AgileBA®
Agile Business Analyst Handbook

Lead author: Dot Tudor

Agile Business Products

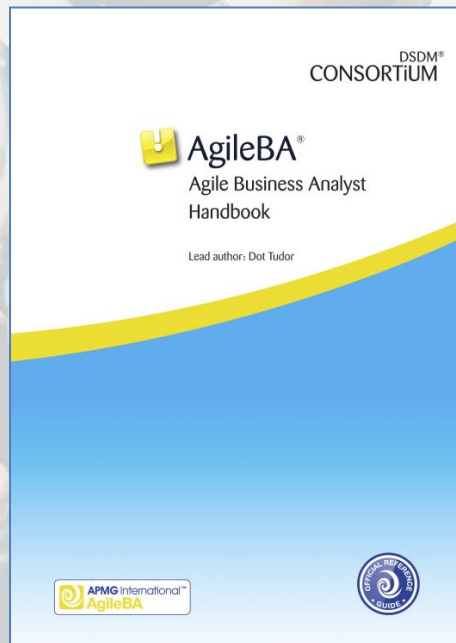**AgileBA**

PRACTITIONER

APMG International

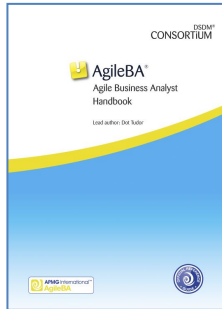**AgileBA®** guidance, training and certification

Develop the skills needed to become a proficient Agile Business Analyst.

Approved training courses available globally via APMG's network of accredited training organizations (ATOs).

Foundation and Practitioner level certification available.

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AgileBA® (Agile Business Analysis)

AgileBA Handbook
Official guidance

**Published by
Agile Business Products**

Approved Training
via Accredited Training
Organizations (ATOs)

**Accredited by APMG to
offer approved training services**

Certification
Foundation + Practitioner

**Syllabus & exams
developed by APMG**

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Agile Business
Products

**Developed in partnership with Agile Business Products –
the leading not-for-profit professional body for promoting
and enabling business agility worldwide.**

www.agilebusiness.org

Agile Business Products created the AgileBA Handbook and partners with APMG
to develop the supporting accredited training and certification program.

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The Agile Manifesto

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

Individuals and interactions **over** processes and tools

Working software **over** comprehensive documentation

Customer collaboration **over** contract negotiation

Responding to change **over** following a plan

That is, while there is value in the items on the right,
we value the items on the left more.

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Background

- Agile's influence on the project management industry continues to rise at pace.

- Increasing numbers of organisations and project professionals are embracing Agile tools and frameworks as they aim to increase the success of – and return on investment from – projects, product / software development and other change initiatives.

- Despite originating in the software development arena, Agile methods and frameworks are becoming increasingly popular in a wide variety of industries and projects as the benefits over more traditional frameworks and methodologies are realised.

- As organizations and individuals embrace and transition to Agile ways of working, the roles of key personnel can evolve significantly, requiring fresh guidance, concepts and techniques.

- Prior to AgileBA, there was little in the way of detailed guidance directly addressing the role, responsibilities and skills of the Agile Business Analyst.

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Role of the Business Analyst, in an Agile world

The Business Analyst's role is to study the overall business and information needs of an organization, in order to facilitate solutions to business problems. This may involve:

- Strategic analysis, modelling strategic themes and drivers
- Business capability modelling – modelling what the business does (conceptual activity models), as opposed to how it does it (physical process models)
- Process and value stream (value chain) mapping
- Skills and competency mapping
- Process re-definition / re-engineering
- Data definition and events identification
- Liaison between different business and technical disciplines
- Requirements engineering
- Discovery and definition of cost-effective, valuable solutions to business needs

Role of the Business Analyst, in an Agile world

Business analysis operates from the top level of the organization, dealing with the Vision, Mission, Objectives and Strategy, right through to the tactical level where programmes of work are set up to address strategy and where solution development projects often reside.

At the higher level, the Business Analyst is a business architect, defining and modelling what the business will do strategically. High-level organizational models allow robust and coherent business architecture to be defined, with clear objectives and measures. This will then support tactical decisions of how the objectives are to be achieved at programme and project level.

