

## Chapter 1 : Project Management and Business Analysis Skills - CEG

*Abstract. Project management and business analysis are in fact two disciplines that are becoming more and more strategic for many companies. Project management focuses on the creation of the "product, service, or result" of the project in order to meet its objectives.*

Every new activity, every new product, every new project in the workplace is created in response to a business need. Has someone changed his mind altogether about the deliverable, when you were halfway through a project? Have you had conflicting requirements from multiple clients? A focused and detailed business requirements analysis can help you avoid problems like these. This is the process of discovering, analyzing, defining, and documenting the requirements that are related to a specific business objective. It leads you to better understand the business needs, and helps you break them down into detailed, specific requirements that everyone agrees on. Many organizations already have established procedures and methodologies for conducting business requirements analyses, which may have been optimized specifically for that organization or industry. If these exist, use them! However, do make sure you also consider the points below. How to Find Out Business Requirements Below is a five-step guide to conducting your own business requirements analysis. Identify Key Stakeholders Identify the key people who will be affected by the project. This may be an internal or external client. Then, identify who will use the solution, product, or service. These are your end-users. Your project is intended to meet their needs, so you must consider their inputs. Make sure that your list is complete: Our article on Stakeholder Analysis will help you identify stakeholders. Capture Stakeholder Requirements Ask each of these key stakeholders, or groups of stakeholders, for their requirements from the new product or service. What do they want and expect from this project? Remember, each person considers the project from his or her individual perspective. You must understand these different perspectives and gather the different requirements to build a complete picture of what the project should achieve. When interviewing stakeholders, be clear about what the basic scope of the project is, and keep your discussions within this. Otherwise, end-users may be tempted to describe all sorts of functionality that your project was never designed to provide. If users have articulated these desires in detail, they may be disappointed when they are not included in the final specification. You can use several methods to understand and capture these requirements. Here, we give you four techniques: Using stakeholder interviews Talk with each stakeholder or end-user individually. Using joint interviews or focus groups Conduct group workshops. This helps you understand how information flows between different divisions or departments, and ensure that hand-overs will be managed smoothly. This may help you eliminate unwanted or unnecessary requirements, so you can develop a list of the most critical issues. Using "use cases" This scenario-based technique lets you walk through the whole system or process, step by step, as a user. It helps you understand how the system or service would work. This is a very good technique for gathering functional requirements, but you may need multiple "use cases" to understand the functionality of the whole system. You might want to find existing use cases for similar types of systems or services. You can use these as a starting point for developing your own use case. Building prototypes Build a mock-up or model of the system or product to give users an idea of what the final product will look like. Using this, users can address feasibility issues, and they can help identify any inconsistencies and problems. You can use one or more of the above techniques to gather all of the requirements. For example, when you have a complete list of requirements after your interviews, you can then build a prototype of the system or product. Categorize Requirements To make analysis easier, consider grouping the requirements into these four categories: They describe the features and functions with which the end-user will interact directly. Operational Requirements " These define operations that must be carried out in the background to keep the product or process functioning over a period of time. Technical Requirements " These define the technical issues that must be considered to successfully implement the process or create the product. Transitional Requirements " These are the steps needed to implement the new product or process smoothly. Interpret and Record Requirements Once you have gathered and categorized all of the requirements, determine which requirements are achievable, and how the system or product can deliver them.

Finding This Article Useful? To interpret the requirements, do the following: Define requirements precisely

- Ensure that the requirements are: Not ambiguous or vague. Sufficiently detailed so that everything is known. Project over-runs and problems usually come from unknowns that were not identified, or sufficiently well-analyzed. Related to the business needs. Listed in sufficient detail to create a working system or product design. Prioritize requirements
- Although many requirements are important, some are more important than others, and budgets are usually limited. Therefore, identify which requirements are the most critical, and which are "nice-to-haves". Analyze the impact of change
- carry out an Impact Analysis to make sure that you understand fully the consequences your project will have for existing processes, products and people. Resolve conflicting issues
- Sit down with the key stakeholders and resolve any conflicting requirements issues. You may find Scenario Analysis helpful in doing this, as it will allow all those involved to explore how the proposed project would work in different possible "futures". Analyze feasibility
- Determine how reliable and easy-to-use the new product or system will be. A detailed analysis can help identify any major problems. Once everything is analyzed, present your key results and a detailed report of the business needs. This should be a written document. Circulate this document among the key stakeholders, end-users, and development teams, with a realistic deadline for feedback. This can help resolve any remaining stakeholder conflicts, and can form part of a "contract" or agreement between you and the stakeholders. Sign Off Finally, make sure you get the signed agreement of key stakeholders, or representatives of key stakeholder groups, saying that the requirements as presented precisely reflect their needs. This formal commitment will play an important part in ensuring that the project does not suffer from scope creep later on. You can use various techniques to gather requirements, but make sure those requirements are clear, concise, and related to the business. This process also helps you identify and resolve any conflicting requirements issues early on. Once you complete your analysis, record it in a written document. This becomes the "contract" for creating the product or system that addresses all the needs of your business or your client. Subscribe to our free newsletter , or join the Mind Tools Club and really supercharge your career!

