

# Business Analysis for Project Managers

This 2-day interactive workshop provides tools & techniques to bridge the gap between Project Management and Business Analysis to deliver successful, timely and profitable projects

16  
PDUs



Presented by Bart Bernink PMP



## Workshop Focus:

**Understand** the scope of a Business Analysis role and how it complement Project Management

**Apply** numerous world-class Business Analysis techniques in work environment immediately

**Learn** how to better communicate with all project stakeholders using best practice business analysis tools and techniques

**Appreciate** the similarities and differences between Business Analyst and Project Manager roles

**Plan** projects to include requirements analysis and understand requirements engineering

**Conduct** and support requirements elicitation activities and requirements validation that will support the business need

**Look** beyond the delivery of the project to pre- and post-project activities

**Familiarize** with requirements for professional BA certification under PMI® and IIBA® (15 minutes)

**KTC International**

Success through Competitive Intelligence

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## Overview:

The complexity of IT projects is forever increasing and the demand for delivering quality solutions on time and within cost is still critical for project success. Business analysis has a major impact on successful projects. A good understanding by the project manager of the role of a business analyst in the organization and their participation in the project, the tools and techniques they are using, and the major deliverables created by business analysts are essential elements to meet the challenging project demands.

Whilst a lot of Project Managers have been on formal training courses such as PRINCE2®, APM and PMI®, not many have had formal business analysis training which would help them and their organizations deliver more successful projects.

This course bridges the gap between Project Management and Business Analysis. It will extend the Project Manager's viewpoint to understand and facilitate excellent analysis and high quality requirements to deliver a fully formed solution, as well as delivering the project.

## About the Workshop Leader:



**Bart Bernink, PMP, CIPM, MPM, CBAP**, an independent senior business improvement consultant/trainer since 1994, has more than 35 years' experience in:

- project/program/portfolio management
- business analysis and
- business improvement

He worked for various leading companies in the Netherlands, Belgium, UK and the USA. Mainly in the IT department, Project Management Office and Business Improvement/Change Management Office. Specialist in aligning IT to support new or revised business strategies,

Bart managed large fixed price projects in E-commerce, financial, airline and governmental organizations. He worked as a project and program manager for Philips, KPN, Rabobank International, KLM, ABNAMro, Proximus, Shell, ING, Digital Equipment and Microsoft. Bart's current clients list include: Zadco (UAE), Shell, Barclays, HSBC(UK), Chevron(Angola, Kazakhstan), Rabobank Group, Etisalat Nigeria, Bpost(Belgium), Steedin, Vestada, Global Knowledge, ESI International Europe, Rio Tinto Guinee, Cisco, Kasbank, T-systems, Microsoft, KLM, Barclays Capital(UK), RASGAS(Qatar), ITA(Oman).

Since 2004 he is involved in introducing Agile development approaches for leading companies in Holland, Belgium and the UK. Not only in banking, oil and airline organizations but also with governmental departments. The solution development was done by 3 to 4 teams working parallel. For some teams played the role of Scum Master. Based on his practical experience Bart helps organizations to improve their project management and business improvement skills via on-the-job coaching and/or delivering workshops. Helped organizations to professionalize:

- Business analysis by introducing Change Management Organization within companies. Result was less projects were challenged (39% → 10%);
- Just In Time delivery, by introducing AGILE development approaches
- Project management by introducing state-of-the-art PMO organization, tooling and adjustment of existing project management processes
- Agile development

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## Workshop Agenda:

### Session 1: Introduction to Business Analysis

- Project Management vs Business Analysis
- Importance of Effective Business Analysis
- Role of the BA
- Standardization and Adaptability

### Session 2: Requirements Planning

- Role of the BA in Requirements Planning
- Vision and Scope Document
- Types of Requirements
- Stakeholders
- Business Analysis Plan

### Session 3: Requirements Elicitation

- Role of the BA in Requirements Elicitation
- Investigative approach
- Iterative approach
- Elicitation Techniques

### Session 4: Requirements Analysis

- Need for Analysis
- Using Analysis to get Stakeholder Feedback
- Value of Modelling Techniques in Analysis
- Modelling Techniques
- Types of Requirements
- Business Rules Analysis
- Prioritizing Requirements

