

PMI® Authorized Certified Associate in
Project Management (CAPM)®
Exam Prep Course

Business Analysis Frameworks

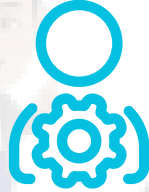
Aligning Solutions to
Business Objectives



In This Session:



The importance of business analysis



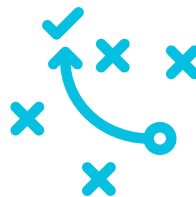
Business analyst role



Requirements as the focus of business analysis



Stakeholders and the business analyst



Influence of project approaches on business analysis



The Importance of Business Analysis

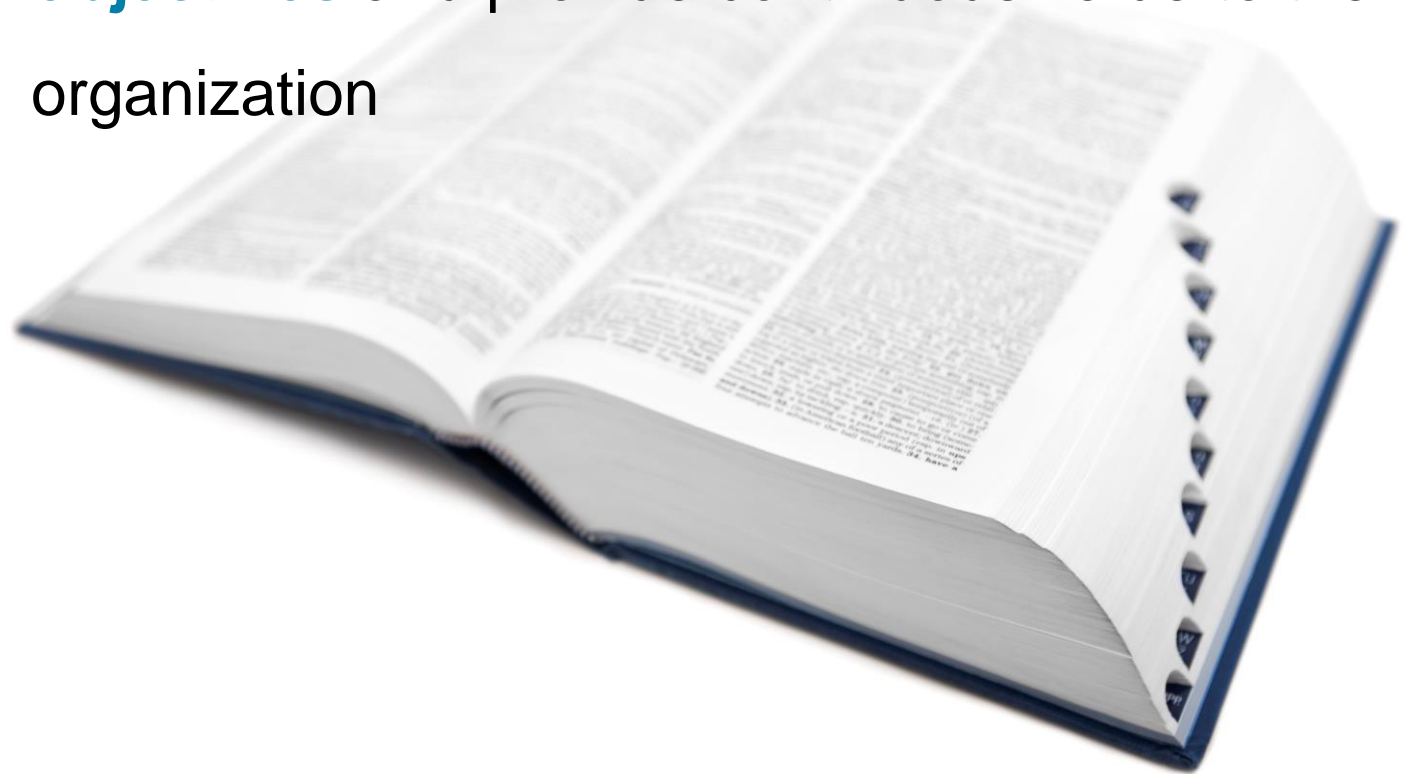
What Is Business Analysis?



Project Management Institute.
(2018). *The PMI Guide to Business Analysis*.



The set of activities performed to **support** the delivery of solutions that align to business **objectives** and provide continuous value to the organization



The Difference Between Business Analysis and Project Management



Business Analyst

Analyzes business problems, recommends solutions, elicits business requirements from stakeholders, and documents the business requirements



