In previous Lecture, we have discussed about
- Business Analysis Planning & Monitoring
- Business Analysis Planning & Monitoring Input / Output Domain
- 6 tasks of Business Analysis Planning & Monitoring
  - Plan Business Analysis Approach
  - Conduct Stakeholder Analysis
  - Plan BA Activities
Business Analysis Planning & Monitoring

This knowledge area describes the work involved in monitoring and reporting on work performed to ensure that the business analysis effort produces the expected outcomes. If these outcomes do not occur, the business analyst must take corrective action to meet stakeholder expectations.
Business Analysis Planning & Monitoring Input / Output Domain

**Inputs**
- Business Analysis
- Performance Metrics
- Enterprise Architecture
- Expert Judgment
- Organizational Process Assets

**Outputs**
- Business Analysis Approach
- BA Communication Plan
- BA Process Assets
- Requirements Management Plan

**Tasks**
- 2.1 Plan Business Analysis Approach
- 2.2 Conduct Stakeholder Analysis
- 2.3 Plan BA Activities
- 2.4 Plan BA Communication
- 2.5 Plan Req'ts Mgt. Process
- 2.6 Manage BA Performance

**Business Need**
- 5.1
Business Analysis Planning & Monitoring: Tasks

1) Plan Business Analysis Approach
2) Conduct Stakeholder Analysis
3) Plan Business Analysis Activities
4) Plan Business Analysis Communication
5) Plan Requirements Management Process
6) Manage BA Performance
4. Plan BA Communication

- Describes the proposed structure and schedule for communications regarding business analysis activities.
- Record and organize the activities to provide a basis for setting expectations for business analysis work, meetings, walkthroughs, and other communications.
4. Plan BA Communication : Description

Planning business analysis communications includes determining how best to receive, distribute, access, update, and escalate information from project stakeholders, and determining how best to communicate with each stakeholder.

Requirements can be presented in various formats. This task describes the work required to decide which format(s) are appropriate for a particular initiative and its stakeholders.
Planning business analysis communications includes determining how best to receive, distribute, access, update, and escalate information from project stakeholders, and determining how best to communicate with each stakeholder.

Considerations for the business analysis communications plan include:

- what needs to be communicated
- what is the appropriate delivery method
- who is the appropriate audience
- and when the communication should occur
4. Plan BA Communication : Description

Stakeholder needs and constraints relevant to communication include:

- Physical location/time zone of the stakeholders
- Communication approach for the stakeholder
- What types of communications will be required
- What types of requirements will be elicited
- How best to communicate requirements conclusions/packages, including authority level
- Time and resource availability constraints
4. Plan BA Communication: Inputs

**Business Analysis Approach:** May include standards and templates used for communication, and expectations regarding when and how communication should occur.

**Business Analysis Plan(s):** Determines when work will be performed and the deliverables that will be produced, and which need to be communicated.

**Organizational Process Assets:** May include a defined set of templates for use in business analysis communication, including presentation formats, requirements documentation templates, and others.

**Stakeholder List, Roles, and Responsibilities:** Used to identify the stakeholders who will require information regarding business analysis work, determine when information needs to be provided, and how a stakeholder is expected to use that information.
4. Plan BA Communication Input / Output Diagram

**Inputs**

- 2.1 Business Analysis Approach
- 2.2 Stakeholder List, Roles, and Responsibilities
- 2.3 Business Analysis Plan(s)
- Organizational Process Assets

**Plan BA Communication (2.4)**

**Tasks Using This Output**

- 4.4 Prepare Req'ts Package
- 4.5 Communicate Requirements
4. Plan BA Communication : Elements

**Geography** : The communications needed for a team that is collocated will be different from communications required for a project with geographically dispersed stakeholders.

**Culture** : Cultural diversity should also be taken into account when planning communications. In addition to the obvious language barriers, there may be more subtle differences that should be considered in the plan, including:

- Relationship to time
- Relationship to task completion
- Relationship to contracts
- Relationship to formal and informal authority.
4. Plan BA Communication : Elements

**Project Type** : Different projects will necessitate different deliverables, and the extent of documentation that is needed in a requirements package will vary depending on the project. Some examples are:

- A new, customized in-house software development project.
- Upgrading the technology or infrastructure of a current system.
- Change in a business process or new data for an existing application
- Purchase of a software package.
- Short, focused, agile style iterations of software development

**Communication Frequency** : Investigates the frequency required by various stakeholders for each type of communication.

