

## How to Plan Business Analysis Activities and Manage Risks

*Instructor-Led, Web-Delivered Duration 2 Sessions*

### Overview

Planning business analysis activities is often perceived as a project manager responsibility. Indeed, what makes the business analysis activities of a project any different than any other activity? Because study after study indicate that missed or misunderstood requirements are the number one cause of project failure, paying special attention to these critical areas would seem to be a good idea.

This virtual workshop focuses on the first half of techniques recommended by the International Institute of Business Analysis (IIBA® in the *Business Analysis Body of Knowledge (BABOK®)*. Targeting senior business analysts, we present and apply techniques that plan how requirements will be approached, traced, and prioritized, identify appropriate stakeholders for the project, determine and manage risks associated with the project.

### Target Audience

Project Managers

Business Analysts

Project Leaders

Anyone interested in reasonably trustworthy early project estimates.

Project Office

Senior Business Analysts

### 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

*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