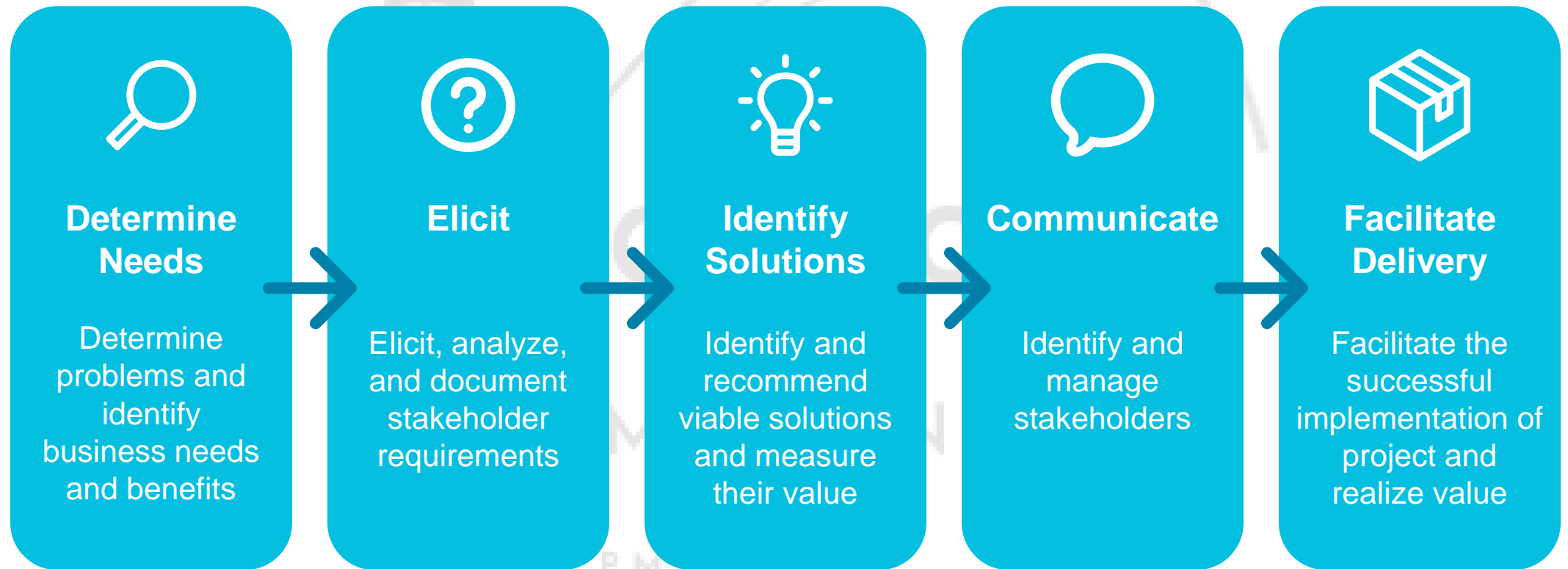
Project Manager

Ensures that resources are procured and applied and makes sure that a product, service, or program is successfully delivered to the business



Business Analyst Role

What Does a Business Analyst Do?



Who Is a Business Analyst?



Business analysis tasks can be performed by someone in a dedicated business analyst role or assigned to any team member, regardless of their title.

Therefore, **anyone who performs business analysis tasks** can be referred to as a business analyst.

