation of requirements
- Characteristics of high-quality requirements
- Risks associated with poor requirements
- Testing approaches and test planning
- Requirements Traceability Matrix RTM
- Solution evaluation and value realization
- Ensuring continuous value after implementation

## Registration form on the Training Course: Business Analysis: Essentials

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Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

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- Please find enclosed a cheque made payable to Global Horizon
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