

BAP-4 Project Management Skills for Business Analysts

DESCRIPTION

Business analysts must determine and plan the requirements elicitation, analysis, documentation, and validation activities that will be performed on projects, the documents and models that will be produced, and how changes to requirements will be controlled and managed. In order to be able to effectively create business analysis planning deliverables, and to manage the requirements process, it is critical that essential project management concepts, skills, and techniques are utilized.

The primary purpose of this course is to provide the essential project management concepts and techniques to effectively plan for the creation of the business analysis deliverables and activities and manage the requirements process and BA activities.

AUDIENCE

This course is intended for business analysts who want to learn the essential project management concepts and techniques to effectively plan and manage project requirement activities.

DURATION

- The duration of this course is 2 days (14 hours)

COURSE OBJECTIVES

- Explain the relationship between project management and business analysis
- Learn how to create and manage the requirements using scope management processes
- Learn how to apply time management processes to create and manage a realistic schedule for BA activities
- Apply cost management to create and manage a budget for BA activities
- Using Communications management processes to manage information
- Managing requirement risks by applying risk management processes

COURSE CONTENTS

Module 1: Key Concepts

- What is a Project?
- Project Types Involving Business Analysts
- Business Analysis or Project Management?
- Key Role Definitions in Projects
- The Partnership Between the Project Manager and the Business Analyst
- Major Business Analyst Project Activities
- Key Challenges Business Analysts Face

Module 2: Defining the Project

- Why Do Projects Get Initiated?
- Roles and Responsibilities
- Components of a Project Charter
- Scope of Work
- Project vs. Product Scope
- Milestone Schedule
- Assumptions and Constraints

Module 3: Using Project Life Cycles to Manage Requirement Risks

- Selecting the Development Approach
 - ✓ Waterfall
 - ✓ Iterative
 - ✓ Agile

Module 4: The Importance of Planning

- Why Plan Projects?
- What Are Competing Demands?
- Rolling Wave Planning
- Inputs into the Requirements Phase
- Plan the Requirements Phase Activities
- Plan the Requirements Management Activities
- Plan for the Verification & Validation Activities
- Test Plan Components
- Plan for the Post-Delivery Activities

Module 5: Developing Schedules

- What is a Schedule?
- Dealing with Mandated End Dates
- The Scheduling Process
- Breaking Down the WBS into Activities
- Sequence the Activities
- Assign Resources
- Estimate Activity Units
- Calculating Duration
- Recognizing the Critical Path
- Baseline the Schedule

Module 6: Determining Cost Estimates for Requirements

- Cost Estimating
- Attributing Cost to the Project
- Prepare a Cost Baseline
- Value Measures

- Accumulation of Value
- Prioritization Requirements Based on Capabilities-Based Assessment

Module 7: Effective Communication

- What is Communications? Sender-Receiver Model
- Steps to Achieve Effective Communication
 - ✓ Identify all Stakeholder Groups
 - ✓ Communication Channels
 - ✓ Determine Unique Information Needs
 - ✓ Determine Optimal Media
 - ✓ Determine Optimal Frequency
 - ✓ Document the Requirements Communication Plan
 - ✓ Add Communication Activities to the Schedule

Module 8: Reducing Requirement Risks

- What is Risk?
- The Risk Management Steps
 - ✓ Plan for Risk Management
 - ✓ Identify Requirements Risk
 - ✓ Assess and Prioritize the Risk
 - ✓ Develop Response Strategies
 - ✓ Update the Schedule and Requirements Management Plan

Module 9: Managing the Business Analyst's Activities

- Manage Requirement Changes
 - ✓ The Cost of Change
 - ✓ Change Control
 - ✓ Change Request Submittal, Analysis and Approval
 - ✓ Requirements Management Tools
- Manage the Schedule
 - ✓ Identify Schedule Variance (SV)
 - ✓ Correcting Schedule Issues
- Manage Costs
 - ✓ Identifying Cost Variance (CV)
 - ✓ Correcting Cost Issues
- Manage Communications
 - ✓ Measuring Effectiveness of Communications
 - ✓ Issue Management Process
 - ✓ Delivering Bad News
- Manage Risks
 - ✓ Risks Actions
- Verify and Validate the Requirements
 - ✓ Business Analyst Closing Activities