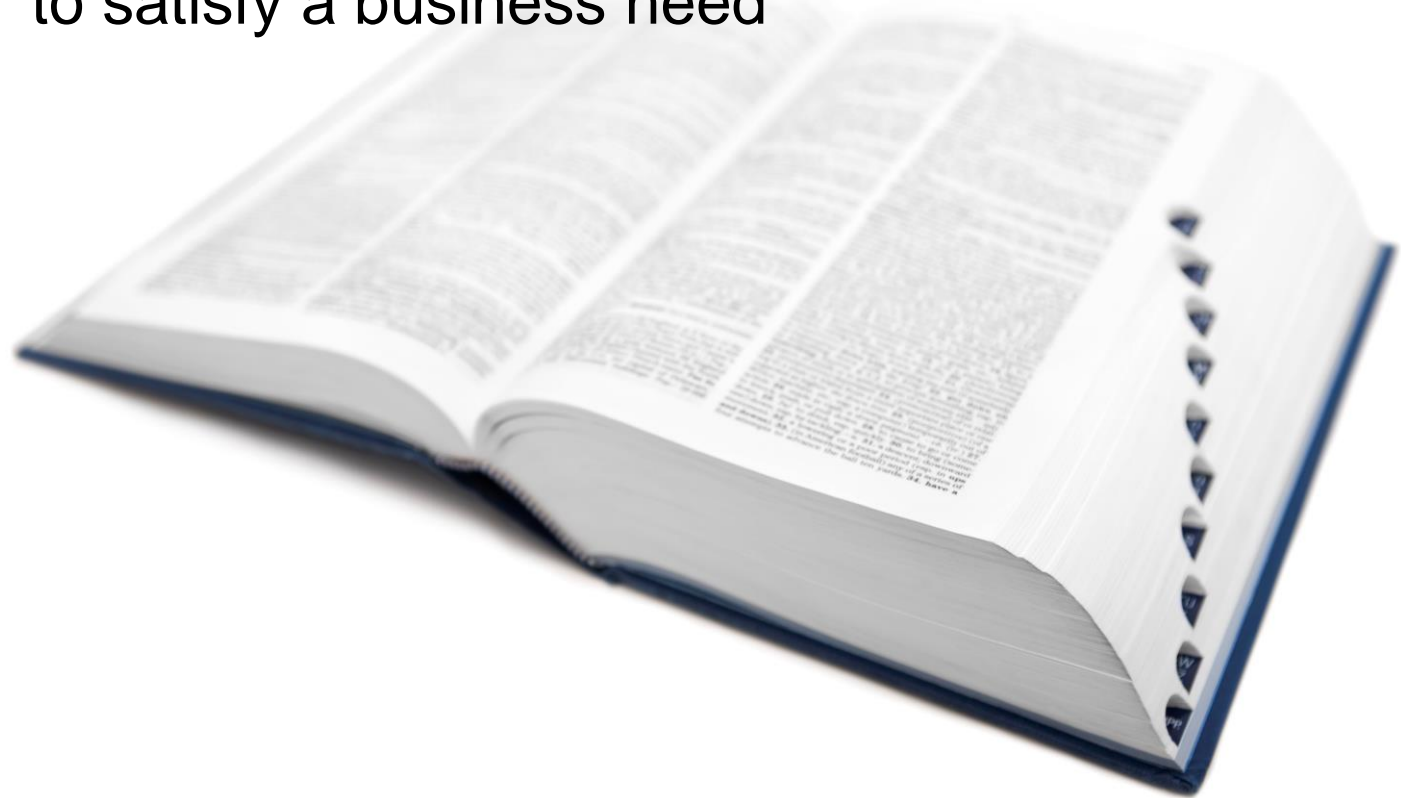


Requirements as the Focus of Business Analysis

What Are Requirements?

A condition or capability that is necessary to be present in a product, service, or result to satisfy a business need

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Project Management Institute.
(2022). *A Guide to the Project
Management Body of
Knowledge (PMBOK[®] Guide)*
– Seventh Edition.

Business Requirements

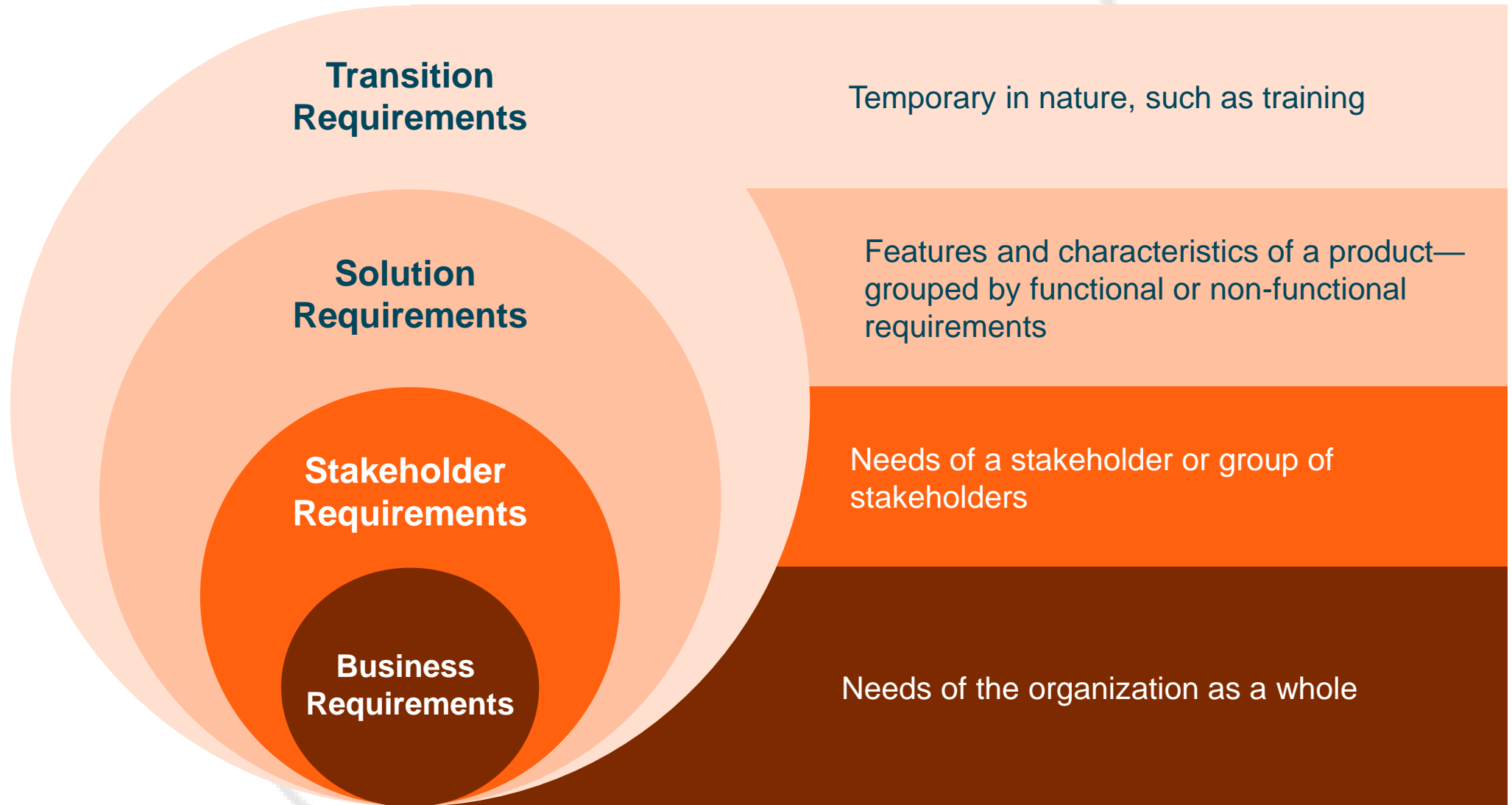
A business requirement is a high-level statement of a business objective or business goal.

