

Project Business Analysis

PMG 461 – MGM 461

Lecture 10

Delivering Requirements and Managing Changes

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What we will cover

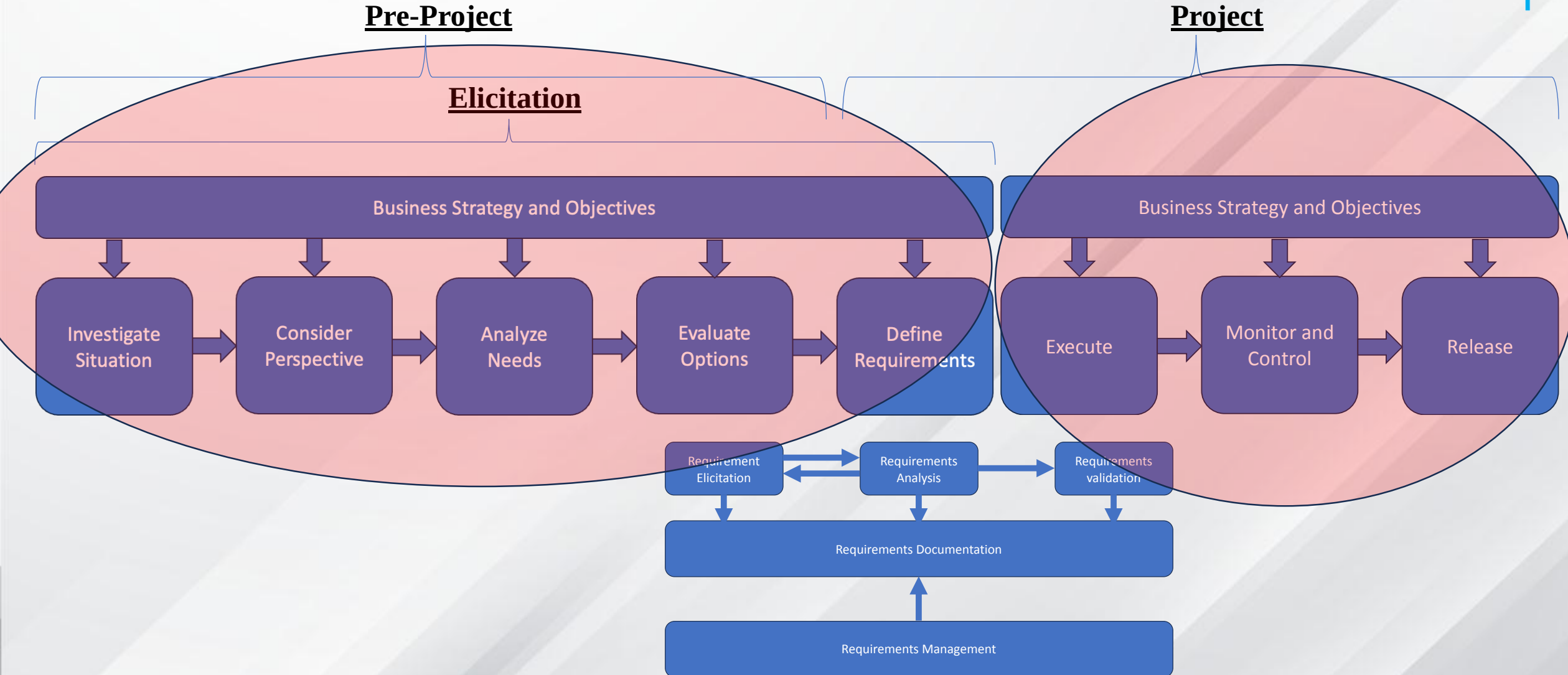
1. Delivering Requirements
2. Managing Changes to Requirements
3. Managing the Human Side of Change