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Why AgileBA?

Introducing an Agile approach has a significant impact on the role of the Business Analyst, on their existing skills and their way of working.

Whilst traditional skills are still valuable, new skills and ways of working need to be adopted to harness the benefits of a new way of working and to appreciate the different relationships with co-workers.
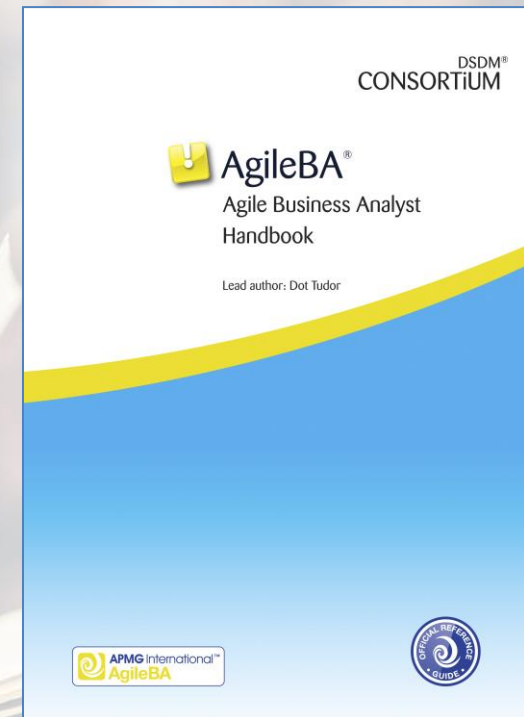
Why AgileBA?

There is a growing body of evidence that an Agile approach is an effective way of working in projects. Key features:

- The collaborative working and involvement of people with the right skills, including those of the customer and end-users of the product we are producing

- An incremental approach, delivering value early and regularly

- The acceptance that we cannot know all of the detail at the outset, and that we will inevitably learn more as work progresses

- The definition of fine detail only just before we need it, to avoid the waste of trying to predict the detail too early

- The empowerment of people at the right levels, to make decisions on detail.

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The AgileBA Handbook

- Provides useful, practical and comprehensive guidance on the role of the Business Analyst working in an Agile way (the Agile BA).

- Gives context to the BA role beyond the individual project, in relation to organizational mission and strategy.

- Offers additional depth and guidance for the BA role.

- Guidance based on Agile Business Product's Agile Project Framework (established for 20+ years and regularly refreshed)

DSDM®
CONSORTiUM

AgileBA®

Agile Business Analyst Handbook

Lead author: Dot Tudor

APMG International™
AgileBA

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What's in the Handbook?

CHAPTERS

The Role of the Business Analyst, in an Agile World

Agile Fundamentals and the Agile BA

The Agile Business Case

Stakeholders in the Agile Project

Requirements and User Stories

Prioritisation

Workshops

Modelling

Timeboxing and Iterative Development

Requirements Planning and Estimating Throughout the Lifecycle

The Requirements Lifecycle in an Agile Project

Making the Transition to Agile BA

APPENDICES

A: Glossary

B: Modelling Techniques

C: Project Approach Questionnaire (PAQ)

D: Facilitated Workshops

E & F: Bibliography & Index

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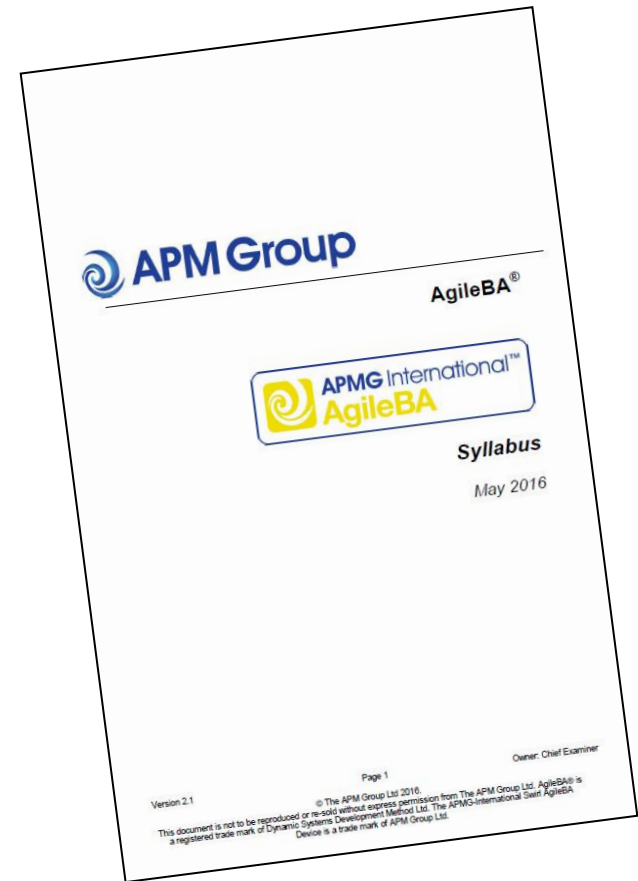
AgileBA certification – the syllabus