Some organizations use the term business requirement to refer to any type of requirement that is not a technical requirement.

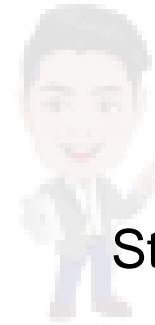
To [business outcome], the organization [needs to/should] implement [solution].



Requirement Types



Stakeholder Requirements



Stakeholder requirements describe the **needs** of a **stakeholder** or a **stakeholder group**.

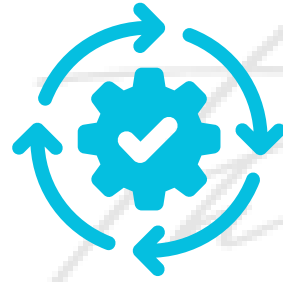
To construct a stakeholder requirement, the **focus** should be on **what**, not **how**.



Solution Requirements



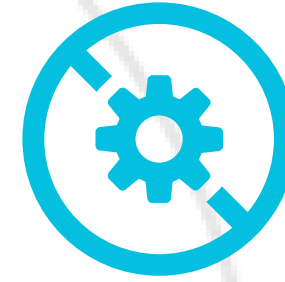
Describe in enough detail to enable solution design



Functional Requirements

Describe specific behaviors of a solution from the perspective of the system.

A functional requirement for a banking application might be: "The system must send an email confirmation after a user has made a transfer."

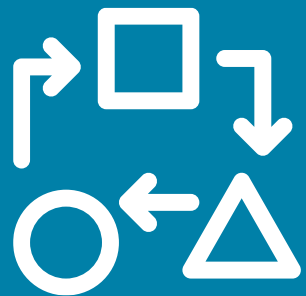


Nonfunctional Requirements

Describe the environmental conditions or qualities for the product to be effective

"The system must be able to support 500 users simultaneously."

Transition Requirements



Describe how the solution will be deployed and released into production

Temporary in nature and will not be performed again after the project is complete

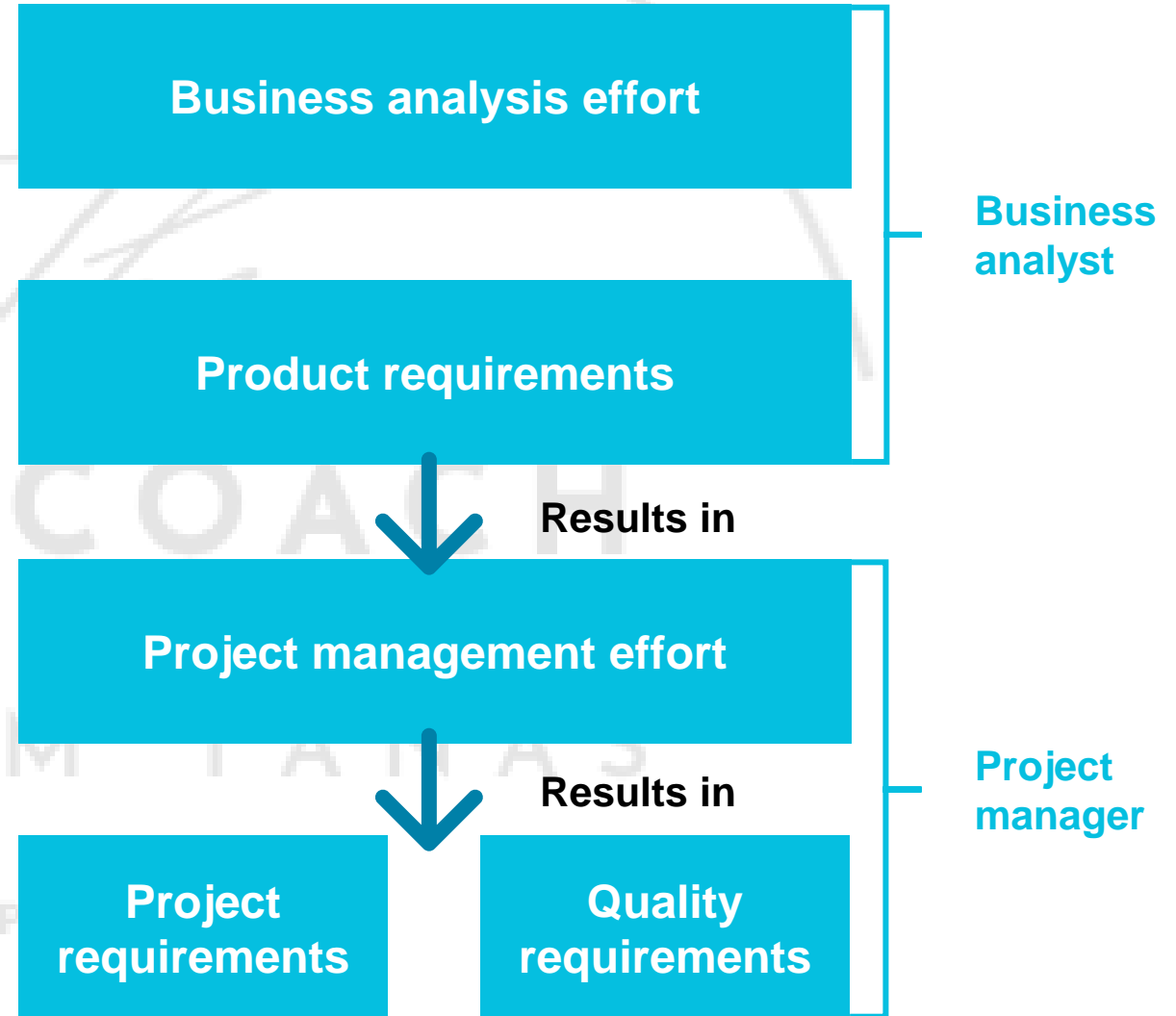
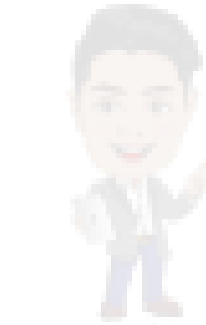
Project and Quality Requirements