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Delivering Requirements

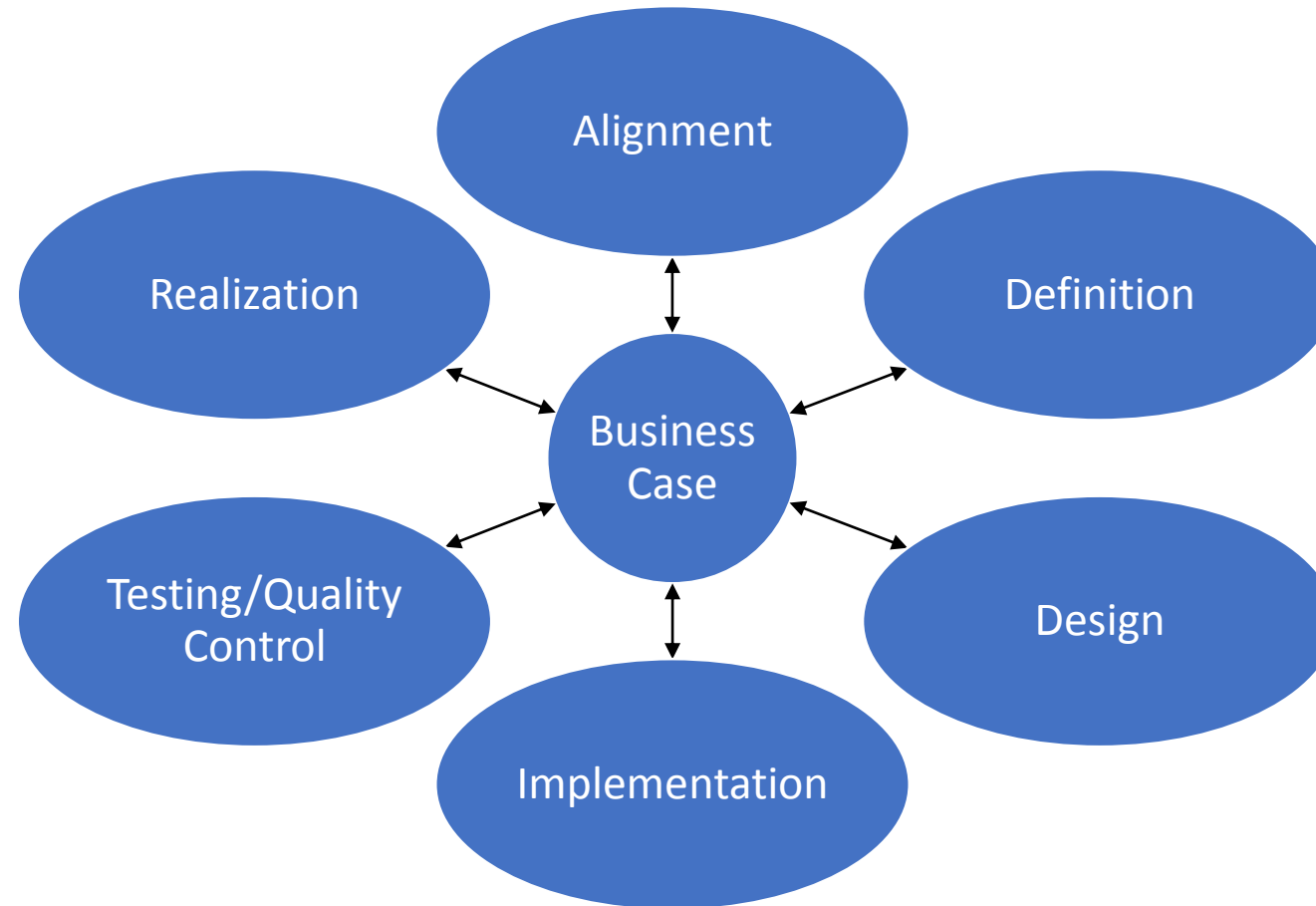


In Previous Lectures



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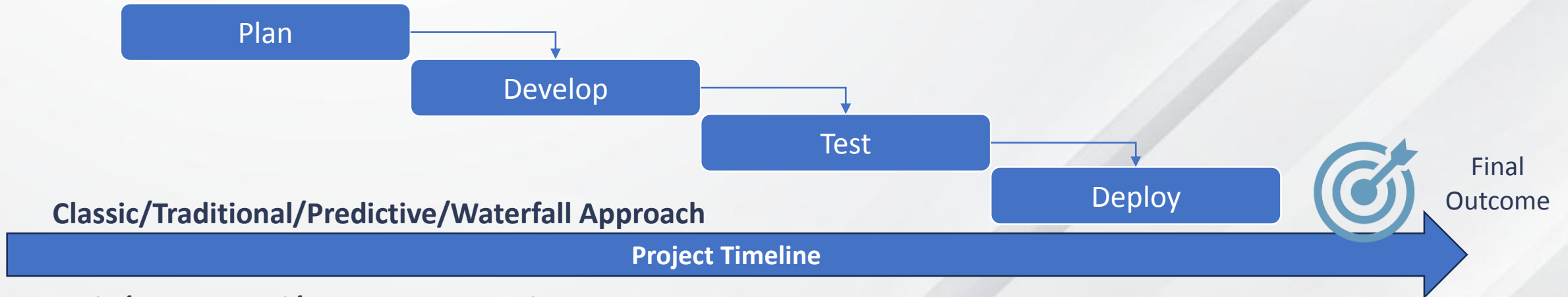
Business Change Lifecycle for Delivering Projects



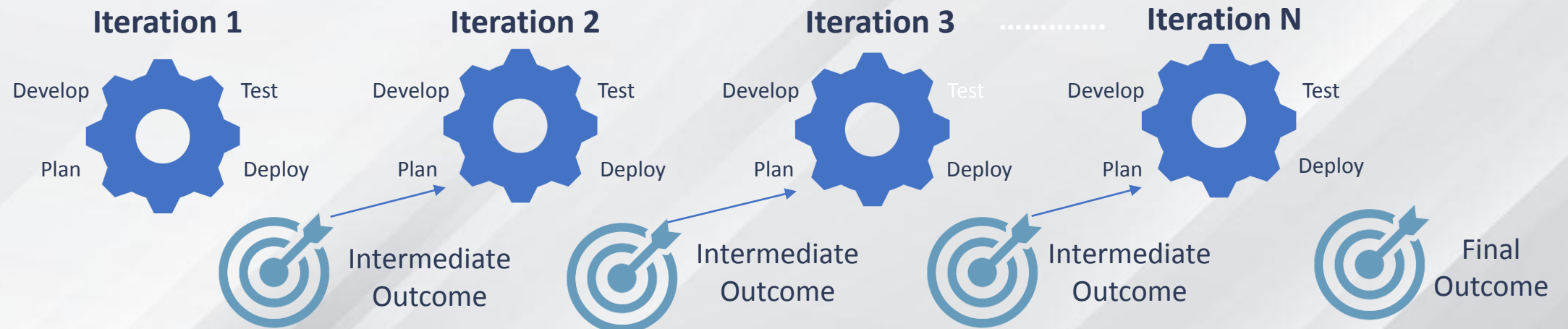
Agile vs. Traditional Lifecycle

Traditional: Requirements Engineering is performed at the beginning of the project

Agile : Requirements Engineering is done throughout the project



Agile/Incremental/Iterative Approach



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Agile vs. Traditional Lifecycle

	Waterfall	Agile
Requirements	Fixed	Dynamic
# of Deliveries	Single delivery	Frequent small deliveries
Activities	Performed once for the entire project	Repeated until correct
Goal	Manage cost	Customer value via frequent deliveries and feedback
Change	Constrained as much as possible	Incorporated in real-time delivery
Stakeholders	Involved at specific milestones	Continuously involved
Risks and Costs	Controlled by detailed planning or mostly knowable considerations	Controlled as requirements and constraints emerge

Source: Project Management Institute, *Agile Practice Guide*, Project Management Institute Inc., 2017, Page 18.

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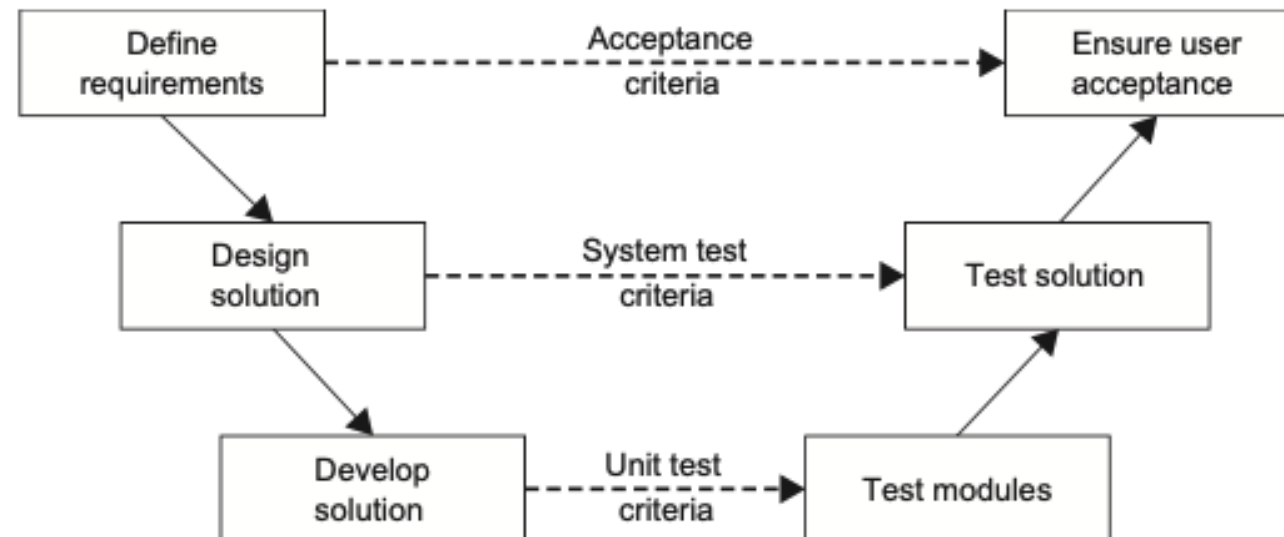
Other Lifecycles