**Communications Formality** : Planning communications requires taking into consideration the level of formality that is needed.
4. Plan BA Communication: Techniques

Techniques of Tasks “Prepare Requirements Package”, “Communicate Requirements” and “Communication Skills”

Structured Walkthrough: One of the most common approaches to requirements communication. Time to conduct each walkthrough and address the issues raised during the walkthrough must be included in the plan.
4. Plan BA Communication : Stakeholders

All stakeholders listed here may be consulted for reviews and approvals.

- Customer and Supplier:
- Domain SME
- End User
- Implementation SME
- Operational Support
- Project Manager
- Tester
- Sponsor
4. Plan BA Communication: Output

**Business Analysis Communication Plan:** Describes how, when and why the business analyst will work directly with stakeholders. Components can include:

- The stakeholder communications requirements for business analysis activities
- Format, content, medium, level of detail
- Responsibility for collecting, distributing, accessing, and updating information.
Business Analysis Planning & Monitoring: Tasks

1) Plan Business Analysis Approach
2) Conduct Stakeholder Analysis
3) Plan Business Analysis Activities
4) Plan Business Analysis Communication
5) Plan Requirements Management Process
6) Manage BA Performance
5. Plan Requirements Management Process

- Define the process that will be used to approve requirements for implementation and manage changes to the solution or requirements scope.
5. Plan Requirements Management Process : Description

This task determines the appropriate requirements management process for a particular initiative.

It includes determining the process for requirements change, which stakeholders need to approve change, who will be consulted or informed of changes, and by extension, who does not need to be involved.

The task also includes assessing the need for requirements traceability and determining which requirements attributes will be captured.
5. Plan Requirements Management Process: Inputs

Business Analysis Approach: The selected approach may include a definition of appropriate requirements management process.

Business Analysis Plan(s): The business analysis plan(s) define which deliverables are to be produced and when. Deliverables cannot be managed until they are created.

Organizational Process Assets: Standard templates or processes for requirements management within the organization may exist. The business analyst must be knowledgeable about the organization’s approach to requirements definition, as it will greatly influence the process steps, tasks and deliverables required or expected during the requirements planning and monitoring activities.
5. Plan Requirements Management Process Input / Output Diagram

**Inputs**
- 2.1 Business Analysis Approach
- 2.3 Business Analysis Plan(s)
- Organizational Process Assets

**Output**
- 2.5 Plan Requirements Mgt. Process

**Tasks Using This Output**
- 2.6 Manage BA Performance
- 3.2 Conduct Elicitation Activity
- 4.1 Manage Solution Scope & Req’ts
- 4.2 Manage Req’ts Traceability
- 6.1 Prioritize Requirements
5. Plan Requirements Management Process : Elements

**Repository** : A requirements repository is a method of storing requirements, including those under development, those under review, and approved requirements.

**Traceability** : Determine whether and how to trace requirements based on the complexity of the domain, the number of views of requirements that will be produced, potential impacts from risk, and an understanding of the costs and benefits involved.

**Change Management** : Some considerations when planning for handling changes are:

- Determine the process for requesting changes
- Determine who will authorize changes
- Impact Analysis
- Plan the wording of the request
5. Plan Requirements Management Process : Elements

Attributes : Requirements attributes provide information about requirements, such as the source of the requirement, the importance of the requirement, and other metadata.

Some commonly used requirements attributes include:

- Absolute reference
- Author of the requirement
- Complexity
- Ownership
- Priority
- Risks
- Source of the requirement.
- Stability
- Status
- Urgency
5. Plan Requirements Management Process : Elements

Tailoring the Requirements Management Process : An organization’s requirements management process may need to be tailored to meet the needs of a specific initiative or project. Factors in the tailoring process include:

- Organizational culture
- Stakeholder preferences
- Complexity of project, project phase, or product (product, service, or result)
- Organizational maturity
- Availability of resources
5. Plan Requirements Management Process : Techniques

**Decision Analysis**: Can be used to assess the possible value delivered by a change and assess areas of uncertainty.

**Problem Tracking**: Used to track possible changes and ensure that a decision is reached.

**Risk Analysis**: Used to identify possible risks associated with the change management process and possible risks associated with making or choosing not to make the change.
5. Plan Requirements Management Process: Stakeholders

All stakeholders listed here may be consulted in order to determine.

