



*Training Course:
Business Analysis: Essentials*

*19 - 23 April 2027
Lisbon (Portugal)*

Training Course: Business Analysis: Essentials

Training Course code: MA234825 From: 19 - 23 April 2027 Venue: Lisbon (Portugal) - Training Course Fees: 6050 € 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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