Adaptive
Halfway between
traditional and agile

Hybrid
Mixing Traditional
and Agile

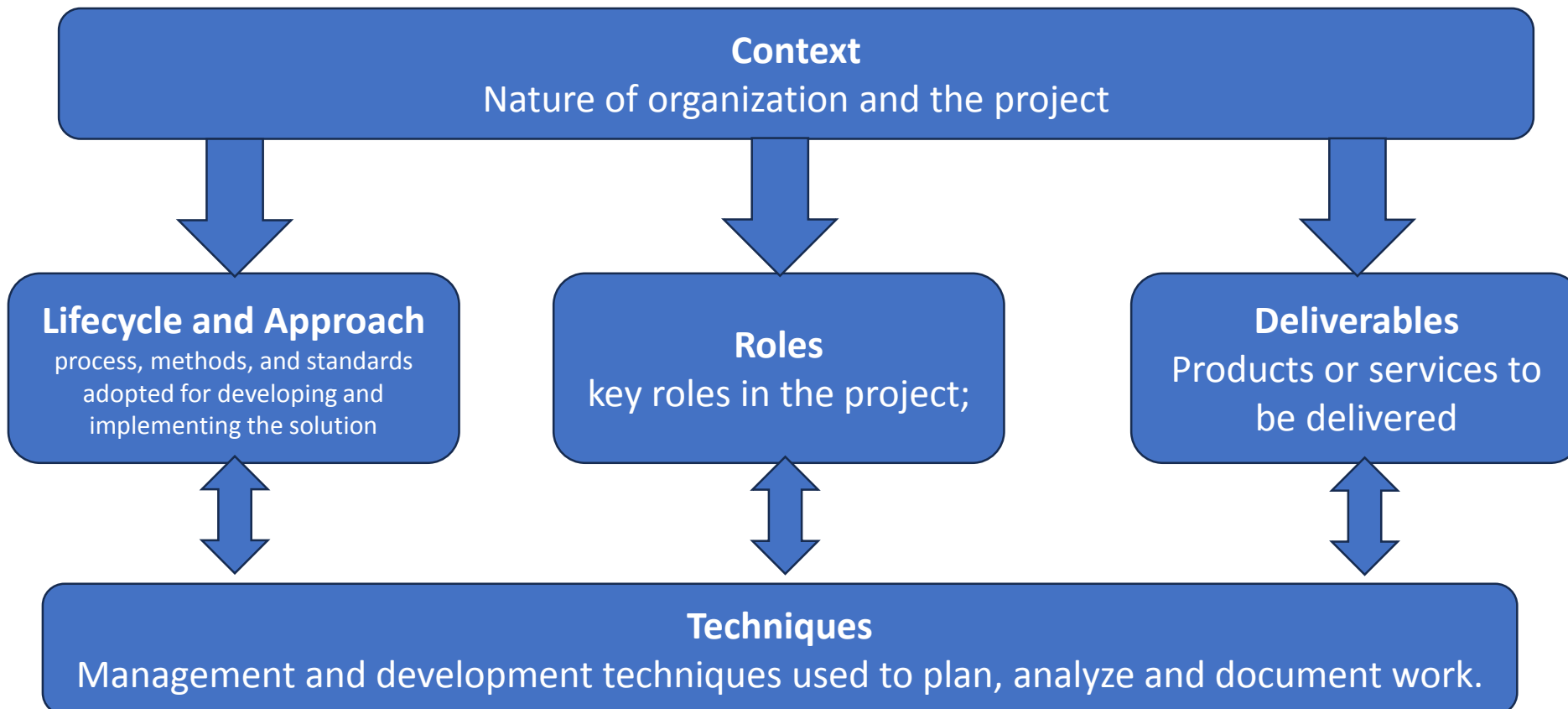
V-Lifecycle

V-Lifecycle



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Factors Impacting the Lifecycle



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Business Analyst Role in Delivering Requirements (1 / 3)

☐ Facilitating Communication

- Act as a liaison between stakeholders, including business users, developers, and project managers, to ensure clear communication of requirements throughout the implementation process.

☐ Stakeholder Engagement

- Maintain ongoing communication and collaboration with stakeholders to address concerns, resolve issues, and ensure satisfaction with the delivered solution.

☐ Requirement Traceability

- Establish traceability between business requirements, system specifications, and test cases to ensure that all requirements are adequately addressed in the final solution.

Business Analyst Role in Delivering Requirements (2 / 3)

☐ Acceptance Testing/Quality Control

- Collaborate with stakeholders to define acceptance criteria and participate in acceptance testing to verify that the implemented solution meets business requirements and quality standards.

☐ Requirement Verification

- Verify requirements with stakeholders through reviews, walkthroughs, and demonstrations to ensure accuracy, completeness, and alignment with expectations.

☐ Requirement Engineering for New Requirements

- New or modified requirements elicitation, prioritization, documentation, and validations.

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Business Analyst Role in Delivering Requirements (3 / 3)

☐ Change Management

- Manage changes to requirements throughout the implementation process, assessing their impact on scope, schedule, and budget, and obtaining stakeholder approval as needed.

☐ Continuous Improvement:

- Identify opportunities for improvements and enhancements based on lessons learned, aiming to optimize future projects and deliver greater value to the organization.

Roles in Execution based on Lifecycle

Traditional

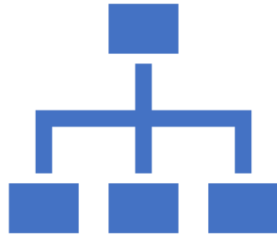
- Project Manager
- Business Analyst
- Architect/Designer
- Developer/Team Member
- Tester /Quality Control

Agile

- Product Owner: Business representative
- Team Leader/Agile Coach/Project Manager
- Team Member: team is 5-9 people, cross-functional or T-Shaped

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Testing/Quality Control



Based upon

Use Case Scenarios (Traditional)
User Stories in (Agile)



Role of Business Analyst

Develop Use case scenarios or user stories
Detail Acceptance criteria
Participate in testing
Facilitate testing between stakeholders (or end users) and technical teams

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Verification of Requirements

- Performed after Testing results and involves Stakeholders to confirm requirement is met
- Business analyst with technical team, might do a demo, walkthrough or test.
- Uses Requirements Traceability Matrix as bases, and verification results are recorded in it.

Requirement Information			Relationship Traceability			
ID	Requirement	Source	Business Objective	Deliverable	Verification	Validation
Unique ID for requirement	Description of the requirement	Name Of person who identified the requirements	List the business objective that is met by fulfilling the requirement.	Identify the deliverable that is associated with the requirement.	Describe the metric that is used to measure the satisfaction of the requirement.	Describe the technique that will be used to validate that the requirement meets the stakeholder needs.