### Session 5: Requirements Documentation

- Formal and Informal Documentation and the Level of Detail Required
- Writing for Usability and Comprehension
- Common Requirements Document Defects
- Components of a Formal Requirements Document
- Requirements Verification and Validation
- Requirements Sign-Off

### Session 6: Requirements Management and Communication

- Throughout the Project and to Decommission
- Change Management
- Define a baseline
- Define a change management process
- Identify the Change Authority
- Traceability and Its Uses
- Requirements Attributes
- Requirements Communication

### Session 7: Solution Validation and Acceptance

- Testing and Non-Testing Methods
- Purposes of Validation
- Find defects
- Prove compliance to requirements
- Test Cases and Test Suites
- Challenges in Testing
- Structured Testing
- Role of the BA in Solution Validation: the V Model
- Solution Acceptance and Project Close-Out

## Who should attend this workshop?



Project & Program Managers

PMO Leads & PMO Members

Senior Managers

Business Analysts working in project environment

Anyone else interested in the application of business analysis in project management

Seminar starts each day at 8:30am and finishes at 4:30pm. Lunch, coffee & refreshments are provided.

All participants will receive a Certificate of Attendance. The course is in line with PMBOK® Guide 7th edition and provides 16 PDUs / Training Hours.

# Business Analysis for Project Managers



## FAQs about this course and PMI-PBA® Certification

From [www.pmi.org](http://www.pmi.org) website

### What is Business Analysis?

Business Analysis is the evaluation of an organization's needs - followed by the identification and management of requirements - to arrive at a solution. In short, it is the discipline of working with stakeholders to define an organization's requirements in order to shape the output of projects and ensure they deliver the expected business benefit.

### How is Business Analysis related to Project Management?

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Requirements are an inherent aspect of Project Management (and Program Management) and Business Analysis is an important function that identifies, analyzes, and manages those requirements in order to ensure the goal of the project is achieved.

### How does Business Analysis relate to Requirements Management?

Business analysis is a discipline of the broader practice of Requirements Management. Risk, complexity, change, stakeholder and communications management are components of Requirements Management but are only useful if you successfully identify and plan for them within the project and/or program plan.

### How do Business Analysis and/or Requirements Management affect the success of projects and programs?

Requirements are essential to the development of projects and programs. In fact, project managers in PMI's 2014 Pulse of the Profession® study said that poor Requirements Management is a major cause of project failure, second only to changing organization priorities. That same Pulse study found that 37 percent of organizations report inaccurate requirements gathering as a primary reason for project failure.

### Why does the PMI-PBA® focus specifically on Business Analysis?

The influence Requirements Management practices have on projects is evident. As the emphasis on Requirements Management and its relevance to project success continues to rise, so too does the importance of having skilled individuals dedicated to this function within a project team. Business analysis is a critical function that helps define business requirements in order to shape the output of projects and drive successful business outcomes. In order to ensure the quality of requirements and projects, it is crucial that individuals be skilled and knowledgeable in industry standards and best practices.

### What makes the PMI-PBA® different than existing certifications in this space?

There are certainly similarities between the PMI-PBA credential and other certifications, as there are fundamental elements of business analysis that will be applicable in all contexts, but the core focus for PMI in this domain is how the function and role of business analysis impacts project and program management. There are certainly some business analysis professionals that operate outside of the realm of a project/program but based on our research, most individuals practicing business analysis are doing so within the context of a project/program. The essential skills involved to work with stakeholders to define requirements in order to deliver the desired business outcome is at the heart of business analysis and is precisely what is needed to enable project success. By concentrating our attention here, we believe we can better address the needs and problems that are currently facing projects and the organizations behind those projects.

### Do I need to be a business analyst to be eligible for this credential?

No. Having the specific title of business analyst is not a requirement for this credential. This credential focuses on the function of the project team member who assesses a business need and manages the requirements of a project to help implement a successful product/solution. Our research clearly indicates that the Business Analysis "hat" is worn by various people of various roles depending on the type of project or specific organization. Some examples are: business analyst, project manager, program manager, system analyst and systems engineer.

### Is this meant to be a business analysis certification for project managers or PMPs specifically? How is this different than the PMP?

The PMI-PBA® is not intended to be solely for project managers or individuals who already have a PMP credential. This credential can benefit anyone whose responsibilities focus on working with stakeholders to define an organization's requirements in order to shape the output of projects and ensure they deliver the expected business benefit.