Project requirements

describe the work needed to deliver unique solutions.

Quality requirements

validate the successful fulfillment of the project requirements.




Requirements Documentation

It is important to **keep a record** of product requirements.



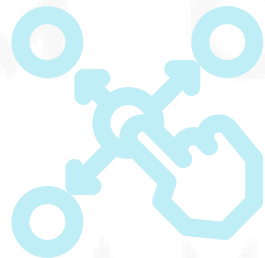
Requirements Management Plan

A woman with dark hair and glasses is sitting at a desk in a bright office. She is looking thoughtfully at a laptop screen, with her chin resting on her hand. She is holding a pen and a stack of papers. The background shows a window with light coming through.

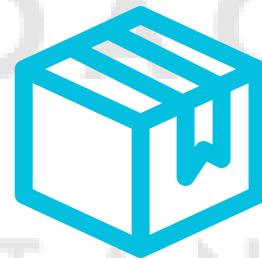
It is also important to describe how requirements will be **analyzed, documented, and managed.**

What Kind of Requirement Is It?

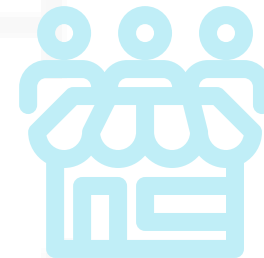
The ticket system needs to allow users to search for upcoming concerts by location



Transition
requirement



Solution
requirement



Stakeholder
requirement

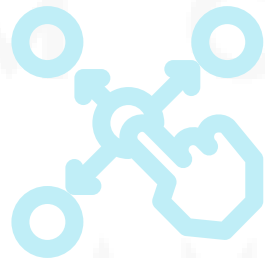


Business
requirement



What Kind of Requirement Is It?

The system needs to allow Tracy Fastone fans to preview some of her new songs.



Transition

requirement



Solution

requirement



Stakeholder

requirement



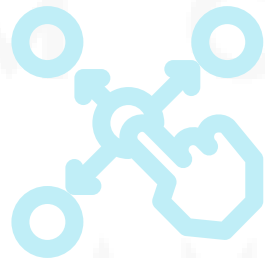
Business

requirement



What Kind of Requirement Is It?

The new ticket system must use the existing platform.