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Managing Changes to Requirements



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Requirements Changes in Execution?

Why?

Unforeseen Needs

Shifting priorities

Evolving stakeholder expectations

What?

New
Requirements

Modify
Requirements

Remove
Requirement

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How to Handle Requirement Changes?

Assessing the impact of modifications

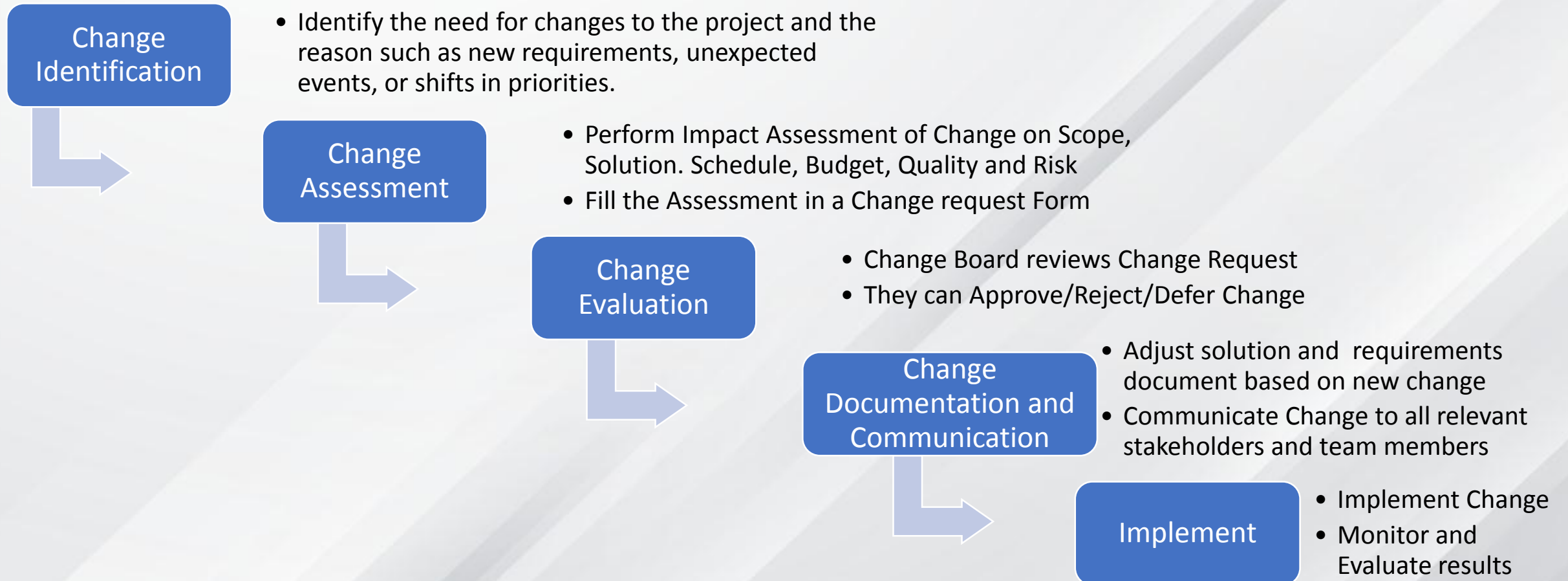
Obtaining appropriate approvals

Implementing adjustments

Minimizing disruption

“any change with the potential to affect the main project baselines—scope, cost, schedule, and quality—necessitates careful analysis through a change management process”.

Change Management Process



Change Request Form

- A change request is a formal document submitted to project sponsor or relevant stakeholders to request modifications in the project.
- Change requests include rationale for the change, impact on project objectives, potential risks, required resources, and any supporting documentation.
- Change requests are subject to review and approval or rejection.

Change Request			
Requestor:			
Category:	☐ Scope	☐ Quality	☐ Requirements
	☐ Cost	☐ Schedule	☐ Documents
Detailed Description of Proposed Change			
Justification for Proposed Change			
Impacts of Change			
Scope	☐ Increase	☐ Decrease	☐ Modify
Description:			
Quality	☐ Increase	☐ Decrease	☐ Modify
Description:			
Requirements	☐ Increase	☐ Decrease	☐ Modify
Description:			
Cost	☐ Increase	☐ Decrease	☐ Modify
Description:			
Schedule	☐ Increase	☐ Decrease	☐ Modify
Description:			
Stakeholder Impact	☐ High Risk	☐ Low Risk	☐ Medium Risk
Description:			

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Change Log Form

- A change log is a document that records and tracks all changes made to a project over its lifecycle.
- Captures information as description, status, approval status, implementation details, and any associated comments or notes.
- Serves as a centralized repository for documenting and managing changes.
- It enables project stakeholders to monitor the status of change requests.

Change ID	Change Description	Requested By	Change Request Date	Impact	Decision (Approve / Reject / Defer)	Decision Date	Responsible

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Managing the Human Side of Change



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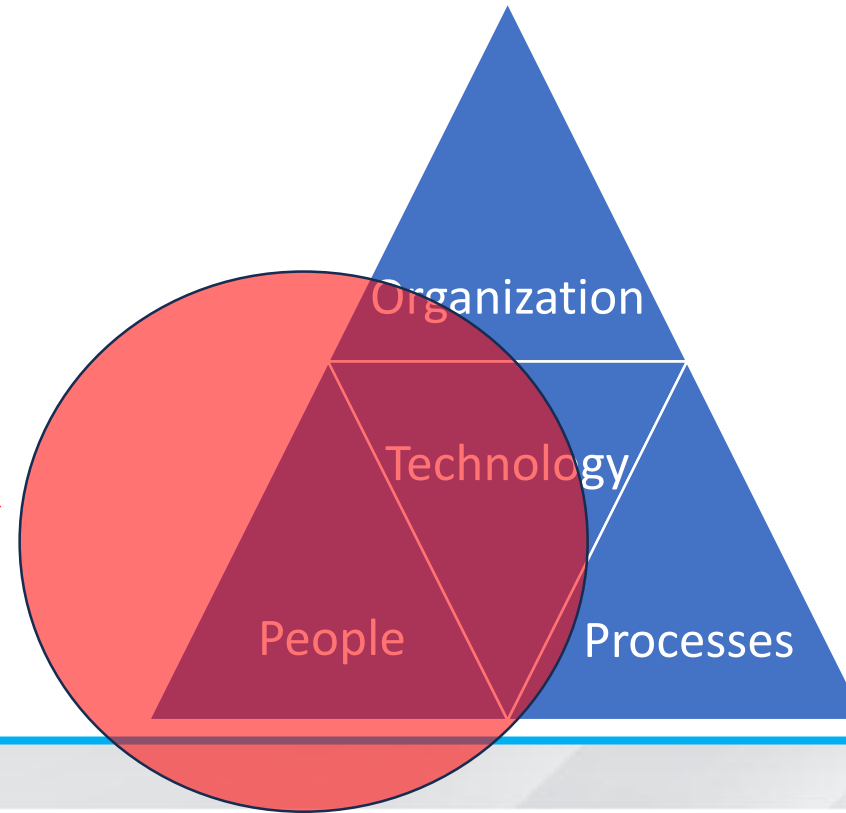
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The four views of a Business System

- ❑ Business System A set of business components working together in order to achieve a defined purpose. The components of a system include people, IT systems, processes and equipment.

