

Part 1 : Overview

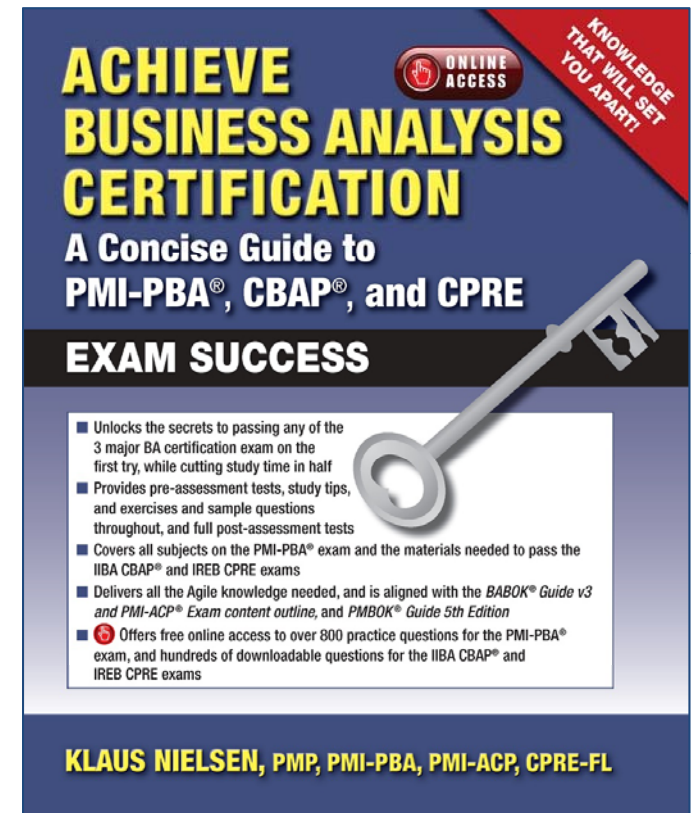
Chapter 3: Organizational Need for Business Analysts

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ACHIEVE BUSINESS ANALYSIS CERTIFICATION

A Concise Guide to PMI-PBA®, CBAP®, and CPRE

By Klaus Nielsen



Organizational Need

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Every project starts with a need; projects without a need don't fail at the end, they fail at the beginning.

This is why we need the business analyst to connect the dots and ensure project success—because unclear or incomplete requirements are the main cause of project failure.

Poor Requirements Management

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The Project Management Institute's (PMI's) 2014 annual global Pulse of the Profession[®] study revealed that 47% of unsuccessful projects fail to meet goals due to poor requirements management

Costs of Fixing Requirements

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Table 3.1 Cost of fixing requirements

Phase in which fixed	Relative cost multiplier
Requirements	1
Design	3–6
Development	10
Testing	15–40
Acceptance testing	30–70
Operations	40–1000

Business Analyst Role

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According to the PMI global standard, *Business Analysis for Practitioners* (2015), “a business analyst is the application of knowledge, skills, tools, and techniques to:

- Determine problems and opportunities;
- Identify and recommend viable solutions for meeting those needs;
- Elicit, document, and manage stakeholders requirements in order to meet business and project objectives; and
- Facilitate the successful implementation of the product, service, or end result of the program or project.”

Business Analyst Role

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The British Computer Society (BCS) proposes the following definition of a business analyst:

An internal consultancy role that has the responsibility for investigating business systems, identifying options for improving business systems, and bridging the needs of the business with the use of IT.

Project Management and Requirements Management

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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 (PMI, 2014).

Business Analyst and Requirements Management

Business analysis is a discipline of the broader practice of requirements management. Risk, complexity, change, and 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 (PMI, 2014).

The Relationship Between the Business Analyst and the Project Manager

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-  The relationship between the business analyst and the project manager is often not clear
-  The project manager manages the project, while the business analyst conducts business analysis—however, it's not that simple
-  Some may see the relationship between the business analyst and the project manager as a competition; however, that should not be the case, as each one is needed for the other to be successful

Questions?

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Thank You

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