- Domain SME
- End User
- Implementation SME
- Operational Support
- Project Manager
- Tester
- Sponsor
5. Plan Requirements Management Process: Output

Requirements Management Plan: A requirements management plan describes the:

- Approach to be taken to structure traceability
- Definition of requirements attributes to be used
- Requirements prioritization process
- Requirements change process, including how changes will be requested, analyzed, approved, and implemented.
Business Analysis Planning & Monitoring: Tasks

1) Plan Business Analysis Approach
2) Conduct Stakeholder Analysis
3) Plan Business Analysis Activities
4) Plan Business Analysis Communication
5) Plan Requirements Management Process
6) Manage Business Analysis Performance
6. Manage BA Performance

- To manage the performance of business analysis activities to ensure that they are executed as effectively as possible.
6. Manage BA Performance : Description

This task covers determining which metrics will be used to measure the work performed by the business analyst.

It includes how to track, assess, and report on the quality of the work and take steps to correct any problems that may arise.

This may feed into the development of future business analysis plans.
6. Manage BA Performance: Inputs

**Business Analysis Performance Metrics:** Actual performance measures are captured, analyzed, and become the basis for taking corrective or preventive action.

**Business Analysis Plan(s):** These plans describe deliverables, activities, tasks, and estimates for all business analysis work. Conformance to these plans may be the primary metric used to judge performance.

**Organizational Process Assets:** May include mandated performance metrics or expectations for business analysis work.

**Requirements Management Plan:** The requirements management plan may also set expectations for the frequency of changes to requirements and the work involved in managing that change.
6. Manage BA Performance Input / Output Diagram

Inputs:
- Business Analysis Performance Metrics
- Business Analysis Plan(s)
- Organizational Performance Standards
- Requirements Management Plan

2.6 Manage BA Performance

Tasks Using This Output:
- 2.3 Plan BA Activities

Output Also Used By:
- Org. Process Assets
6. Manage BA Performance: Elements

**Performance Measures**: Performance measures are used to set expectations regarding what constitutes effective business analysis work in the context of a particular organization or initiative. Performance measures may be based on deliverable due dates, metrics or qualitative feedback from stakeholders and peers of the business analyst.

**Performance Reporting**: Reports can be in written format to provide for archival and tracking, or they can be informal and verbal, based on the needs of the project.

**Preventive And Corrective Action**: The business analyst should assess the performance measures to determine where problems in executing business analysis activities are occurring or opportunities for improving the business analysis process exist.
6. Manage BA Performance : Techniques

**Interviews** : Stakeholders may be interviewed to gather assessments of business analysis performance.

**Lessons Learned Process** : Helps identify changes to business analysis processes and deliverables that can be incorporated into future work.

**Metrics and Key Performance Indicators** : Can be used to determine what metrics are appropriate for assessing business analysis performance and how they may be tracked.

**Problem Tracking** : May be used to track issues that occur during the performance of business analysis for later resolution.
6. Manage BA Performance : Techniques

Process Modeling: Can be used to define business analysis processes and understand how to improve those processes to reduce problems.

Root Cause Analysis: Can help identify the underlying cause of failures or difficulties in accomplishing business analysis work.

Survey/Questionnaire: Can be used to gather feedback from a large number of stakeholders.

Variance Analysis: The purpose of this technique is to analyze discrepancies between planned and actual performance, determine the magnitude of those discrepancies, and recommend corrective and preventive action as required. Variances can be related to planned versus actual estimates, cost, scope, product expectations, or any measures that have been established during the planning process.
6. Manage BA Performance: Stakeholders

All stakeholders listed here may be informed of the BA performance.

- Domain SME
- End User
- Implementation SME
- Operational Support
- Project Manager
- Tester
- Sponsor
6. Manage BA Performance: Output

**Business Analysis Performance Assessment:** This includes a comparison of planned versus actual performance, understanding the root cause of variances from the plan, and other information to help understand the level of effort required to complete business analysis work.

**Business Analysis Process Assets:** When the analysis of the performance of the business analysis work yields less than satisfactory results, it is helpful to review not only the results themselves, but also the process that produced those results. This process analysis often results in recommendations for improvement to the business analysis process.
Summary of This Lecture

In this Lecture, we have discussed about

- 6 tasks of Business Analysis Planning & Monitoring
- Plan Business Analysis Communication
- Plan Requirements Management Process
- Manage BA Performance

- Description
- Inputs
- Elements
- Techniques
- Stakeholders
- Outputs
THANK YOU!