Change Management:

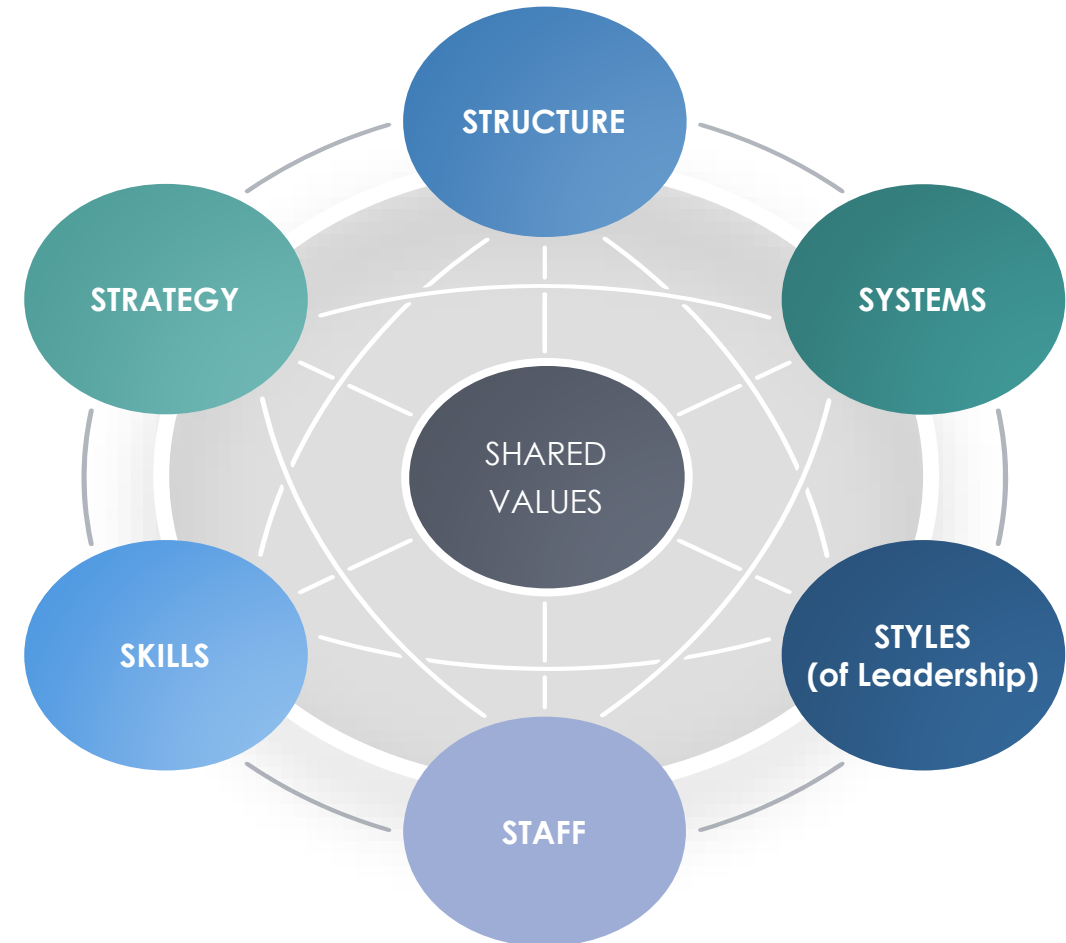
- Training
- Communication
- Support



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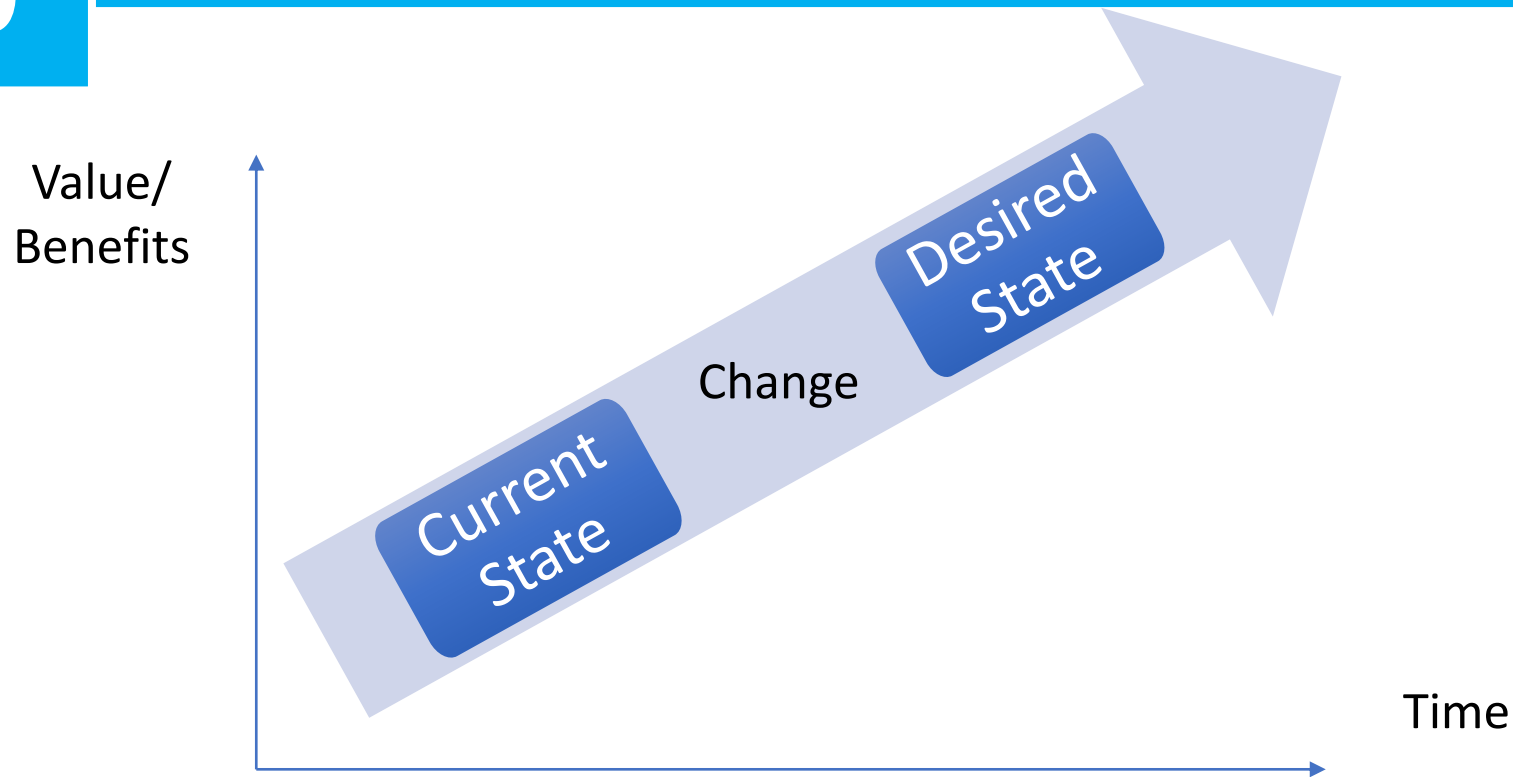
Mckinsey 7s Framework

