

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

PMI-GAC Accreditation and PMP Certification: Among other requirements, Project Management Institute (PMI) requires those who aspire to take the PMP exam to have a minimum of 35 contact hours of documented training in the area of project management. Other PMI certificates have a similar requirement too. Students may utilize PJM courses taken at CSU-Global to satisfy these requirements. Please also note that CSU-Global's Bachelor of Science in Project Management and Master of Project Management are accredited by Project Management Institute Global Accreditation Center for Project Management Education Programs (GAC). GAC accreditation ensures the quality of academic degree programs and their graduates meet the standards of the rapidly growing field of project management

Project Management Institute (PMI)® Student Membership

In keeping with its commitment to the academic and professional success of its students, CSU-Global encourages students enrolled in its Project Management programs to consider becoming members of the Project Management Institute (PMI)®.

The advantages of PMI membership include continuous online access to the PMBOK® Guide, a variety of tools and templates, and many knowledge resources, including on-demand webinars and an online library of articles and books (PMI, 2018). Membership also conveys access to a number of professional communities and volunteer opportunities as well as access to career resources and professional development opportunities. (PMI, 2018). Additional information including membership application can be found on the PMI website: <https://www.pmi.org/>.

PMI®, PMBOK® Guide, Project Management Professional®, and PMP® are registered marks of the Project Management Institute, Inc.

Reference: PMI, (2018). Student Membership Project Management Institute, Inc.
<https://www.pmi.org/membership/student>

Ethics and Professional Conduct

CSU global is committed to preparing its graduates to approach every situation ethically and professionally. Students are encouraged to reflect upon course topics that focus on ethical and professional conduct issues in business. Students in the Project Management programs of study are encouraged to use the Code of Ethics and Professional Conduct published by the Project Management Institute (PMI)®. PMI codifies ethical principles for professionals in the field of project management, which serve as the foundational principles for students in this program.

Reference: Project Management Institute. (n.d.) Code of Ethics and Professional Conduct. Newtown Square, Pa: Project Management Institute. Retrieved from <https://www.pmi.org/about/ethics/code>

PJM Careers

CSU-Global is focused on providing career-relevant project management degree programs that align with industry requirements and best practices. CSU-Global's project management degree programs are designed to provide students with the business and project management skills necessary to succeed in an increasingly global economy and changing business environment. The program focuses on technology facilitated collaboration, innovation and entrepreneurship, systems thinking, ethical and socially responsible leadership, and the globalization of today's market. Faculty members serve as peer-cohort mentors and facilitators, career coaches, writing coaches, and résumé reviewers for students, and represent the university at various academic and professional conferences and events. Students who need additional academic support to answer questions about degree programs may request to speak with the program chair or can schedule a meeting with a faculty career coach via an online scheduling tool located in the student portal. The career center allows students the opportunity to talk to a career coach, search for jobs and have access to a variety of resources.

A variety of job opportunities exist in various fields of practice in project management, and to maintain high standards of practice in this industry, project management practitioners need to pay adequate attention to education and training to ensure they obtain the skills they need to succeed. Obtaining well-known industry certificates is one of the ways that project management practitioners can choose to improve their skills, set themselves apart from competitors, and showcase their credentials. Here are some of the example certificates that project management practitioners may choose to pursue:

- Certificates offered by Project Management Institute (PMI): PMI Professional in Business Analysis (PMI-PBA)[®], Certified Associate in Project Management (CAPM) and Project Management Professional (PMP).
- Certificates offered by the International Institute of Business Analysis[™] (IIBA[®]), such as ECBA (Entry Certificate in Business Analysis[™]), CCBA (Certificate of Capability in Business Analysis[™]), and CBAP (Certified Business Analysis Professional[™]).
- Certificates offered by the American Association of Cost Engineering (AACE International): Certified Cost Technician (CCT), Certified Scheduling Technician (CST), Certified Cost Professional (CCP), Certified Estimating Professional (CEP), and Planning & Scheduling Professional (PSP).
- Other example certificates include the Certified ScrumMaster (CSM) from Scrum Alliance, the PRINCE2 certificates, CompTIA's Project+ certificate, and construction project management certificates such as Construction the Certified Construction Manager (CCM) by Management Association of America (CMAA).

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This course emphasizes assessing and integrating project requirements in relation to user needs and organizational goals. Topics include requirements gathering, business analysis, and project planning. Case studies allow students to apply knowledge and skills associated with analyzing business situations, developing requirements, and translating user needs into technology and engineering specifications for development teams.

