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Executive Editor

- **James R Forcier**

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Biography

- James Forcier is professor of economics and business strategy at Hult International Business School and managing director of Bay Analytics, a business consultancy which serves such firms as AT&T, Cisco Systems, and VISA.Former CEO of the Holtz Company, Alion Pharmaceuticals, and GNS Security.

- Dr. Forcier is a member of the American Economic Association and the National Association for Business Economics. His research centers around strengthening decision-making effectiveness through the use of economic tools, with particular emphasis on maximizing factor productivity.

- Dr. Forcier's work has been cited in The Boston Globe, BusinessWeek online, InformationWeek and Reuters, and he has appeared on CBS News, Fox News, NBC Nightly News, and NPR's "All Things Considered" and "Morning Edition" programs.

- Dr. Forcier received his master's and doctoral degrees from the University of Southern California

- He received his bachelor's degree from the University of California at Los Angeles.

Research Interests

- Dr. Forcier   is an Economic strategist with three decades of experience in

- Business analysis

- Business Development

- Business Positioning.

Business analysis

- Business Analysis is the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders.

- It is a disciplined approach for introducing and managing change to organizations, whether they are for-profit businesses, governments, or non-profits.

- Business analysis is used to identify and articulate the need for change in how organizations work, and to facilitate that change.

Business Analysis Approach

1. Start with the Type of Project…

– Feasibility studies

– Process improvement

– Organizational change

– New software development (in-house)

– Outsourced new software development

– Software maintenance or enhancement

– Software package selection

- Methodology affects most planning elements

  – Pre-Set vs Open to Tailoring?

  – Plan-driven vs Change-driven?

Elements:

1. Timing

2. Formality & Level of Detail

3. Prioritization

4. Change Management

5. BA Planning Process

6. Communication with Stakeholders

7. Analysis and Management Tools

8. Project Complexity

2. Conduct Stakeholder Analysis

- The basics:

    – Who's out there?

    – What do they do?

    – How are they involved?

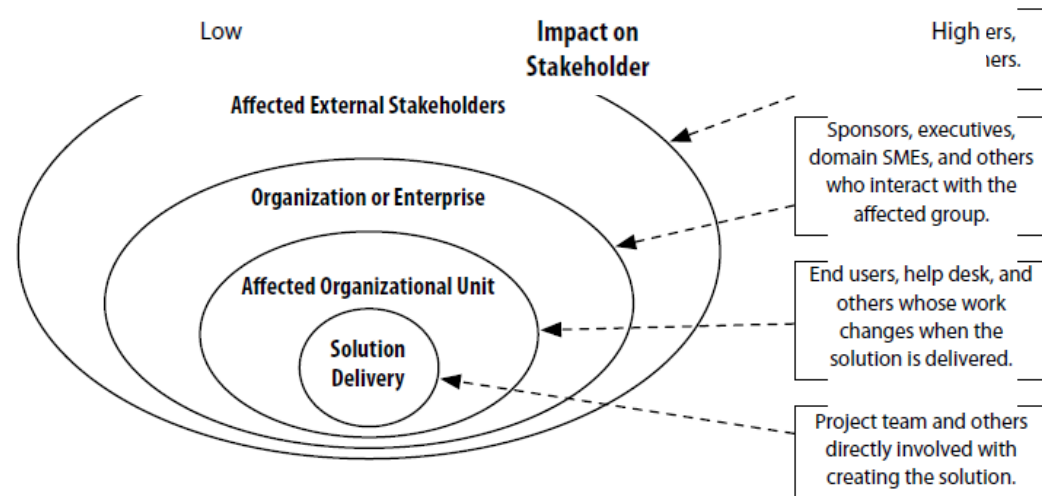   - Attitudes

    - Influence & Authority

Conduct Stakeholder Analysis

Figure 2–4: Sample RACI Matrix

Change Request Process	RACI
Executive Sponsor	A
Business Analyst	R
Project Manager	C
Developer	C
Tester	I
Trainer	I
Application Architect	C
Data Modeler	C
Database Analyst (DBA)	C
Infrastructure Analyst	C
Business Architect	R
Information Architect	C
Solution Owner	C
End User	I
Subject Matter Expert (SME)	C
Other Stakeholders	R, C, I (varies)

Figure 2–5: Stakeholder Matrix

High

Influence of Stakeholder

- Ensure stakeholder remains satisfied.
- Work closely with stakeholder to ensure that they are in agreement with and support the change.
- Monitor to ensure stakeholders interest or influence do not change.
- Keep informed; stakeholder is likely to be very concerned and may feel anxious about lack of control

Low

Low   **Impact on Stakeholder**   High ers, ers.

Affected External Stakeholders

Organization or Enterprise

Affected Organizational Unit

Solution Delivery

- Sponsors, executives, domain SMEs, and others who interact with the affected group.
- End users, help desk, and others whose work changes when the solution is delivered.
- Project team and others directly involved with creating the solution.

3. Plan Business Analysis Activities

- Identify business analysis deliverables

- Determine the scope of work for the business analysis activities

- Determine which activities the business analyst will perform and when

- Develop estimates for business analysis work.

Plan Business Analysis Activities

- The Elements:

  – Where are Stakeholders?

    - Co-located vs Dispersed?

  – Type of project/initiative?

  – Deliverables

    - Begin with the end(s) in mind…

  – Activities Needed

    - What actions & tasks are in the process?

- Is a WBS just a formatted process flow?

- Details: assumptions, dependencies, milestones

  – Organize the Activities

  - by deliverable, phases/iterations, other?

4. Plan Business Analysis Communication

- "Proposed structure and schedule for communications regarding business analysis activities"

- "setting expectations for business analysis work, meetings, walkthroughs, and other communications."

- "how best to receive, distribute, access, update, and escalate information from project stakeholders, and determining how best to communicate with each stakeholder"

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

- **Consider needs and constraints:**

  – Physical locations, time zones

  – Communication approach for the stakeholder.

  – What types of communications will be required

  – What types of requirements will be elicited and how best to elicit them.

  – How best to communicate requirements conclusions/packages.

  – Time and resource availability constraints.

5. Plan Requirement Management

Purpose:

- "approve requirements for implementation"

- "manage changes to the solution or requirements scope"

- Repository(ies)

- WIP, in review, approved

- Whiteboards → LAN folders → Share point → big tools

- Traceability – if & how

- Adds overhead

- Manages risk if correct and consistent

- **Requirements Attributes**

  – Meta-data: unique ID, status, ownership, priority

- **Prioritization**

  – Formality, frequency, techniques, participants

- **Change Management**

  – Approach depends on methodology & culture

  – Change-driven vs Plan-driven

  – Large-scale, Contractual vs small, informal

- **Consider:**

  – Process for requests – create, assess, approve

  – Participants: impact assessment & approval

  – Impact analysis: who, how detailed, consolidation

  – Prioritization and integration into scope

- Tailoring the Requirements Management process

6. Manage BA Performance

Approach depends on methodology & project type

Change-driven vs Plan-driven

Large-scale, high risk vs small, low-impact

- **Consider:**

- Short-term project metrics to help meet milestones and ensure quality in deliverables

- Long-term BA metrics to develop efficiency, measure benefits of training, etc.

- Risk of missing targets vs Costs of tracking & monitoring

- Techniques include interviews, surveys, PMPRs, Root cause analysis and lot's more

Thank You..!

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- International Journal of Accounting Research

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