- Organization is made up of 7 interacting elements.
- These components might need to change to fill the gap between current and future state.
- Analyze the 7 components and determine changes needed to fill the gap.
- **Hard Elements:** Strategy, Structure, and Systems
- **Soft Elements:** Shared Values, Skills, Style, Staff



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Projects Deliver Change



Change is the transition from a current state to a future desired state to achieve required business value/benefits..

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What is Change Management?

“A structured approach for transitioning individuals, groups, and organizations from a current state to a future state with intended business results.”



Change management is a discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.

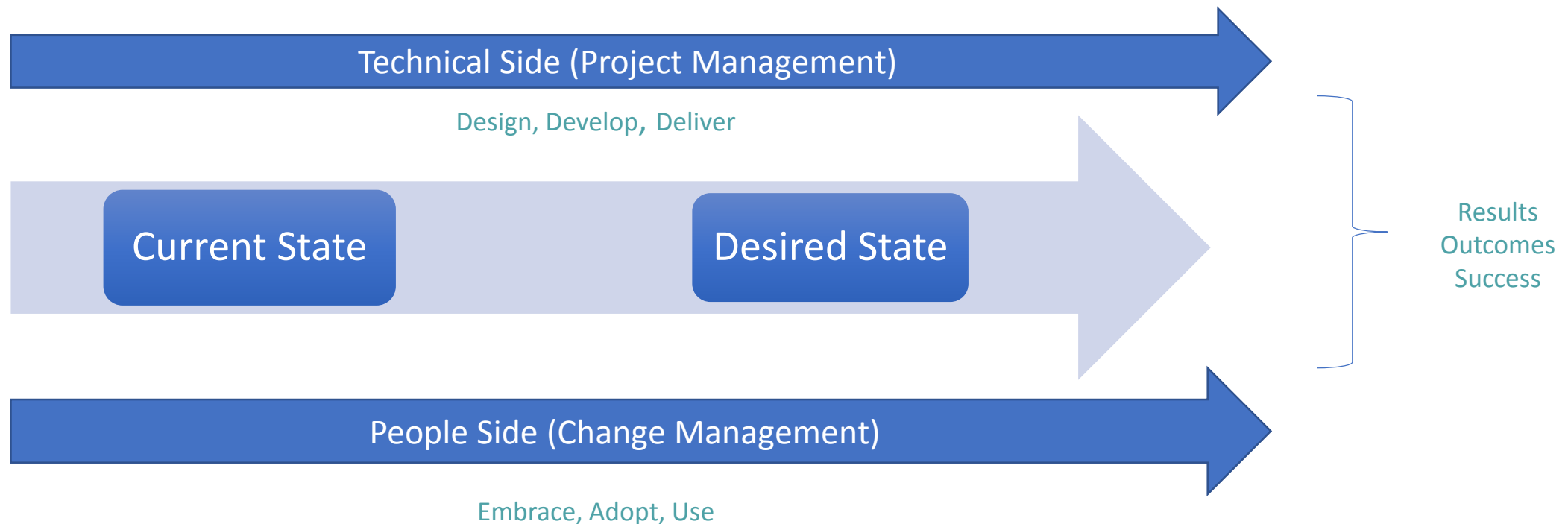


Change Management makes sure that Change is Embraced, Adopted and used by the people impacted by the change

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Many projects fail because of People's Resistance to Change
Project Management + Change Management = **SUCCESS**

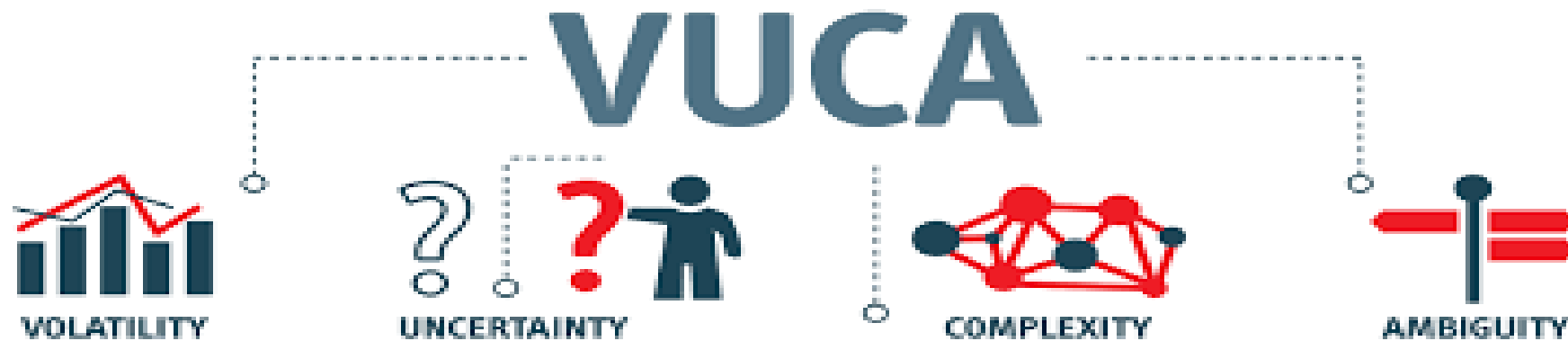


Adapted from Prosci®, <https://www.prosci.com/>

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Why do Organizations Embark on new Projects to Change?