Transition
requirement



Solution
requirement



Stakeholder
requirement



Business
requirement





Stakeholders and the Business Analyst

Key Processes Involved in Business Analysis and Needs Assessment



Stakeholder identification



Stakeholder analysis



Stakeholder engagement and communication approach

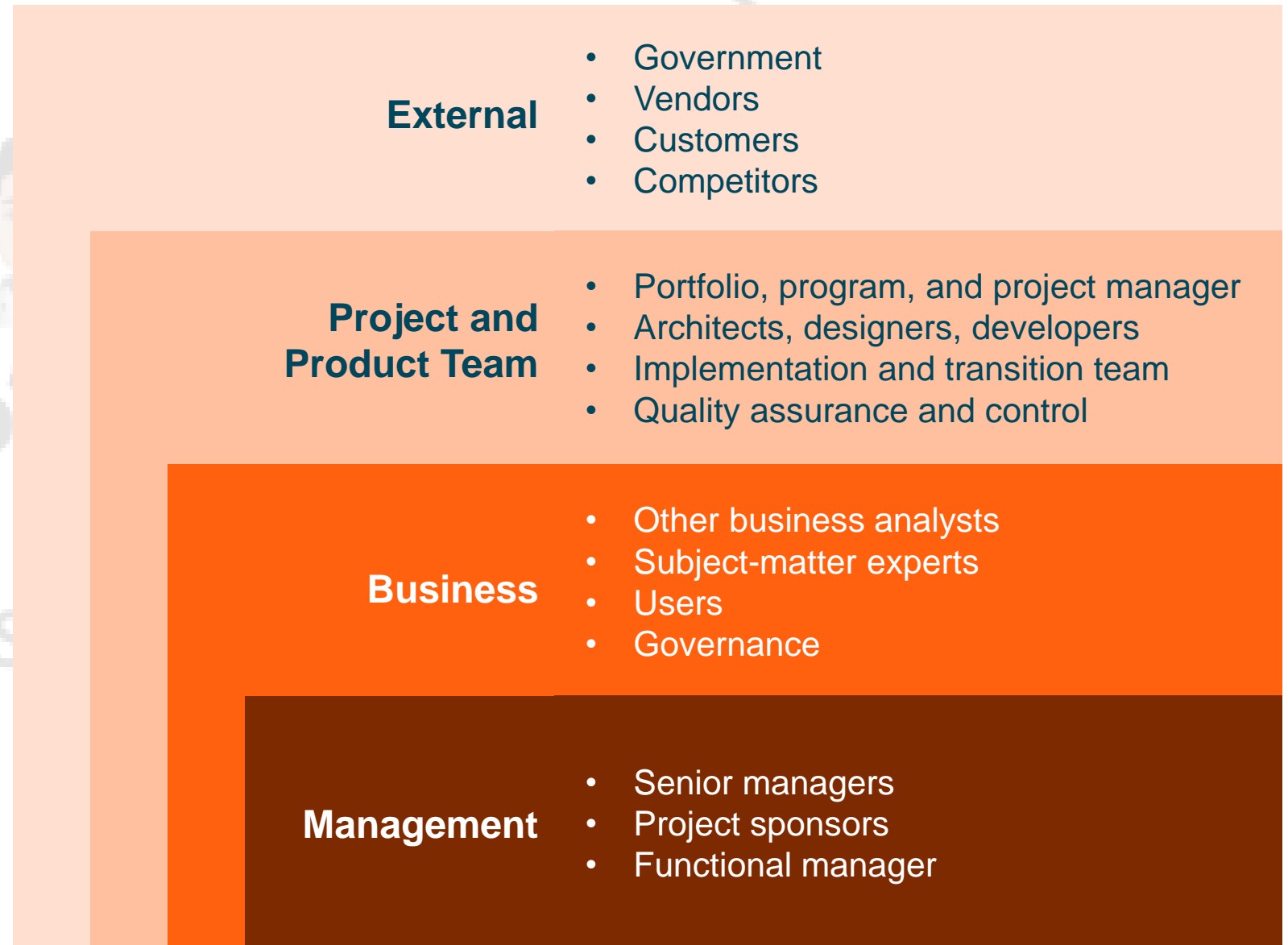


Business analysis planning



Transitioning to a future state

Identifying Stakeholders



Creating a Stakeholder List



Review the project scope to identify **external stakeholders**



Review the project charter or vision statement to identify **internal stakeholders**



Identify **subject matter experts** who have worked in a similar project



Determine which **individuals** could be **impacted** by the project outcome



Review the organization chart to identify **key managers** and **leaders**

More Potential Stakeholders

- A **sponsor** who is initiating and responsible for the project
- Those **who will benefit** from an improved program or project
- Those who will articulate and support the financial or other benefits of a solution
- Those who will use the solution
- Those whose role or activities performed may change as a result of the solution
- Those who may regulate or otherwise constrain part or all of a potential solution
- Those who will implement the solution
- Those who will support the solution

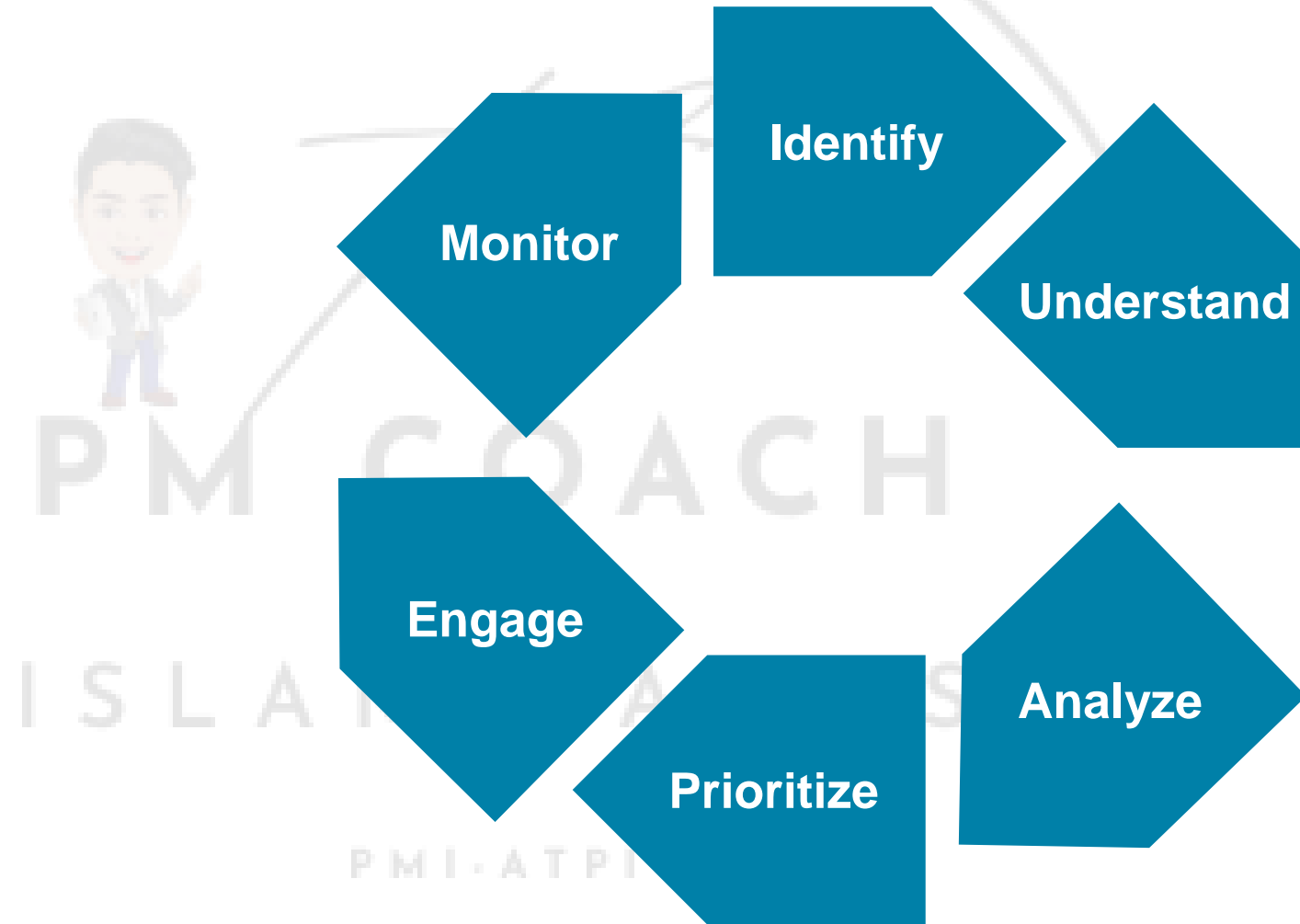
What Is Stakeholder Analysis?