Course Overview:

This course introduces business analysis functions from a project management perspective. How to define a problem, methods of collect data, and how to write a project analysis plan are all covered. The course emphasizes assessing and integrating project requirements in relation to user needs and organizational goals.

Course Learning Outcomes:

1. Design business analyst processes and information flow to facilitate project development and execution.
2. Develop strategies for determining, confirming, documenting, and reviewing project requirements.
3. Articulate and apply techniques for managing requirement changes, and define the impact of changes on the project.
4. Analyze testing, reliability, validity, and product quality data to measure project success.
5. Understand additional requirements for staffing and managing international projects, including expatriates managing projects abroad, international contract law, government regulations, and financial business reporting standards.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first seven days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

1. Blais, S. P. (2012). *Business analysis: Best practices for success*. Hoboken, NJ: John Wiley and Sons. ISBN: 9781118076002
2. Project Management Institute (2017). *The PMI Guide to Business Analysis*. Project Management Institute, Inc. Newtown Square, Pennsylvania. ISBN: 9786281982
3. Project Management Institute (2017). *PMBOK (6th ed.)*. Project Management Institute, Inc. Newtown Square, Pennsylvania. ISBN: 9781628251845

Suggested:

Project Management Institute (2015). *Business Analysis for Practitioners: A Practice Guide*. Project Management Institute. ISBN: 9781628250695

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT, and peer responses posted by Sunday at 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.
- **Live Classroom:** Although participation is not required, a Live Classroom session is held in week 1.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1, 2, & 3 in *Business Analysis: Best Practices for Success*
- Chapter 1-2 in *The PMI Guide to Business Analysis*
- Chapter 1 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.)
- Byrce, T. (2015, November 12). Understanding business process design. Modern Analyst LLC.
- Egeland, B. (2015, December 29). Why everyone needs a business analyst on the project. *BA Times*.

Discussion (25 points)

Live Classroom (0 points)

Critical Thinking (75 points)

Option #1: Project Analysis Process

Use the SmartArt feature in Word to develop a graphic demonstrating your understanding of the project analysis process. Before designing your graphic, decide if you want the graphic to be linear or cyclical, and what components/phases should be included.

Below the graphic, answer the following three questions about this process:

1. What activities occur during each step/phase of your analytical process? Explain these activities and provide support for your explanation from a minimum of three scholarly or professional business resources.
2. Why did you choose to use a cyclical or linear process/model?
3. How does your model address redesign concerns/issues?

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be, at a minimum, one page in length, include a cover page, a reference page, and your graphic, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Value of a Business Analyst

Given your organization's (or any organization's) mission, objectives, and values, describe how a business analyst would bring value to it by helping the organization move from where it finds itself currently, to a position reflected in its mission, objectives, and values.

Your 2-3 page essay (not including cover and reference pages) should reflect your understanding of:

1. The role and tasks of a business analyst.
2. The evolving nature of the business analyst in an organization.
3. The nature (or relationship) of the analyst between several areas within an organization as it pertains to the interactions that the analyst will have with each of these areas.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be 2-3 pages in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Portfolio Project Reminder

For this course you will be creating a business analyst report that will require you to assess a problem within a specific organization and integrate a solution. This report will be based on one of the following:

- Option #1 Case: Refurbishing Heathrow Airport Terminal 1 (Project Management Institute. (2013). Changing the face at the busiest airport in the world through project management. Retrieved from http://www.pmi.org/business-solutions/~media/PDF/Case%20Study/Heathrow_Airport_Case_Study_New.ashx)
- Option #2 Case: Select a project in your organization (or an organization for which you are familiar).

Review the complete **Portfolio Project Assignment** in the Module 8 Materials folder and select which option you will be completing. This final project will be due in Week 8. It is strongly recommended that you work on this project throughout the course and not wait until the last minute.

Module 2

Readings

- Chapters 4, 5, & Appendix D in *Business Analysis: Best Practices for Success*
- Chapters 1 & 2 in *The PMI Guide to Business Analysis*
- Chapter 2 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.)
- Bowen, R. (2015, July 28). An overview of the project life cycle.
- Project Management Life Cycle Reference. (n.d.) Project management framework reference and how it relates to the project life cycle (based on PMBOK®).

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Vital Project Roles

Create a table that identifies six to nine of the most vital roles on a project. For each role, identify the function of the role, the primary traits that a person in this role needs to possess, and how this role relates to the larger project.

