OMICS Group International through its Open Access Initiative is committed to make genuine and reliable contributions to the scientific community. OMICS Group hosts over 400 leading-edge peer reviewed Open Access Journals and organizes over 300 International Conferences annually all over the world. OMICS Publishing Group journals have over 3 million readers and the fame and success of the same can be attributed to the strong editorial board which contains over 30000 eminent personalities that ensure a rapid, quality and quick review process. OMICS Group signed an agreement with more than 1000 International Societies to make healthcare information Open Access.
OMICS Group welcomes submissions that are original and technically so as to serve both the developing world and developed countries in the best possible way. OMICS Journals are poised in excellence by publishing high quality research. OMICS Group follows an Editorial Manager® System peer review process and boasts of a strong and active editorial board.

Editors and reviewers are experts in their field and provide anonymous, unbiased and detailed reviews of all submissions. The journal gives the options of multiple language translations for all the articles and all archived articles are available in HTML, XML, PDF and audio formats. Also, all the published articles are archived in repositories and indexing services like DOAJ, CAS, Google Scholar, Scientific Commons, Index Copernicus, EBSCO, HINARI and GALE.

For more details please visit our website: http://omicsonline.org/Submitmanuscript.php
Executive Editor

• James R Forcier
Professor
Hult International Business School
USA
Tel: 415-292-0694
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

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

Influence of Stakeholder

<table>
<thead>
<tr>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure stakeholder remains satisfied.</td>
</tr>
<tr>
<td>Work closely with stakeholder to ensure that they are in agreement with and support the change.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor to ensure stakeholders interest or influence do not change.</td>
</tr>
<tr>
<td>Keep informed; stakeholder is likely to be very concerned and may feel anxious about lack of control</td>
</tr>
</tbody>
</table>

Impact on Stakeholder

Affected External Stakeholders

- Sponsors, executives, domain SMEs, and others who interact with the affected group.

Affected Organizational Unit

- 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..!
Related Journals

- Journal of Accounting and Marketing
- International Journal of Accounting Research
2nd International Conference on Business Economics and Management
OMICS publishing Group Open Access Membership enables academic and research institutions, funders and corporations to actively encourage open access in scholarly communication and the dissemination of research published by their authors. For more details and benefits, click on the link below: http://omicsonline.org/membership.php