**Chapter 2 : Business Analysis - School of Continuing Education**

*When a project is just getting underway, there are areas such as project scope definition, development of the project statement of purpose, project objectives, and identification of business risks that require expertise in both project management and business analysis.*

This professional contributes to solving the solution design and implementation issues in project management by providing expert advice, guidance and leadership to the project manager, team and other stakeholders. The business analyst takes ultimate responsibility for identify and solving problems affecting the business solution, and works closely with the project manager to analyze the existing business systems and make recommendations for improvement. Business Analysis in Project Management Basically, project management PM is about implementing change to business environment, and business analysis is about ensuring the expected quality and value of that change. Both are strategic processes that can exist independently. However, in practice they come up together as no project can be implemented strictly according to the business requirements if no thorough analysis has been carried out during the project lifecycle. A combination of effective project management and incisive analysis creates a foundation for justifying and accomplishing the ultimate objective of adding value into business operations more ideas. The following graph shows how both PM and business analysis impact the 4 phases of a typical high-level project lifecycle source: This individual needs to understand the current business needs of an organization in order to identify and reconcile the practical problems and facilitate rapid change and innovation through PM. The BA employs a project-based approach to problem-solving and decision-making for business improvement delivery. The role of business analyst in project management is crucial to addressing the expectations and reconciling the fears of all other stakeholders involved in the process. The project would be under risk of failure if no professional had been appointed to the business analysis role. Basically, the role is defined by two high-level activities, as follows: The BA explores the existing environment to identify the gaps that impede the business to reach the desired results. The BA develops an action plan to solve the problem and exploit open improvement opportunities. Different organizations have different views on the responsibilities of individuals involved in project management business analysis. In each particular project the role of BA is defined and described according to the problems and needs the candidate should be able to address. However, here is a list of four common responsibilities that are to be included in a typical job description of BA: Research Existing Business Systems This responsibility basically involves the reviewing of how the organizational structure works and what elements impact business performance and development. This plan provides suggestions and ideas that can help change the current state for the better desired situation. A rough outline of improvement project can be proposed. Document Business Requirements The BA needs to work with business users people who acts within, or is affected by, the business system to obtain a benefit or solve a problem to gather and elicit the business requirements for further documenting and project planning. This professional also considers the technical constraints. Facilitate Deliverables Acceptance While the project is in progress, the analyst needs to facilitate the acceptance process, which ensures the deliverables are built according to the initial requirements. The BA role is helpful during product testing and evaluation as providing quality assurance and control and communicating the deliverables state to the users. Taking into account this responsibilities list, a candidate pretending to the role of BA needs to meet the following requirements: Understand end-to-end business cycles Possess the ability to act effectively at various levels of detail Work constructively with teams and senior management Facilitate problem-solving and decision-making Be actively involved in project activities, such as business case development and requirements elicitation Business Analyst vs. Project Manager Although business analysis and project management are closely related disciplines, many organizations often remain uncertain regarding accurate and comprehensive role definitions. Some consider the business analyst role as necessary for their projects but distinctive from the project manager role. Others perceive both roles as different but the level of distinction remains unclear and not essential to the success of their PM initiatives. In truth, the roles are different. Sometimes one person “ who operates at different levels ” can analyze and

manage one and the same project, so the difference becomes implicit. In other cases, two persons take on the roles and work together on the project to ensure successful and value-added implementation. While a project manager is ultimately responsible for effective project planning, control and delivery, a business analyst takes care for ensuring the quality of the PM activities. If the manager plans out and controls project implementation, then the analyst explores and measures the value of the project output. The manager determines a path to success, and the analyst then identifies and eliminates worthless activities in that path. Eventually, both professionals work on improving the effectiveness and business value of PM. Business analysis should be perceived as the tool to facilitate and coordinate PM activities. This process removes inefficiencies and non-value adding activities. In some way, it promotes a quality assurance approach to ensure that detailed solutions for delivering business improvement are found and implemented through the project. And the project manager will take care for the overall planning, communication and delivery of those solutions. Difference in Competency Some professionals share a belief that effective project management and business analysis require one and the same pool of skills and competencies. People assigned to these executive roles need to develop and apply those skills to plan and deliver their projects and bring business value. An organization that wants to implement business change through PM can just involve professionals that have the required competencies in order to get the desired solutions. But the main question here is, does that organization perceive that the business analyst role requires one set of skills, while the role of project manager requires other competencies? It is a confusing question. Some companies recruit good project managers and no analysts. Others involve business change professionals but suffer from lack of well-trained management personnel. The solution here would be, identify a clear differentiation between both roles and determine the necessary set of skills for each role. David Lyneham-Brown in his great article identifies the following characteristics distinguishing business analysis in project management: Although many of the skills and competencies required for the roles are common, the way of setting the competence expectation differs from role to role. For example, for a project manager leadership is a core competence that requires setting, steering and balancing the way the team works through visioning, motivation and communication. For a BA leadership means an ability to set constructive relationships with the team through guidance, consulting and coaching. The manager leads the team towards implementing needed change, while the analyst provides leadership in order to ensure the expected quality of change. Daniel has a broad experience in developing strategies for managing business and project activities. He monitors the market trends, actively participates in various business workshops and contributes to the development of effective communications between teammates and team leaders in the companies he is working for.