**Business Environment is Changing at a Rapid Pace
(changes in PESTLE Factors)**

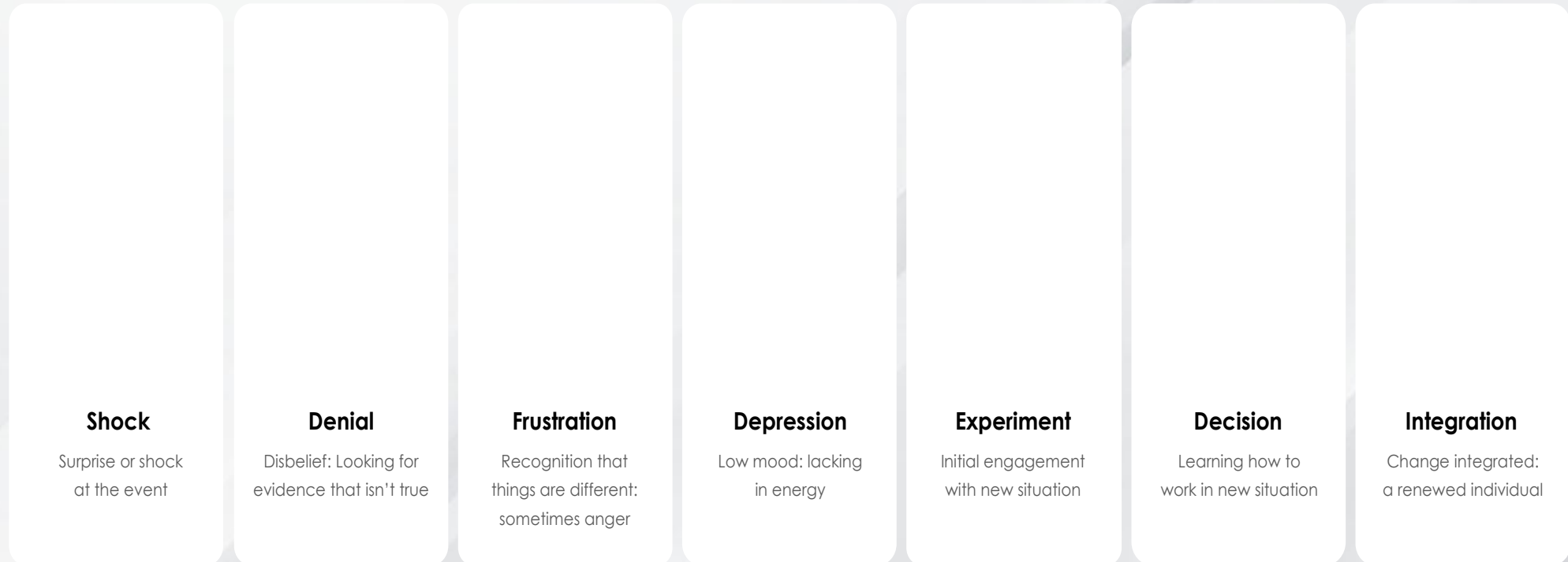


Organizations need to change to align to changing environment and stay relevant and competitive.

How Change is Perceived in Individuals (The Change Curve)

- The Change Curve (Kubler-Ross Negative Change Curve)
- The Change Curve helps you understand the phases people pass by during Change.
- The intensity and duration of each phase differs according to the personality type and his perceived impact of the change.
- We should provide support to people through the different stages to help them move faster to integration

MORAL & COMPETENCE



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Kotter's 8 Steps to Lead Change



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The 5 Pillars of Change Management

Change Management Pillars

Sponsor Roadmap

- What do we need from executive sponsors(s)?
- When? With whom? How?

Stakeholder Engagement

- Who are the stakeholders?
- What are the needs/requirements?
- How can we engage them in the project?

Communication

- What messages we need to deliver? To whom?
- When? How? How often?

Training and Coaching

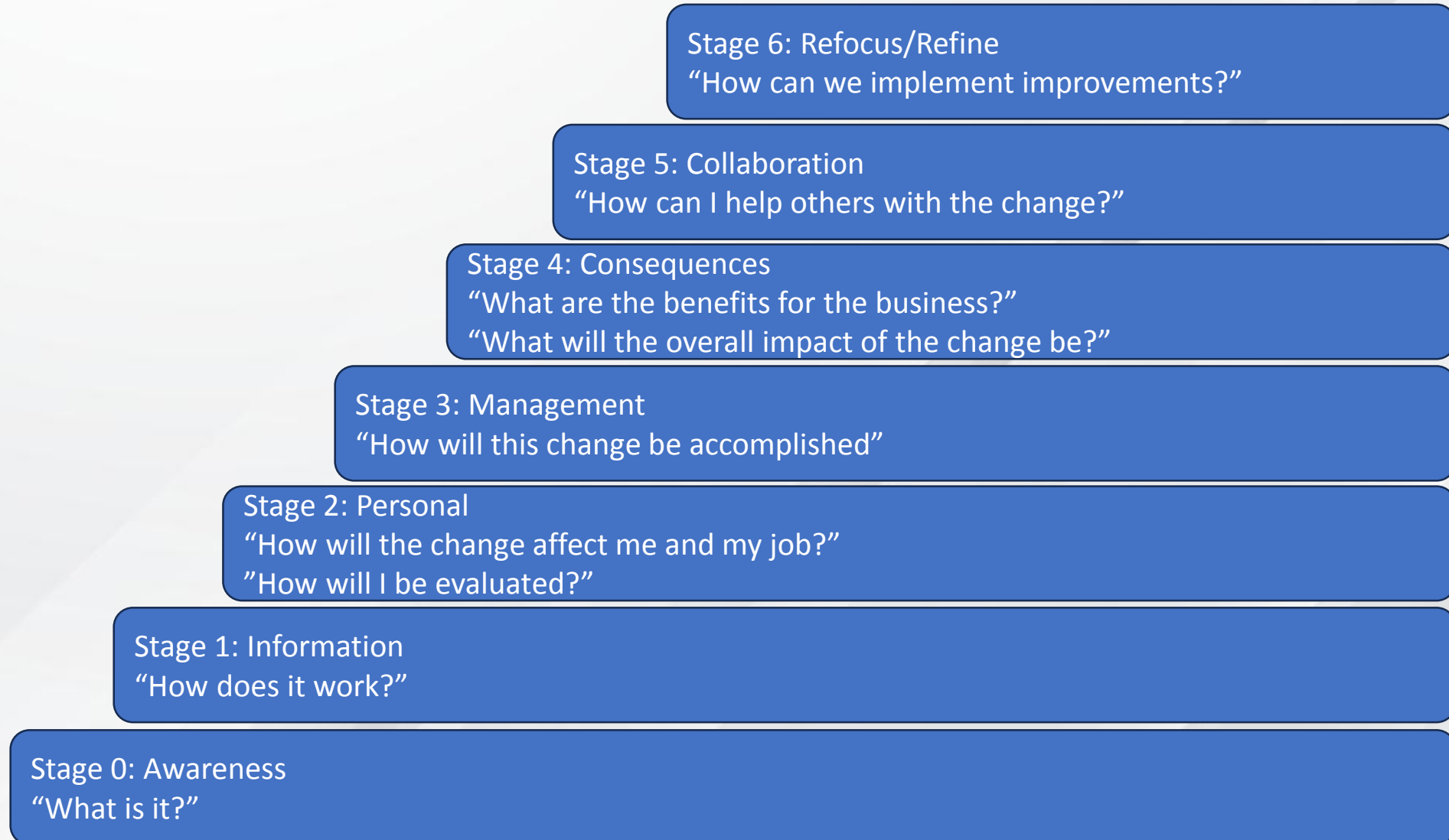
- Who needs training or coaching?
- On what? How? And when?