A method of systematically gathering and analyzing quantitative and qualitative information to determine whose interests should be taken into account throughout the project.



Project Management Institute. (2022). A Guide to the Project Management Body of Knowledge (PMBOK® Guide)—Seventh Edition.

Stages of Stakeholder Analysis



Stakeholder Analysis Must Be Confidential



Analyzing Stakeholders



Power



Impact



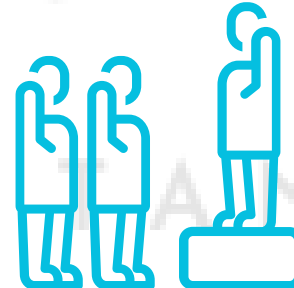
Attitude



Beliefs



Expectations



Influence



Proximity



Interest

Project Management Institute. (2022). A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Seventh Edition.

Responsibility Assignment Matrix (RACI)

RACI is an acronym that stands for:



R = Responsible - the person who actually owns the project, task, or work

A = Accountable - the person who will sign off on the work, judging its completion and how it meets quality standards

C = Consulted – people who have the ability or knowledge needed to complete the work

I = Informed - people who must be kept informed of the work, but are not necessarily consulted

What Does a RACI Look Like?

	Project manager	Analyst	Designer	Front-end developer
Design Sitemap	C	R	R	I
Create Style Guide	A	C	R	C
Code Templates	A	I	R	R

PM COACH

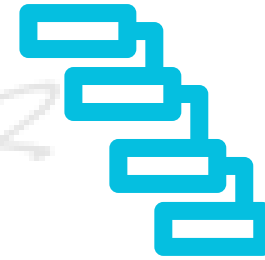
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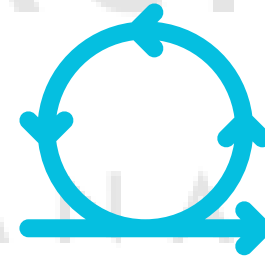


Influence of Project Approaches on Business Analysis

What Is the Influence of Approach on Business Analysis?

