Business Analysis Practice: Requirements and Value Course

7 – 11 December 2026
Barcelona (Spain)



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Business analysis practice is the work of identifying what an organisation needs, turning that need into clear requirements agreed with stakeholders, and recommending the solution that delivers the most value. This one-week course is for analysts, project staff and process owners who do this work day to day, without preparing for any exam, and its final deliverable is a requirements package with a supporting business case for a case scenario.

Introduction

Three references frame the course. A Guide to the Business Analysis Body of Knowledge BABOK Guide, published by the International Institute of Business Analysis, describes the knowledge areas and techniques of the discipline. Business Process Model and Notation BPMN is the standard notation for drawing process maps. MoSCoW prioritisation sorts requirements into must, should, could and will not have. The level is practitioner: the focus is doing the work well rather than exam content. Teaching uses case scenarios from banking, government services and logistics, with elicitation role plays.

Course Objectives

- Define a business need as a problem or opportunity statement linked to organisational strategy
- Distinguish business, stakeholder, solution and transition requirements and document each one clearly
- Select elicitation techniques suited to each stakeholder group and plan who is asked what, and when
- Apply BPMN and gap analysis to show how a current process must change to reach the future state
- Compare solution options against agreed criteria and justify the recommendation in a business case
- Interpret KPIs after implementation to judge whether a solution delivered its expected value

Target Audience

- Business analysts and systems analysts who must decide which requirements are essential for a release
- Project managers and project officers who must judge whether requirements are complete enough to plan delivery
- Process owners and operations leads who must choose which process changes a new solution should bring
- Business intelligence and data analysts who must select the measures that show whether a solution works
- Digital transformation and improvement staff who must assess competing solution options for sponsors



Course Outline

Day 1: Business Needs and the Analyst's Role

- Business Analysis Defined: Identifying Needs and Recommending Solutions That Deliver Value
- Business Analyst vs Project Manager: Defining the Solution Compared with Delivering It
- Business Analysis Lifecycle: From Need Identification Through to Benefits Realisation
- Problem and Opportunity Statements: Framing Business Needs Linked to Strategic Objectives
- Stakeholder Identification and Analysis: Influence, Interest and Expectations of Each Group

Day 2: Eliciting and Documenting Requirements

- Interviews vs Facilitated Group Sessions: Choosing Elicitation Techniques for Each Audience
- Elicitation Planning: Sequencing Activities, Participants, Questions and Follow-Up
- Requirements Classification: Business, Stakeholder, Solution and Transition Requirements Explained
- Requirements Documentation: User Stories, Use Cases and Testable Acceptance Criteria
- Requirements Validation and Approval: Confirming Requirements Reflect Real Business Needs

Day 3: Process Analysis and Gap Analysis

- Current State vs Future State: Gap Analysis to Locate the Change Required
- BPMN Process Modelling: Mapping Activities, Roles, Decisions and Handoffs
- Process Improvement Opportunities: Finding Delays, Rework and Unnecessary Approval Steps
- Business Data Analysis: Using Operational Data to Support Requirement Decisions
- Stakeholder Communication Strategies: Keeping Groups Informed and Managing Expectations

Day 4: Managing Requirements and Evaluating Solutions

- MoSCoW vs Value-Based Prioritisation: Ranking Requirements for Scope Decisions
- Requirements Lifecycle and Change Control: Traceability and Handling Late Changes
- Solution Option Evaluation: Comparing Alternatives Against Criteria and Constraints
- Business Case Development: Costs, Benefits, Risks and a Clear Recommendation
- Expected Value Measurement: Choosing KPIs That Show Whether a Solution Works

Day 5: Business Analysis Practice and Value Realisation

- Solution Performance vs Expected Outcomes: Assessing Organisational Impact After Implementation
- Organisational Change for Business Initiatives: Preparing Users for New Processes
- Case Scenario Exercise: Applying Elicitation, BPMN and Prioritisation to One Initiative
- Business Analysis Report: Presenting Findings and Recommendations to Decision-Makers
- Requirements Package and Business Case: Completing and Presenting the Final Deliverable



Skills You Will Gain

- Business Need Framing
- Requirements Elicitation
- Requirements Classification
- Acceptance Criteria Writing
- BPMN Process Mapping
- Gap Analysis
- MoSCoW Prioritisation
- Business Case Writing

Why Attend This Course

- From collecting wish lists in meetings to planned elicitation that asks the right people the right questions
- From long, untestable requirement documents to classified requirements with clear acceptance criteria
- From choosing solutions by preference to comparing options against criteria and expected value
- From scattered notes and emails to a requirements package with a supporting business case

Conclusion

Business analysis practice links what an organisation needs to what it builds or buys, by turning needs into agreed requirements and testing solutions against expected value. The course makes three distinctions clear: the analyst's role versus the project manager's, current state versus future state, and must-have requirements versus those that can wait. It suits practitioners who carry out analysis in projects and operations and want five applied days on the work itself, rather than a course built around certification exam content.

Course FAQs

What is business analysis practice?

It is the day-to-day work of identifying business needs, eliciting and documenting requirements with stakeholders, analysing processes and data, and recommending and evaluating solutions so that initiatives deliver the value the organisation expects.

What is the difference between business requirements and solution requirements in business analysis?

Business requirements state the goals and outcomes the organisation wants. Solution requirements describe the features and qualities a solution must have to achieve those outcomes. Each solution requirement should trace back to a business requirement.



Which standards does the business analysis practice course follow?

The course follows the BABOK Guide for knowledge areas and techniques, uses BPMN to model processes, and applies MoSCoW prioritisation when ranking requirements for scope decisions.

Is business analysis practice training suitable for a process owner?

Yes. Process owners gain the techniques to describe current and future processes in BPMN, express needs as clear requirements and judge solution options against criteria that matter to their operations.

What do delegates produce in business analysis practice training?

Delegates produce a requirements package for a case scenario, including stakeholder analysis, classified and prioritised requirements, a BPMN process map, and a business case recommending one solution option.

