Business Analysis for the Project Manager

Course Summary

Description

Business Analysis for the Project Manager presents those aspects of Business Analysis that are most important for the Project Manager to know. After reviewing core concepts, participants engage in numerous hands-on exercises in order to learn the many project responsibilities of the Business Analyst, as well as how the Project Manager can support and collaborate with that role. Topics include definition of proposed projects; stakeholder analysis; project requirements development, validation, management and communication; and Business Analyst participation in design, test, and scope validation. Although the focus is largely on waterfall style projects, the BA role in both waterfall and agile projects is discussed.

Topics

- The nature of Business Analysis
- Roles of the Business Analyst
- The central importance of requirements in any project
- The need for qualified BAs
- PM and BA collaboration
- The Business Case and Project Charter
- Stakeholder identification and analysis
- The Business Analysis Plan
- Requirements elicitation
- Analyzing and documenting requirements
- Verifying and validating requirements
- Requirements management
- Scope validation
- Role of the BA in transition planning and implementation

Audience

This course is of particular value to project managers and other project staff with direct or indirect responsibility for requirements definition and analysis; Project Management Office staff; and managers of project managers.

Prerequisites

This course assumes that participants have some project management experience and a basic understanding of the business analyst role.

Duration

Two days
14 PDUs/CDUs

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Course Outline

I. Introduction to Business Analysis
   A. Nature of Business Analysis
   B. Roles of the Business Analyst (BA)
   C. The central importance of requirements
   D. Business Analysis supports project success
   E. The BA as Value Champion
   F. The BA as Stakeholder Advocate
   G. PM and BA collaboration

II. Stakeholder collaboration skills
   A. Stakeholder identification and analysis
   B. Role of the BA in expectations management

III. Project Definition
   A. Solution definition
   B. Root cause analysis
   C. Defining business need
   D. The Business Case
   E. The Project Charter

IV. Understanding Project Requirements
   A. Definition of requirement
   B. Four Requirement types
   C. Format of documented requirements
   D. Requirements development

V. Requirements Planning
   A. Business Analysis Plan
   B. Project Ecosystem
   C. Requirements Engagement Plan
   D. Integration with the Project Plan
   E. Applying the Triple Constraint requirements work
   F. BA role in risk management

VI. Requirements Elicitation
   A. Elicitation techniques
   B. The need for stakeholder engagement
   C. Requirements versus design
   D. Choose the best elicitation technique

VII. Analyzing Requirements
   A. Requirements analysis activities
   B. Business Analysis for Project Managers
   C. Requirements analysis models
   D. Reviewing models with stakeholders
   E. Prioritizing requirements

VIII. Documenting Requirements
   A. Requirements documentation options
   B. Methods for recording individual requirements
   C. Requirements quality characteristics
   D. The Requirements Document
   E. Requirements in procurement

IX. Verifying and Validating Requirements
   A. Verifying and Validating Requirements
   B. Using Requirements Traceability
   C. Validating the Requirements Document
   D. Requirements approval

X. BA Functions in Execution
   A. Participation in design
   B. Roles in requirements management
   C. Using RTM tools
   D. Requirements re-use
   E. Solution validation
   F. Creating the right solution
   G. BA role in testing

XI. Final Course Review