Below the table, answer the following questions:

1. Are there multiple roles that could be accomplished by the same individual? If so, what type of background and traits would this individual need to have? Why did you choose these traits?
2. Knowing your own background, which roles would you feel most comfortable taking on yourself? Explain your answer.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be, at a minimum, one page in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Roles in the PMLC

Given the Project Management Life Cycle (PMLC), create a table that identifies the roles most likely to be used during that each phase of the PMLC with a justification of each role in that particular phase. Your table should contain three columns: PMLC Phase, Business Analyst Role (see page viii in *Business Analysis: Best Practices for Success* for a list of roles), and Justification. The table should demonstrate your understanding of the shifting and multiple roles that you, as an analyst, will manage during the life of a project. You should have at least three roles for each phase; roles need not be unique to a phase, but all roles should be represented in the table.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be, at a minimum, one page in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Module 3

Readings

- Chapters 6 & 7 in *Business Analysis: Best Practices for Success*
- Chapter 5 in *The PMI Guide to Business Analysis*
- Byatt, G., Hamilton, G., & Hodgkinson, J. (2012, December 19). Tips on stakeholder management. *PM Times*.
- Chapter 13 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.)
- Alexander, M. (2015, July 1). 7 tips to transform difficult stakeholders into project partners. *CIO*. Retrieved from <https://www.cio.com/article/2942210/project-management/7-tips-to-transform-difficult-stakeholders-into-project-partners.html>
- Büchel, B., Nieminen, L., Armbruster-Domeyer, H., & Denison, D. (2013). Managing stakeholders in team-based innovation. *European Journal of Innovation Management*, 16(1), 22-49.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Research Processes and Strategies

Read the academic paper:

Kernan, B., Lynch, A., & Sheahan, C. (2011). A methodology for improving enterprise performance by analyzing worker capabilities via simulation. *International Journal of Production Research*, 49(20), 5987-5998.

As you read, pay special attention to the research methodology the authors used and how they performed the analysis of the pseudo corporation.

After reading the paper, create a report that analyzes strengths and weaknesses across three criteria that are organized in the following three sections:

- Section 1: Identify the business strategy used, and offer a critique of a strength and a weakness of the strategy.
- Section 2: Explain the research processes used, as well as the strengths and weaknesses associated with them.
- Section 3: Define the outcomes achieved, and explain one strength and one weakness.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Stakeholders and the Project Team

Given the case on Page 116 in *Business Analysis: Best Practices for Success*, write a memo to upper management that offers an analysis of the stakeholders involved with the issue presented and a recommendation on assembling a project team to deal with the same. Your recommendations should reflect your understanding of dealing with a multi-faceted organization with competing demands, yet be developed with the awareness that you probably will not have dedicated resources.

Your submission must include:

- An APA cover page
- A professional memo that includes an introduction to the issue presented, an analysis of the stakeholders involved, and recommendations for the assembly of the team. Support your recommendations with citations for a minimum of three scholarly or professional business sources. The memo should be 2-3 pages in length. The CSU-Global library is a good place to locate these sources.
- An APA reference page.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be, at a minimum, one page in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Portfolio Milestone (25 points)

Having selected your case (Option #1 or Option #2) in Module 1, submit the **Definition of the Business Analysis Process** (Section II) for your business analyst report that applies specifically to your case or organization. In this section, explain your definition of the business analysis process. You were presented with at least one other definition in the course textbook and lectures, but this is your opportunity to come up with your own definition and explain how you got there. This is also a good place to bring in references from other scholarly sources.

Module 4

Readings

- Chapters 8, 9, & 10 in *Business Analysis: Best Practices for Success*
- Chapter 4 in *The PMI Guide to Business Analysis*
- Chapters 5 & 11 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.)
- Olsson, N. O. E., & Bull-Berg, H. (2015). Use of big data in project evaluations. *International Journal of Managing Projects in Business*, 8(3), 491-512.
- Steenkamp, A. L., Alawdah, A., Almasri, O., Gai, K., Khattab, N., Swaby, C., & Abaas, R. (2013). Teaching case enterprise architecture specification case study. *Journal of Information Systems Education*, 24(2), 105-119.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Gantt Chart

Using the scenario posed in the discussion board for this week (also linked below), draft a high-level project schedule (Gantt Chart) using a computer application of your choice (i.e., Excel or MS Project) that includes the project checkpoints needed to ensure project success. Make sure that you assign resources to tasks, create dependencies, and workgroup packages (subtasks that give detail). Note: The project timeline is six months.

