

Project Business Analysis

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PMG 461

Bachelor of Project Management

Orientation Lecture



Orientation
Lecture

What we will cover

1. Introduction
2. Learn about Course Objectives and Schedule
3. Brief Introduction to Project Business Analysis

Eng. Ahmed Hussein, MBA, PfMP®, PMP® and APMG-Change Management Practitioner

- Lecturer and management consultant with >30 years of executive management experience
- Lecturing experience over 15 years on:
 - Portfolio/ Program / Project Management,
 - Strategic Management and Organizational Change Management and Business Transformation,
- Led programs and projects worth over 1 B USD
- Established and led several PMOs, and developed hybrid PM methodologies to deployed at various organizations and government entities
- Contributed to development and review of several standards and certifications with Project Management Institute (PMI)
- Held voluntary leadership roles in Project Management Institute (PMI) as a founding board member and Vice President of PMI Egypt Chapter
- Broad international exposure spanning across diverse cultural groups within MENA, Europe & USA and different industries
- Member of Project Management Institute and The Association of Change Management Professionals (ACMP)



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Course Objectives and Schedule



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Course Objectives and Learning Outcomes

1

Learn the foundations of business analysis.

2

Learn how to gather requirements from stakeholders and documentary sources.

3

Learn how to analyze, diagram and model requirements.

4

Learn how to present requirements effectively and gain acceptance.

5

Learn how to manage requirements assets after the project is complete

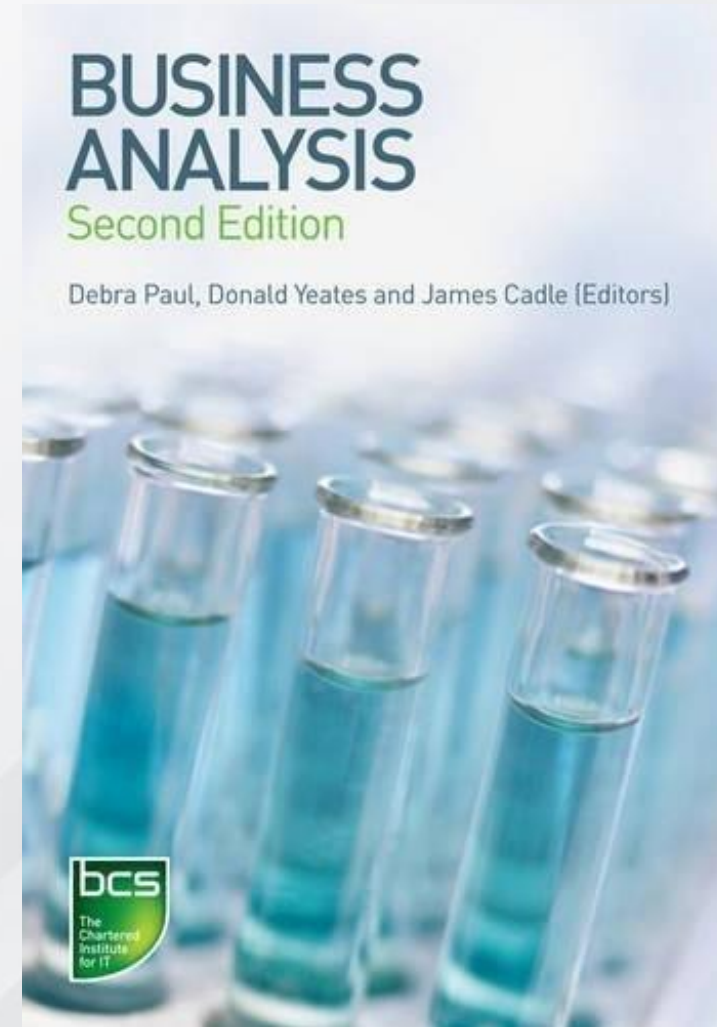
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Apply best practices in business analysis, requirements elicitation, and requirements management in projects.

