



Business Analysis Practice

CoE Training

nearshore
technology

agenda

introduction

planning & monitoring

elicitation

requirements mgmt. & communication

enterprise analysis

requirements analysis

solution assessment & validation

basic BA project approach

underlying competencies

techniques

business frameworks

certifications

**planning &
monitoring**

Content

- ☐ BA Approach
- ☐ BA Stakeholder Engagement
- ☐ BA Governance
- ☐ BA Information Management
- ☐ Identify BA Performance Improvements



Approaches

Plan Driven

Waterfall – Re-engineering – BRD

Focus on minimizing up-front uncertainty and ensuring that the solution is fully defined before implementation begins in order to maximize control and minimize risk.



Change Driven

Agile – Continuous Improvement – User Stories

Focus on rapid delivery of business value in short iterations in return for acceptance of a higher degree of uncertainty regarding the overall delivery of the solution.



Change Management

Plan Driven

Waterfall – Re-engineering – BRD

Seek to ensure that changes only occur when they are genuinely necessary and can be clearly justified. Changed requirements impact both the solution scope and the project scope.



Change Driven

Agile – Continuous Improvement – User Stories

Generally, no separate change management process distinct from the selection of requirements for a given iteration. Changes to existing solution capabilities are simply prioritized and selected for an iteration using the same criteria as new features and capabilities.



RACI Matrix

(R)esponsible (A)ccountable (C)onsulted (I)nformed

Tools

ROLE	Project Leadership					Project Team Members					Project Sub-Teams					External Resources			
Project Deliverable (or Activity)	Executive Sponsor	Project Sponsor	Steering Committee	Advisory Committee	Role #5	Project Manager	Tech Lead	Functional Lead	SME	Project Team Member	Developer	Administrative Support	Business Analyst	Role #4	Role #5	Consultant	PMO	Role #3	Role #4
Initiate Phase Activities																			
Request Review by PMO	A/C	R/A				R/A	A/C		C										
Submit Project Request						R											A		
Research Solution	I					R/A	A/C	A/C	C				C			C			
Develop Business Case	I	A/C	I	I		R/A	C	C	C				C			C	C		
Plan Phase Activities																			
Create Project Charter	C	C				R/A	C	C	C				C			C			
Create Schedule	I	I	I	I		R/A	C	C	C	C	C	C	C			C	I		
Create Additional Plans as Required	I	I	I			R/A				I	I	I	I			C	I		
Execute Phase Activities																			
Build Deliverables	C/I	C/I	C/I	C/I			R/A	R/A	R/A	R/A	R/A					A/C			
Create Status Report	I	I	I	I		R/A	R/A	R/A	R/A							C	I		
Control Phase Activities																			
Perform Change Management		C	C	C		R	A	A	A							C	I		
Close Phase Activities																			
Create Lessons Learned	C	C	C	C		R/A	C	C	C	C	C	C	C			C	C		
Create Project Closure Report	I	I	I	I		R/A	I	I	I	I	I	I	I				I		



Management



Repository

- Recording information on a single source available to all relevant stakeholders.

Traceability

- Based on domain complexity, potential impacts from risk, and an understanding of the costs and benefits involved.

Requirement Attributes

- Helps efficiently and effectively make tradeoffs between requirements, identify stakeholders affected by potential changes, and understand the impact of a proposed change.

Prioritization

- Which requirements should be investigated first, based on associated risk, cost to deliver, benefits, timelines, dependencies, resource constraints, etc.



Thank you!!

“Fail early, fail often, but always fail forward.”
- John C. Maxwell

go near