Resistance Management

- Who will resist? How? Why? and
- How can we overcome this resistance?

“Stages of Concern”

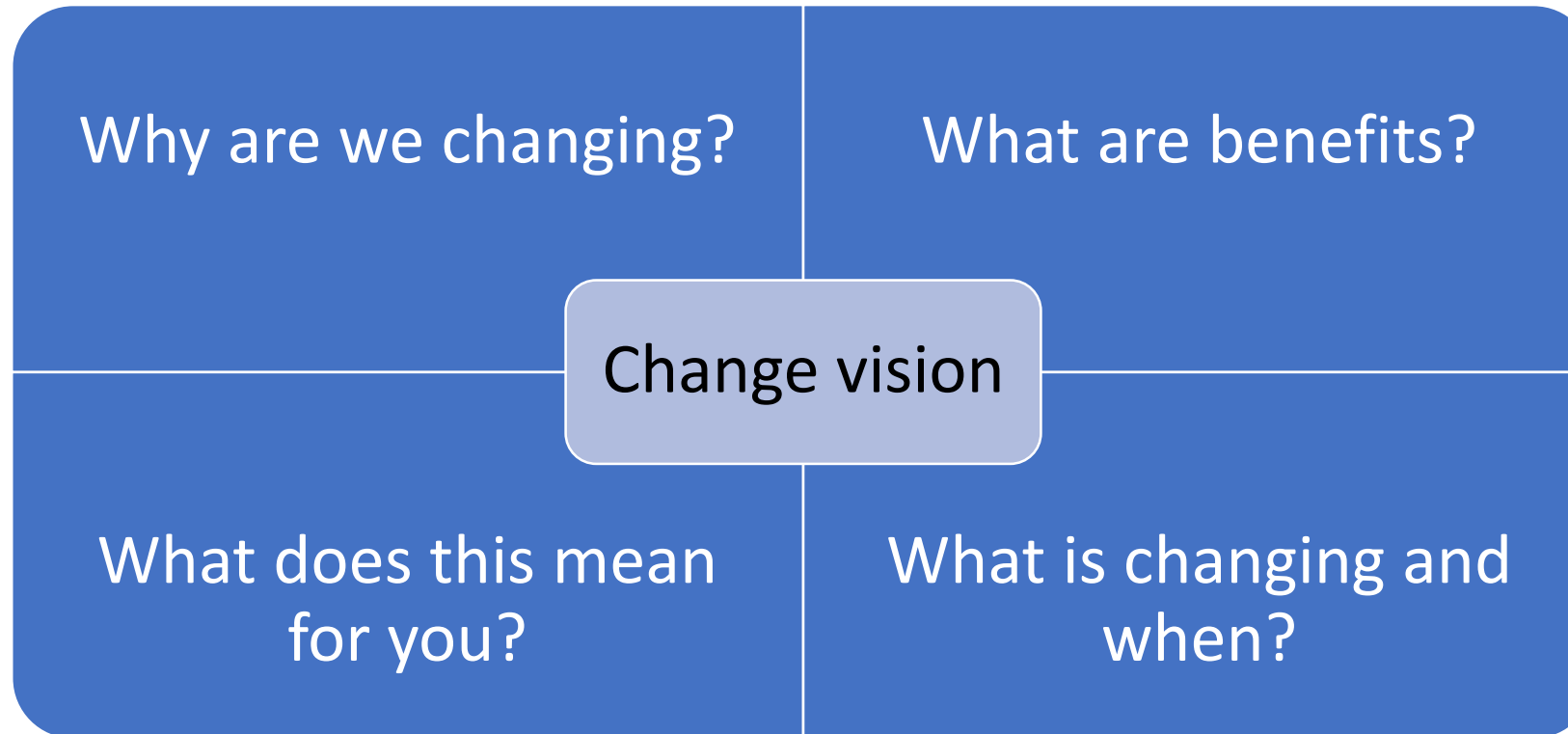
Getting people to accept the change requires time and effort



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Tailor Messages for needs of each stakeholder



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Guidelines for Overcoming Resistance to Change

•Awareness and Education

- Educate and inform individuals about the necessity and positive impact of change.

•Effective Communication

- Clearly articulate the vision and goals of change. Respect individuals' opinions and concerns, foster dialogue and build understanding.

•Highlight Personal Benefits

- Emphasize how change can personally benefit individuals and improve their lives.

•Provide Support and Training

- Offer appropriate support and training to equip individuals with necessary skills and resources to adapt successfully.

•Engagement of Individuals

- Involve individuals in decision-making and change planning processes to increase their readiness to accept and work towards change.

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Guidelines for Overcoming Resistance to Change

•Motivation and Reward

- Use motivation and rewards to incentivize individuals to accept and adapt to change.

•Planning and Organization

- Develop a clear and organized plan for implementing change, outlining required steps and tasks to minimize confusion and resistance.

•Adaptation Skills Training

- Provide training on skills such as creative thinking, problem-solving, and strategic analysis to enhance individuals' ability to adapt to change.

•Patience and Flexibility

- Be patient and flexible to navigate challenges and difficulties that may arise during the change process.

•Demonstration of Positive Role Models

- Leaders and influential individuals should exemplify positive attitudes towards change, inspiring others to accept and work towards it.

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Key Points

- Business Analyst role is involved throughout execution in various activities as facilitating communication, stakeholders engagement, requirements traceability and verifications, and requirements change management.
- The role and activities for the business analyst differs between Traditional and Agile Lifecycles.
- Requirements Traceability Matrix is the main document used to monitor and control requirements.
- Requirements Changes that leads to changes in scope, schedule, cost or quality need to follow a formal change request process.
- Business analyst participate and contribute to managing the human side of the project through continuous communication with stakeholders.
- Key principles we need to follow in change management as understanding the change curve, following Kotter's 8 step model, communicating effectively, and applying techniques to overcome resistance.

For Discussion Panel:

- Watch the video [“Who Moved My Cheese”](#)
- Reading, Chapters 12 “Delivering the Requirements” and 14 “Implementing Business Change” from textbook “Business Analysis” by James Cadle, Malcolm Eva, Keith Hindle, Debra Paul, 2nd edition

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**For Discussion Panel and
Next Lecture**

This is only the Beginning of the Journey NOT the End!

Business Analysis a dynamic and growing discipline that is continuously adapting and evolving in response to changing project management requirements. The Business Analysis role is expanding offering great career prospects for practitioners.

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Main Business Analysis Organizations and Certifications



The PMI Guide to Business Analysis

PMI Professional in Business Analysis
(PMI-PBA)[®]



A Guide to the Business Analysis Body of
Knowledge by IIBA

Certified Business Analysis Professional
(CBAP)[®]



Thank You