Course Schedule and Topics

Week	Lecture	Lecture Topic	Discussion Panel	Quiz
Week 1	Orientation Lecture	Orientation Lecture	✓	✓
Week 2	Lecture 1	Introduction to Business Analysis and role of the Business Analyst	✓	✓
Week 3	Lecture 2	Tools and elicitation techniques for capturing requirements	✓	✓
Week 4	Lecture 3	Eliciting requirements from stakeholders	✓	✓
Week 5	Lecture 4	Characteristics of project management information systems	✓	✓
Week 6	Lecture 5	Gathering information and requirements	✓	✓
Week 7	Lecture 6	Business Analysis planning and monitoring	✓	✓
Week 8	Lecture 7	Modeling the business	✓	✓
Week 9	Lecture 8	Preparing business requirements specifications	✓	✓
Week 10	Lecture 9	Tools and technologies	✓	✓
Week 11	Lecture 10	Change management and integrated change control processes	✓	✓
Week 12	-	-	✓	
Week 13	-	Beginning of Final Exams	-	

- Required Textbook:
“Business Analysis” by James Cadle, Malcolm Eva, Keith Hindle, Debra Paul, 2nd edition
- The main material and reference for the course will be the textbook, lecture notes and slides. and any additional resources that are prepared by the professor.



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Introduction to Project Business Analysis

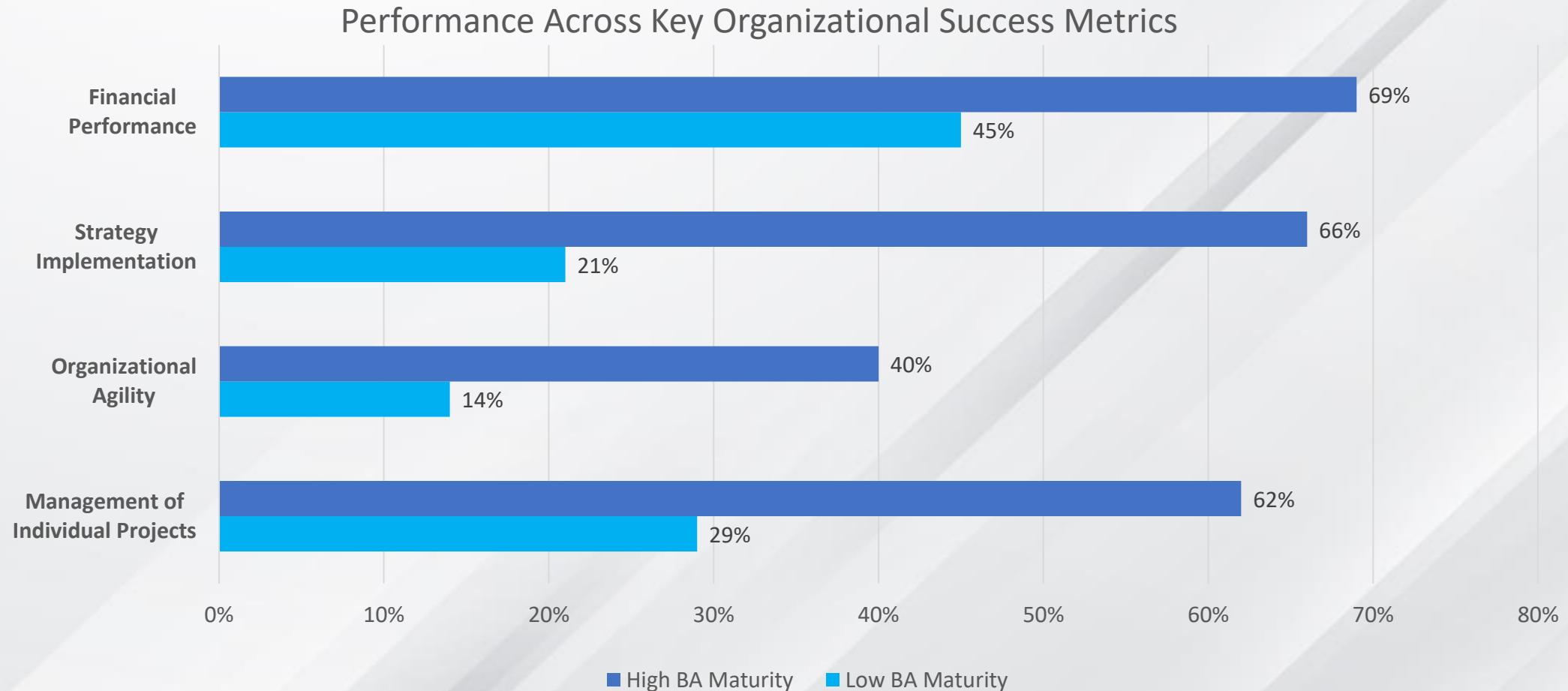


The Promise of Business Analysis

Business analysis adds value to organizations by ensuring that implemented business change solutions are aligned with business needs.

