

## How to Plan and Monitor Business Analysis Activities

*Instructor-Led, On-Site Duration 2 days*

### Overview

Business analysis is one of the most critical aspects of any information technology project. Without the right requirements, you cannot deliver the right solution. Unfortunately, analysis is by its nature a process of discovery, meaning you cannot know what you will find until you find it. This uncertainty makes the business analysis activity particularly challenging to plan and manage. As a result, planning and managing the Business Analysis part of a project is its own Knowledge Area within the *Business Analysis Body of Knowledge*® (BABOK® v2.0).

Basically, defining the business requirements is a sub-project within the project to deliver the solution. This course presents minimalist project management techniques that can help you plan and monitor the seemingly chaotic process of business analysis. At the same time, these techniques are fully compatible with methods for managing any size project.

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### Target Audience

Business Analysts	Project Leaders
Business System Analysts	Quality Engineers
Business Process Engineers	Systems Analysts
Business Systems Architects	Test Engineers
Data Modelers	

### Learning Objectives

*Upon completion of this seminar, you will . . .*

- Defend the need for planning and monitoring business analysis activities
- Distinguish between change-driven and plan-driven initiatives
- Select the best fit business analysis approach based on project and organizational parameters
- Recognize and prepare for risks related to business analysis activities
- Plan business analysis activities based on project variables
- Use Onion Diagrams and RACI matrixes to facilitate stakeholder interactions
- Plan stakeholder interaction based on individual stakeholder characteristics
- Pave the way for low-effort requirements management throughout the project
- Use quantifiable metrics to monitor business analyst performance

*Developed and presented by:*



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## 1 Introduction to Business Analysis Planning and Monitoring

### Planning and Monitoring Business Analysis Activities

Key Concepts in this Course  
 Business Analysis Planning  
 Monitoring Business Analysis Activities  
 Keys to a Successful Course  
 Exercise: Your priorities for this course

## 2 BABOK Knowledge Area 2

### KA2 Plan and Monitor Business Analysis Activities

Introduction to the IIBA® Body of Knowledge  
 BABOK Structure: Knowledge Areas, Tasks, and Techniques  
 Knowledge Areas of the BABOK®  
 Requirements a la BABOK®  
 Business Analysis Planning and Monitoring  
 Business Analysis Planning & Monitoring  
 Key Concepts in this Knowledge Area  
 Business Analysis in Your World  
 Exercise: Requirements Risks

## 3 Planning the Business Analysis Approach

### Finding the Right Approach

Goals of this Module  
 Project Management Plans  
 Business Analysis Approach  
 Inputs to Determining the Business Analysis Approach  
 Spectrum of Project Life Cycles  
 Discussion: Plan-driven or change-driven?  
 Timing of BA Work  
 Formality of BA Deliverables  
 Level of Detail  
 Requirements Prioritization  
 Change Management  
 Interaction with Stakeholders  
 Requirements Traceability  
 Exercise: Plan the Business Analysis Approach

## 4 Discovering and Quantifying Business Analysis Risks

### Dealing with Requirements-Based Risks

Exercise: Risk Experienced  
 What is Risk?  
 Uncertainty  
 Impact  
 It's Not Always Negative  
 How to Describe a Risk  
 You Can't Fix Everything  
 Risk Assessment  
 Exercise: Requirements Risks  
 Exercise: Risk Planning

## 5 Planning Business Analysis Activities

### Getting Down to Business Analysis Activities

Example Work Breakdown Structure  
 Information Gathering Activities  
 Example WBS with Activities  
 Exercise: WBS for your Deliverables  
 Discussion: Business Analysis Activities  
 Exercise: Identify WBS and Activities  
 Exercise: Decompose Activities  
 Exercise: Plan when the Activities Will Occur  
 Divide Up the Work  
 Exercise: Update the RACI

## 6 Stakeholder Analysis

### Understanding and Preparing Stakeholders

A Stakeholder Is...  
 Identify Stakeholders  
 Using an Org chart  
 Stakeholder List  
 Discussion: Who Are the Stakeholders?  
 Stakeholder Analysis  
 Stakeholder Map: Show Communication Links  
 Stakeholder Analysis: Needs and Expectations  
 Stakeholder Analysis: Influence and Attitude  
 Force Field Analysis  
 Stakeholder Analysis: Complexity  
 Informal Stakeholder Analysis  
 Exercise: Conduct a Stakeholder Analysis  
 Stakeholder Roles  
 Example of a RACI Matrix  
 Exercise: Develop a RACI Matrix

## 7 Creating a BA Communication Plan

### Dealing with Project Communications

Nature of Communication  
 Example BA Communications Plan  
 Exercise: Create a BA Communication Plan

## 8 Developing a Requirements Management Plan

### Preparing for Requirements Management

What is in a Requirements Management Plan?  
 Key Aspects of Requirements Management  
 Where Does the Requirements Management Plan Fit?  
 Requirements Repository  
 Traceability  
 Requirements Attributes  
 Change Management  
 Exercise: Create a Requirements Management Plan

## 9 Monitoring Business Analysis Activities

### Business Analysis Performance Metrics

Concepts in This Module  
 Metrics, Measurements and Baselines  
 Business Analysis Performance Measurement

Discussion: Business Analysis Performance  
Measurements  
To Implement a Measurement Program  
Discussion: What Do You Want to Measure and  
Why?  
State Your Goals  
Define Measurements to Compare to the Goals  
Determine How to Collect and Store the Data  
Feedback

Root Cause Analysis using a Fishbone Diagram  
Risks Associated with Performance Measurement  
Exercise: Root Cause Analysis

## **10 Wrapup and Closure**

### **Course Closing**

Discussion: Course Review  
Exercise: Lessons Learned