

## Creating a High-Impact Work Plan for Business Analysts - 3 Days

### *Course 912 Overview*

- You Will Learn How To**
- Develop a work plan that successfully addresses the needs of a business analyst (BA)
  - Define the goals and deliverables of the initiative and develop the work charter
  - Organize, structure and schedule work using breakdown structures, network diagrams and bar charts
  - Adopt common and effective techniques to estimate task work and duration that reflect initiative uncertainty
  - Identify, analyze and manage risks that affect scheduling
  - Keep the work on track and manage key controls while meeting stakeholder expectations
- Course Benefits** Whether starting from an initiative or entering a project after it has been established, business analysts must seamlessly integrate their work into the planning process. To do this successfully requires a well developed and executed work plan. In this course, you learn practical project management methods, tools and techniques to adapt a work plan to the needs of your initiative and its stakeholders.
- Who Should Attend** Business analysts, those who perform the functions of a business analyst or those who may be required to contribute to or lead a project.
- RealityPlus™** An evolving case study immerses you in an authentic project environment, providing practical experience in building a business analysis work plan. Activities include:
- Developing a stakeholder communication plan
  - Creating well-defined work tasks
  - Calculating the critical path
  - Estimating tasks within appropriate tolerances
  - Securing resource commitments from stakeholders
  - Assessing and communicating risks
  - Communicating and presenting your work plan
  - Creating a personal action plan for future use

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### Course 912 Outline

#### The Role of the Business Analyst

##### Defining your role

- Comparing the *BABOK*<sup>®</sup> and *PMBOK*<sup>®</sup> *Guide* frameworks
- Pinpointing where you are in the process life cycle
- Identifying that your work can be defined as a project
- Establishing your relationship with the project manager

##### Making a commitment to the project

- Gathering information to get started quickly
- Determining the requirements for effective personal management

#### The Planning Process

##### Key steps of planning

- Exploring the makeup of a solid BA plan
- Creating the stakeholder communication system
- Synchronizing your plan with an overall project plan

##### Jump-starting the process

- Formulating the right questions
- Eliciting work constraints
- Assessing impact on business

##### Influences on the planning process

- Juggling the triple constraint
- Development methodologies
- Stakeholder concerns

##### Communicating effectively

- Fostering relationships and trust
- Discovering your communication style
- Delivering your message for optimal results

#### Building the Work Plan

##### Initiating your work

- Conducting stakeholder analysis
- Determining objectives
- Defining the scope of work
- Creating a work charter for approval

##### Planning the tasks

- Generating a task list
- Developing the work and organizational breakdown structures
- Listing task attributes and characteristics
- Devising acceptance criteria

##### Constructing task dependencies

- Identifying the critical path and calculating slack with network diagrams
- Making resource and scheduling decisions using bar charts

##### Assigning resources

- Assessing resource requirements
- Utilizing a responsibility assignment matrix

##### Outcomes of the Planning Process

- Deriving the schedule using a Gantt Chart
- Calculating the budget

#### Creating Accurate Estimates

##### Estimating effort, duration and costs

- What constitutes a good estimate?
- Identifying standard estimating techniques

##### Key considerations that affect your estimates

- Collaborating to encourage ownership of the estimate
- Incorporating a WBS
- Accounting for time/cost trade-offs

#### Managing Risks

##### Increasing the probability of success

- Leveraging a Risk Analysis Questionnaire
- Communicating the results

##### Analyzing potential problems

- Brainstorming adverse risks
- Adding preventive and contingent actions into your plan

##### Mitigating risks

- Identifying opportunities and threats
- Conducting qualitative and quantitative analysis
- Planning for contingent actions

#### Executing the Plan

##### Managing stakeholder expectations

- Controlling scope creep
- Reporting progress

##### Addressing resistance to change

- Recognizing reasons behind resistance to change
- Defusing resistance

##### Keeping your piece of the work on track

- Resolving problems with a risk register

- Identifying standard techniques for tracking time and money

#### Applying Lessons Learned for Future Work

- Evaluating project objectives
- Documenting methods for continued improvement