- Business change is delivered through projects.
- Business analysis is much more than gathering and documenting requirements

Business Analysis Impact on Organizational Performance



Source: "Business Analysis: Leading Organizations to Better Outcomes", Project Management Institute, 2017

Business Analysis Definition

Business analysis is the application of knowledge, skills, tool, and techniques to:

- Determine problems and opportunities
- Identify business needs and viable solutions to meet those needs and support strategic decision making
- Illicit, analyze, specify, communicate, and manage requirements and other product information, and
- Define benefits and approaches for measuring and realizing value, and analyzing those results

Source: The PMI Guide to Business Analysis. Project Management Institute, Project Management Institute Inc., 2017

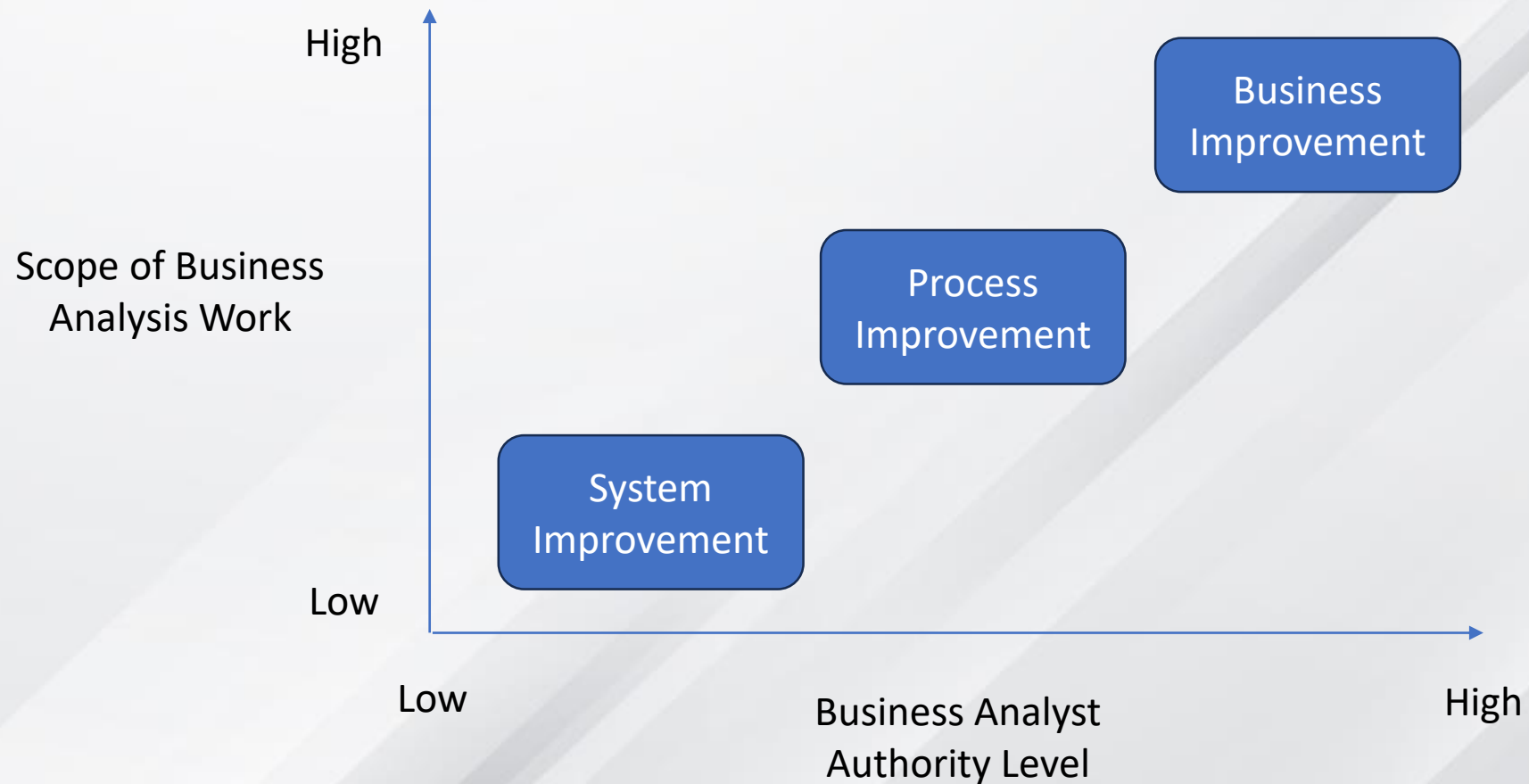
What is Business Analysis?