Scenario:

Deen, A., & Balkaran, R. (2013). An analysis of hotels and its similarities to the management of hospitals: A case study of a Provincial Hospital in South Africa. *Journal of Economics and Behavioral Studies*, 5(9): 573-579.

Submit your Gantt chart in a single Word document. To accomplish this, you will need to paste or import your Gantt chart into a Word document. (Hand-drawn charts and those submitted as a file embedded as an object will not be accepted.) For tips on how to do this, review the following resources:

- <https://www.officetimeline.com/gantt-chart-excel>
- <https://support.office.com/en-us/article/Insert-a-chart-from-an-Excel-spreadsheet-into-Word-0b4d40a5-3544-4dcd-b28f-ba82a9b9f1e1>
- <http://www.mamu.co/blog/insert-microsoft-project-gantt-chart-into-microsoft-word.html>

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be, at a minimum, one page in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Statement of Work

Using the scenario found on Page 116 in *Business Analysis: Best Practices for Success* (also used in Module 3, CT Option #2), create a statement of work which includes your responses to the following:

1. How would you define “efficiency” in light of the end-user’s view of resource availability? Support your response to this questions with a minimum of three scholarly or business sources. The CSU-Global library is a good place to locate these courses.
2. Identify the end users, stakeholders, and senior management on the project and explain their roles on this project.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be 2-3 pages in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Module 5

Readings

- Chapters 11, 12, & 13 in *Business Analysis: Best Practices for Success*
- Project Management Institute. (2013). Chapter 6 in *The PMI Guide to Business Analysis. Changing the face at the busiest airport in the world through project management.*
- Santos, H., & Alves, C. (2017). *A2BP: A Method for Ambidextrous Analysis of Business Process.*
- Review Chapter 5 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.)
- Study Guides and strategies. (n.d.) Problem solving and decision making.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Application Development: Build In-House or Outsource Decision Tree

Build a decision tree to decide if your project team should develop an application that will allow users to readily access their accounting spreadsheets, or should this effort be outsourced to a contractor? During the requirements gathering for the project, the requirements were not completed accurately. Therefore, there is a risk that the final product will not pass the customer-acceptance test. Although doing the project in-house will be expensive, the chances of user acceptance are high, thus preventing a costly rework of the project.

1. Use the information in the table below to decide whether you want to build the application in-house or outsource it.
2. Create a decision tree to show outcomes for each decision node using the SilverDecisions website (<http://silverdecisions.pl/SilverDecisions.html?lang=en>). Please note: while the SilverDecisions tool is intuitive, you can find a manual at the following site: <http://silverdecisions.pl/>.
3. Calculate expected value of each outcome and show your calculations (Probability X Impact).
4. Export your decision tree as a png. file and save it on your computer.
5. Explain the best option based on the outcome, and why.

Cost to build the application in-house.	\$125,000
Probability of passing the user acceptance test.	85%
Probability of passing the user acceptance test if work is outsourced.	15%
Cost of rework after the user acceptance test if build in-house.	\$40,000
Cost of rework after the user acceptance test if work is outsourced.	\$255,000

Refer to the Critical Thinking Assignment rubric available in the Module 4 Folder for more information on assignment expectations and grading. For assistance on creating a decision tree, review Section 11.4.2.5 in the *PMBOK Guide* (6th ed.), paying particular attention to Figure 11-15.

Your paper should be 1-2 pages in length, including your decision tree, and conform to the CSU-Global Guide to Writing and APA. The CSU-Global Library is a good place to find these references. Copy and paste your exported SilverDecisions png. file into your Microsoft Word document.

Option #2: Buy vs. Lease Equipment Decision Tree

Build a decision tree to decide if your organization should purchase a brand-new technology or lease the technology.

The biggest concerns or risks with purchasing technology are the rapid changes that happen in technology and the low end-of-life value of technology. Therefore, there is a 40 percent chance that the leased equipment will have better contractual value at the end of the lease-period. Alternatively, there is an 85 percent chance that purchasing new technology will have a lower-than-expected value at the end of the project life. The cost for the technology, if leased, is \$11,500, versus the cost of purchasing a new technology, which is \$15,000.

