CVR / IT Consulting

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Business Analysis for Project Managers

Course Overview

Although the Project Manager is ultimately accountable for the quality of project requirements, it is the Business Analyst (BA) who develops them. *Business Analysis for Project Managers* explains the role of the BA and examines many of the most common business analysis practices that are of special significance to the Project Manager. By better understanding the work of the BA, the Project Manager is in a better position to ensure that the project gains full benefit from the BA's contribution. Although the focus is largely on waterfall style projects, the BA role in both waterfall and agile projects is discussed. Topics include:

- The value of Business Analysis
- Roles of the PM and BA
- BA competencies
- Solution definition
- Types of project requirements
- Planning for the requirements engagement

- Requirements Elicitation
- Analyzing and documenting requirements
- Verifying and Validating Requirements
- Requirements management
- Solution validation

Who should attend

This course is of particular value to project managers; program managers; Project Management Office staff; managers of project managers; and anyone interested in promoting effective PM – BA collaboration.

Prerequisites

This course assumes that participants have participated in some projects and have some understanding of one or more business analyst roles.

Class Information

- **Course I.D. Number:** 4075   **Typical class size**: 6 to 20 attendees
- **Duration**: 2 days   **Delivery**: Virtual or onsite
- **Participants receive:**

  - CBAP® Certified Instructor
  - Comprehensive Participant Guide
  - Certificate of Participation
  - BA templates
  - 14 CDUs / PDUs (Technical: 9 Leadership: 3   Strategic: 2)

Learning Approach

- A highly qualified instructor will use interactive lecture format, more than 20 hands-on exercises, team activities, group discussions, and other techniques to drive home the essential points of this material
- We will build on your prior experience in this topic, while providing you with a structure and vocabulary to use in all of your future projects.
- If you have modest understanding of the Business Analyst role, you should find that the clarity of the material and direct presentation style of the instructor will make the subject matter easy to understand.

Business Analysis for Project Managers

Course Outline

Section 1: Introduction to Business Analysis

- Business Analysis
- Reasons organizations perform projects
- Coordination of Roles: PM and BA
- Value of Business Analysis

Section 2: The Business Analysis Professional

- IIBA®: BABOK Guide®
- PMI®: Business Analysis Practice Guide
- Certification programs
- BA competencies

Section 3: Stakeholder Collaboration Skills

- Stakeholder identification and analysis
- Stakeholder Management

Section 4: Solution Definition

- Problem assessment
- Needs analysis
- Root cause analysis
- Solution definition
- The business case
- Improvement recommendations
- Value Realization Plan

Section 5: Understanding Project Requirements

- Poor requirements drive project failure
- Agile and waterfall project methodologies
- Definition of requirement
- Requirements types
- Source of requirements
- Requirements lifecycle
- The Vision and Scope Document
- SMART
- Work Breakdown Structure (WBS)
- Benefits of good requirements

Section 6: Requirements Planning

- Requirements context
- Roles and responsibilities
- Drivers of requirements planning

- Elements of planning
- Business Analysis Plan
- Requirements Engagement Plan
- Benefits of planning
- BA – PM Partnership

Section 7: Requirements Elicitation

- Requirements elicitation
- Elicitation versus Gathering
- Stages of elicitation
- Elicitation techniques
- Requirements Versus Design
- Choose the best elicitation technique

Section 8: Analyzing Requirements

- Requirements analysis
- Requirements analysis activities
- Requirements analysis models
- Review models with stakeholders
- User stories

Section 9: Documenting Requirements

- Requirements documentation options
- Methods for recording requirements
- Writing individual requirements
- Requirements quality characteristics
- Consequences of poor requirements quality
- Consequences of poor document quality

Section 10: Managing Requirements

- Verifying and Validating Requirements
- Using Requirements Traceability
- Validating the requirements document
- Requirements approval
- Requirements management
- Transition requirements
- Requirements re-use
- Solution Validation
- Solution Assessment

Final Review and Q&A

This course includes more than 20 hands-on exercises and demos that help reinforce learning and retention.

Licensing

Use this course to teach your students!

This course is available under license to qualified Training Providers. See: **http://www.cvr-it.com/coursewareondemand/** or contact us: (800) 877.8129 or **info@cvr-it.com**