- Effective business analysis enables individuals, groups, and public and private organizations to achieve better business outcomes.
- Effective business analysis helps:
 - Address Business needs
 - Manage risk and reduce rework
 - Minimize product defects and recalls, lawsuits, and reduction in consumer confidence; and
 - Achieve stakeholder satisfaction

Examples for Business Analysis in Different Industries

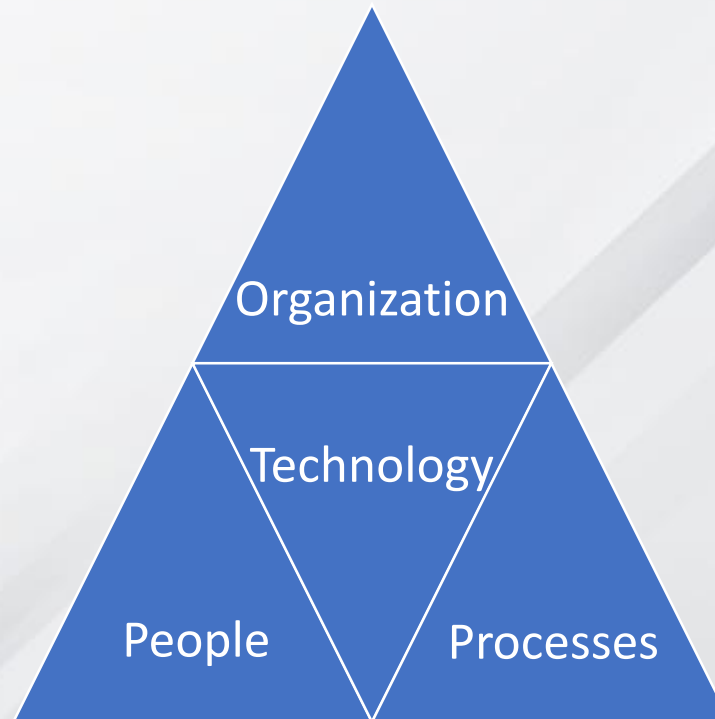
Industry	Example for Business Analysis Use
Financial Services	Create or modify financial products that meet customer needs
Healthcare	Minimize wait times from entrance to 1st diagnosis
Construction	Define the requirements of a new building for use as the basis for the scope of work
Government	Analyze situations and determine the best solutions to improve issues such as poverty, economic crisis and environmental issues
Manufacturing	Optimize assembly line processes
IT	Translate the business requirements into stakeholder and system requirements to provide clear guidance to designers and developers on what to build

The Business Analysis Maturity Model (BAMM)



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.



Business Analysis Process Model



Guiding Principles for Business Analysis

Root-causes, not symptoms

Business improvement, not IT change

Options, not solutions

Feasible, contributing requirements, not all requests

The entire business change lifecycle, not just requirements definition

Negotiation, not avoidance

Business agility, not business perfection

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Key Points

- Business Analysis adds values to organizations through ensuring that implemented business change solutions are aligned with business needs

Business analysis is the application of knowledge, skills, tools and techniques to Determine problems, identify viable solutions, gather, analyze, document and implement requirements to achieve benefits

Analyzing a Business System means Studying: People, Processes, Technology, and organizational context

Business analysis is a set of processes guided by principles

For Discussion Panel and Next Lecture:

- Reading, White Paper from PMI:
["Business Analysis: Leading Organizations to Better Outcomes"](#)

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For Discussion Panel and
Next Lecture



Thank You