- Four key areas:-

    - Business Analysis Fundamentals

    - Strategy and Organisation

    - Practices

    - Requirements

AgileBA Exams

FOUNDATION	PRACTITIONER
Multiple-choice format	Objective-testing format
50 questions	4 questions (20 marks each)
50% pass mark (25/50)	50% pass mark (40/80)
40 minutes	2.5 hours
Closed-book	Open-book (Handbook permitted)
No pre-requisites	Foundation pass pre-requisite

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Foundation complementary modules (optional)

We live in a VUCA environment which sees the business landscape continually evolving. The world of business analysis is, of course, no exception to this. We are continually discovering new approaches and techniques for tackling key challenges.

The AgileBA Foundation complementary modules (introduced in 2023) reflect the evolving nature of business analysis. Candidates for the new modules will be introduced to new and innovative thinking and concepts concerning key aspects of business analysis in an Agile environment.

The complementary Foundation modules are optional. Candidates can choose to study and certify for individual modules, or all three combined.

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Foundation complementary modules (optional)

The new modules address the following topics:

☐ **COMPLEXITY AND NAVIGATION**

Exploration of how technology has impacted life on earth, leading to a profound rate of change, and the rise of business agility to address volatility, uncertainty, complexity and ambiguity (VUCA).

☐ **VISION AND VALUE**

How do you define the parameters of a successful solution? Business Analysts need to focus on value delivery, but how do we define value in the VUCA world?
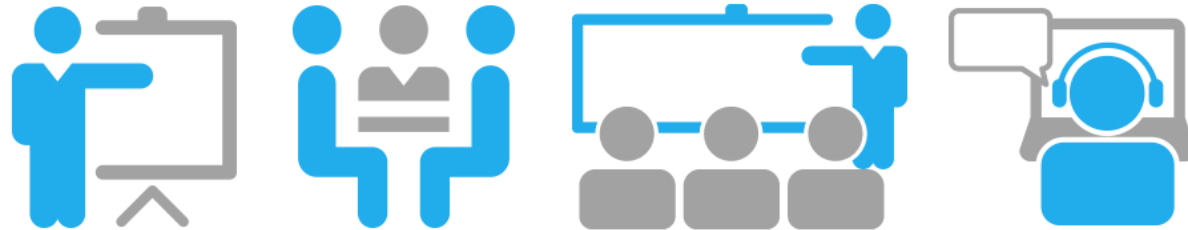
☐ **EXPERIMENTATION AND VALIDATED LEARNING**

To support better decision-making, experimentation and validated learning is used extensively in VUCA domains. This module introduces a process for creating experiments that can be performed rapidly so that ideas can be tested in a safe-to-fail manner.

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Training

Train / certify to Foundation level only or Foundation + Practitioner

Approved training courses available via APMG ATOs
(Accredited Training Organizations)

(RECOMMENDED)

APMG accredited processes, courseware and trainers.
ATOs offer a range of course options, from traditional tutor-lead to fully online.

Self-study is also an option.

AgileBA target audience

- Practicing and aspiring Business Analysts operating in an Agile environment

- Practicing and aspiring Business Analysts operating in a traditional environment looking to migrate to Agile

- Agile team members with BA responsibilities

AgileBA – benefits for organizations

AgileBA will provide an organization with a standard approach to executing agile projects, as the approach is aligned with AgilePM and AgilePgM.