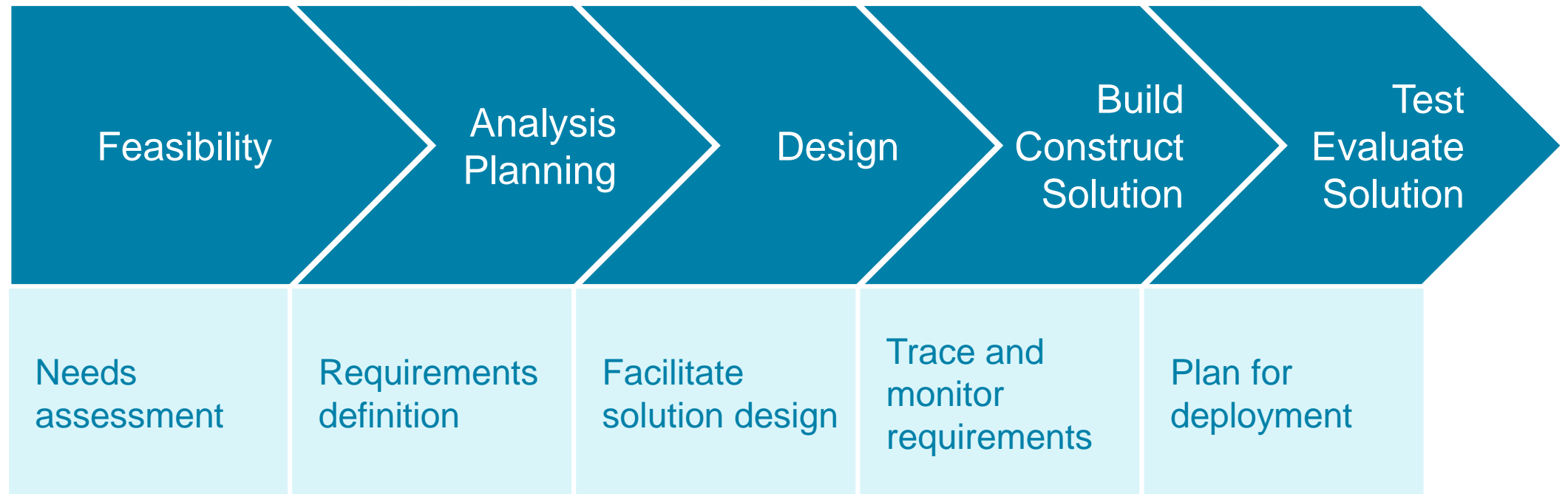


When there is structured sequential progression between well-defined phases, the approach is **predictive**.



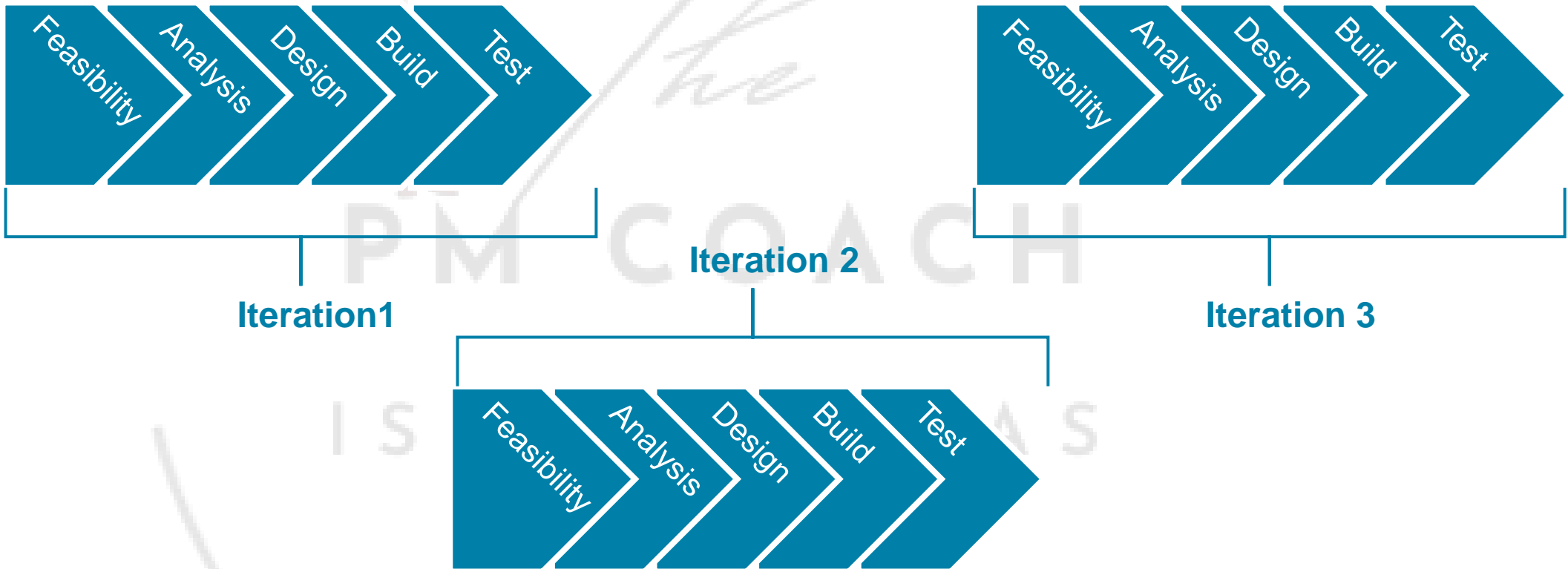
When the overall structure of phases consists of several iterations, the approach is **adaptive** or **agile**.

Business Analysis in the Predictive Approach



Analysis is done mostly in an early stage of the project

Business Analysis in the Adaptive Approach



Requirements definition effort is done evenly across the agile project

Business Analysis for Adaptive Projects

Although the business analyst's role is **not as clearly defined** in an adaptive approach, **all the business analysis tasks** that are required in the predictive approach **must still occur**.

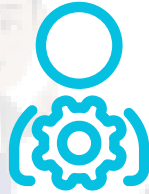


Wrapping Up

Summary



The importance of business analysis



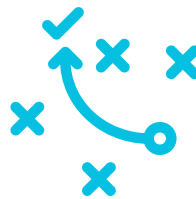
Business analyst role



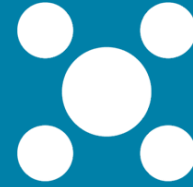
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Next: Business Analysis Domains

