Principles of Project Management and Business Analysis 5 Days

Are your projects successful? Industry studies show that the high rate of project failure is often due to inadequate involvement of the end-user and poor definition of product requirements. This course is a thorough introduction to managing projects more successfully based on our highly successful PMBOK® Guide-based 3-day survey of project management "Principles & Techniques" with an added 2-day emphasis on the role of the business analyst, who assists the project manager in defining user requirements and helping to point the project toward completion.

This "crash course" bridges the gap in understanding and appreciating these two vital roles in business projects. Business analysts are key in the early initiation stages of defining the users' needs and establishing a clear set of objective, measurable requirements. The project manager accepts this charter as the basis of creating a project plan that balances requirements and deliverables against given schedule, resource, cost and risk constraints.

The 2-day business analysis component defines the role of the business analyst in the context of the broader organization, and teaches the skills, such as interviewing techniques, that are essential for success. Specific skills are learned in modeling requirements with Use Cases, work flow diagrams and data modeling. Additional skills in object-oriented analysis, structured analysis and system testing round out the training. Finally, learn the Business Analyst's role not just in project initiation but throughout the entire project lifecycle.

The course includes an integrated case study and practical exercises to learn and practice the concepts learned in the classroom. The case study will provide a forum in which to develop essential management deliverables: project charters, scope statements, business requirements documents, work breakdown structures, activity lists, duration estimates, network diagrams, and risk analysis

WHO SHOULD ATTEND

This course is highly recommended for IT project managers, team members and project leaders. Entry-level and self taught IT Business Analysts, their managers, Systems Analysts and programmers interested in expanding their role into the business area

COURSE OBJECTIVES

- Upon completion of this course, you will be able to: Clearly differentiate between project, program, and subproject, identifying contrasting and related characteristics of each
- Compare and contrast project management to: strategic management, operations management, and crisis management
- Define the role of the project manager while balancing the expectations of the different project stakeholders
- Improve the quality of interviews with users using techniques that guide you through the process, showing you what questions to ask and when.
- Conduct group (JAD) sessions for capturing and verifying requirements, using state-of-the-art interviewing techniques - including use cases and Object Oriented Analysis.
- Write a comprehensive and unambiguous Business Requirements Document, communicating the needs of the business to users and to the technical team
- Use UML 2 - the current industry OO standard - in preparing business requirements and diagrams
- Create requirements documentation that can be used as the basis for customized development, maintenance of existing systems and/or as selection criteria for off-the-shelf software
- Gather business requirements using traditional Structured Analysis and Object-Oriented Analysis (OOA)
- Describe complex business logic and ensure completeness of testing using Decision Tables
- Understand basic concepts of iterative development
- Specify business processes with use cases
- Assure quality through structured verification and validation techniques and use-case scenario testing

LESSON TOPICS

- PMI's® current Project Management Framework
- PMBOK's Nine Knowledge Areas
- PMBOK's Five Process Groups
- Iterative Process Model
- Key Stakeholders and stakeholder analysis
- Types of Organizational Structures
- Project Quality and Risk
- Sequential, iterative, and agile development life cycles
- Components of an effective Business Case
- Requirements planning
- Configuration management and change control

- Traceability
- Requirements baselines
- Brainstorming
- Interviews
- Surveys
- Focus groups
- Requirements workshops
- Document analysis
- Interface analysis
- Reverse engineering
- Prototyping
- Requirements analysis techniques including: - business process modeling - object-oriented analysis - structured systems analysis
- Context diagrams
- Use case diagrams
- Use case descriptions
- Activity diagrams
- Class models
- Entity relationship diagrams
- UML standards for analysis models
- Requirements reviews
- Quality control and quality assurance activities

Projections Consulting, Inc.
1781 Jamestown Road, Suite 220
Williamsburg, VA 23185
1-866-963-4440