Implementation of AgileBA delivers the following advantages:

- Informs Agile and traditional project managers – who often also have business analysis responsibilities, of the content of an Agile business analyst role in addition to educating them on Agile techniques.
- Scrum developers will benefit from gaining an understanding of the Business Analyst role. AgileBA fills the gap of lacking Business Analyst understanding as a result of there being no defined roles for Scrum developers.
- Product Owners will benefit from the Agile development skills delivered during the AgileBA training courses.

AgileBA – benefits for individuals

- The guidance and training provides business analysts involved in Agile projects, large and small, with the tools they need to adopt an agile approach.

- It gives advice on focus and value-delivery and guidance on working with business stakeholders, developers, testers and outlines the skills needed to deliver solutions incrementally.

- It equips the business analyst with techniques to incorporate Agile approaches into a programme and to align change with organizational objectives.

- Individuals will gain:-

  – Knowledge and understanding of AgileBA

  – Agile Business Analysis techniques

  – How to move from traditional to more agile ways of working

- Successful candidates can claim an additional Business Agility Professional Level 1 digital badge from the Agile Business Consortium, offering candidates additional recognition of their achievements.
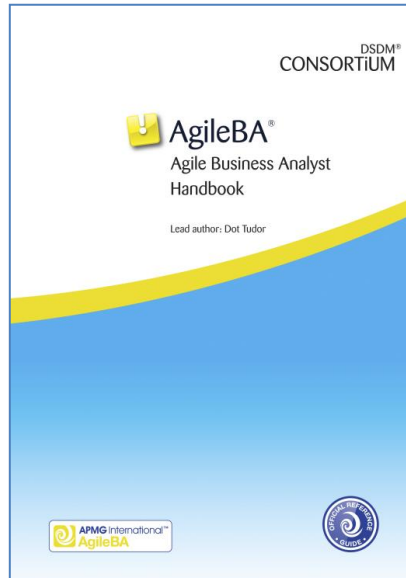
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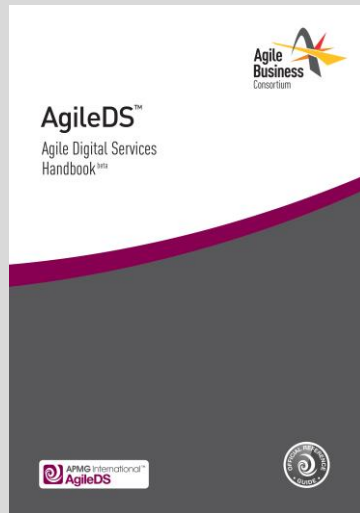
Find out more….

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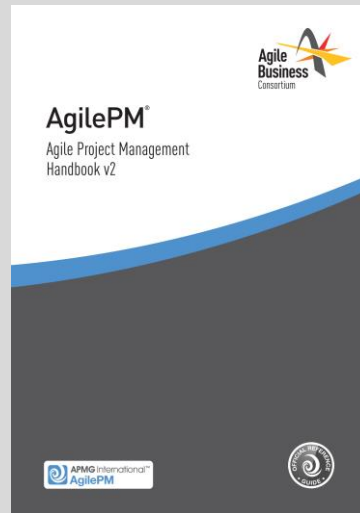
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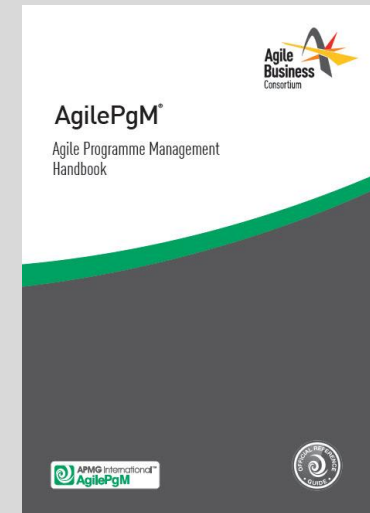# Also available…

www.apmg-international.com/AgileDS

www.apmg-international.com/AgilePM

www.apmg-international.com/AgilePgM

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Agile Business
Products

Find out more at:

www.agilebusiness.org

Including:
Membership (individual and corporate)
Free-to-download resources
Training and certification
Events

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