## Chapter 3 : Dean T. Carson II, C.P.A. - Project Management / Business Analysis

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In a perfect world, the project manager and business analyst role would be two distinct roles; however when it comes to smaller sized projects and the need to reduce project costs, organizations are now looking for candidates who are knowledgeable and competent in both roles. Reduce Rework on Your Projects Do it right the first time. The key is to collaborate with your stakeholders and define complete and accurate business requirements at the beginning of the project business analysis ,so the right activities can be implemented throughout the project lifecycle to meet these requirements project manager. If you can wear both hats, not only you can ensure the project is delivered on time and within budget, but you can also bridge the requirements gap between the business line and IT so that everyone is happy with the end result! Manage the Project Better from the Start "Coulda, shoulda, woulda. When a project is just getting underway, there are areas such as project scope definition, development of the project statement of purpose, project objectives, and identification of business risks that require expertise in both project management and business analysis. On the flip side, having a strong grasp in project management will enable you to review the requirements, adjust the plan as necessary, and accurately review the ultimate solution. Control Change So, your project is up and running. All you need to do now is watch your project team execute and deliver, right? Being able to find a happy medium between conflicting priorities “ push forward to meet deadlines and stay on budget project manager , or take a step back to champion for the stakeholders and push for the requirements business analyst “ is both an art and a science. Diversifying your talents and abilities in both areas can help you more effectively manage last minute changes and make the best decision for all parties involved. This establishes the significant role of communication when it comes to project successes. One of the biggest challenges with which project managers are tasked is making sure that their team knows what they are doing, what is expected of them, and what their priorities are. Consequently, if the project team members do not know their tasks and how they should go about accomplishing them, the entire project can turn into a chaotic mess. When this is missing, not only does the project fail to get off the ground or move forward“but essential requirements, changes, and risks could be missed and your project could fail. Increases Your Job Security within Your Organization As the economy has tightened, organizations have decreased their project budgets; however, they still need projects to be completed, and combining the role of the project manager and business analyst on projects has been one method to help cut costs, without canceling the project altogether. Increases Your Value in the Marketplace Economic issues aside, there are many organizations with reduced head count and smaller-scoped projects. Often times, these projects cannot be cost-effective with both the project manager and business analyst involved and there will generally be one person assigned to act as both roles. How can we prevent failure? According to research, the vast majority of this waste is completely avoidable and better requirements management could help. Larson, Elizabeth, and Richard Larson. Standish Group International, All other trademarks mentioned on this site are property of their respective owners.

## Chapter 4 : Business Admin Major: Project Management & Business Analysis | Towson University

*Course Objectives COURSE OBJECTIVES Understand the importance of project management and business analysis to CSU Familiarise with project management and.*

## Chapter 5 : Career in Project Management with Business Analysis Certification

*Skilled project managers and business analysts are in high demand in today's economy. For more than 16 years, individuals from employers large and small have attended UWM School of Continuing Education (SCE) for expert*

*instruction in project management and business.*

## Chapter 6 : Business Requirements Analysis - Project Management from from [racedaydvl.com](http://racedaydvl.com)

*Workforce Opportunity Services (WOS) is launching a new program to mentor, educate, and employ Veterans and Military Spouses for Project Management positions with our partner, Prudential Financial, in El Paso, TX.*

## Chapter 7 : The Role of Business Analyst in Project Management

*Business Analysis in Project Management. Basically, project management (PM) is about implementing change to business environment, and business analysis is about ensuring the expected quality and value of that change.*

## Chapter 8 : The Importance of Business Analysis for a Project Manager | [racedaydvl.com](http://racedaydvl.com)

*Our Story. Since , we have provided training and coaching in business analysis, project management, agile, BRM, BPM, and influencing and leadership skills that turn the complexity of industry standards into practical application.*

## Chapter 9 : Major in Business Administration - Project Management and Business Analysis < [Towson University](http://Towson University)

*Business analysis has become a competency of critical importance to project management. Becoming certified as a business analysis (BA) expert can move your career in a fresh direction while opportunities for BAs are on the rise.*