1. Use the information in the table below to decide whether you want to lease versus buy new technology.
2. Create a decision tree to show outcomes for each decision node using the SilverDecisions website (<http://silverdecisions.pl/SilverDecisions.html?lang=en>). Please note: while the SilverDecisions tool is intuitive, you can find a manual at the following site: <http://silverdecisions.pl/>.
3. Calculate expected value of each outcome and show your calculations (Probability X Impact).
4. Export your decision tree as a png. file and save it on your computer.
5. Explain the best option based on the outcome, and why.

Cost to buy a new technology	\$15,000
Probability of having lower-than-expected value at the end of the project life.	85%
Probability of that the leased equipment will have better contractual value at the end of the lease-period.	40%
Cost of maintenance for the new equipment.	\$5,000
Cost of maintenance for the leased equipment.	\$2,500

Refer to the Critical Thinking Assignment rubric available in the Module 4 Folder for more information on assignment expectations and grading. For assistance on creating a decision tree, review Section 11.4.2.5 in the *PMBOK Guide* (6th ed.), paying particular attention to Figure 11-15.

Your paper should be 1-2 pages in length, including your decision tree, and conform to the CSU-Global Guide to Writing and APA. The CSU-Global Library is a good place to find these references. Copy and paste your exported SilverDecisions png. file into your Microsoft Word document.

Portfolio Milestone Reminder

This week, work on the **Information Flow Graphic** (Section III) and the **Explanation/Description of the Graphic** (Section IV) that will be integrated into your business analyst report. This component of your Portfolio Project requires you to create a graphic that represents your business analysis process. If you designed a graphic for your Critical Thinking Assignment in Module 1, you are welcome to use that graphic as a starting point—or you can start from scratch. After creating your graphic, explain your thinking and what makes your model unique compared to others.

Module 6

Readings

- Chapter 14 in *Business Analysis: Best Practices for Success*
- Appendix X3.3 in *The PMI Guide to Business Analysis*
- Review Chapters 11, 12, & 13 in *Business Analysis: Best Practices for Success*
- Chapter 10 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.)
- Section 3.4.11 in *Business Analysis for Practitioners: A Practice Guide*
- Pritchard, C. (2013). *The project management communications toolkit* (2nd ed.). Boston, MA: Artech House.
- Professional Services Close – Up. (2013, May 31). PMI finds that more than half of all project budget risk is due to ineffective communications. Close Up Media, Inc.

Discussion (25 points)

Critical Thinking (75 points)

Option #1: Business Requirements Document

Select one of the six cases represented in the web article:

Rao, L. (2010, July 17). How social media drives new business: Six case studies. Retrieved from <http://social.techcrunch.com/2010/07/17/how-social-media-drives-new-business-six-case-studies/>

Create a business requirements document (BRD) that lists three to four functional requirements based on the case that you have selected. (There are many possible formats for a BRD—select a format that best suits your case. One example is found at <http://www.isixsigma.com/implementation/project-selection-tracking/business-requirements-document-high-level-review/>.) Your document should include a table, which consists of a minimum of the following components: Priority, Requirement Description, Rationale, and Stakeholders Impacted.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your BRD should be a minimum of one page in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Senior Leadership Memo

Select one of the six cases represented in the web article:

Rao, L. (2010, July 17). How social media drives new business: Six case studies. Retrieved from <http://social.techcrunch.com/2010/07/17/how-social-media-drives-new-business-six-case-studies/>

Assume you are a consultant/business analyst. Your manager asks you to write a memo to the senior leadership of the business (case) you selected in order to give them a balanced overview of persistent documentation (see Page 287, Chapter 14, in *Business Analysis: Best Practices for Success*) as it will impact both the cost and timing of the solution. Your memo should be designed to persuade the senior leadership to adopt either a more rigorous or lax standard of documentation, which will directly effect the work you have to do.

Your submission must include:

- An APA cover page
- A professional memo that includes an introduction to the case, a clear overview of persistent documentation and analysis of its impact on cost and timing of the solution, and a persuasive conclusion which recommends the adoption of a specific standard of documentation. Support for your analysis and recommendation with cited references from a minimum of three scholarly or professional business sources. The memo should be 2-3 pages in length.
- An APA reference page.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be 2-3 pages in length, include a cover page, memo citations, and a reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least three scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Portfolio Milestone (25 points)

This week, submit the **Problem Definition** (Section V) and the **Data Collection** (Section VI) components that will be integrated into your business analyst report due in Week 8. Defining the problem is critical to being able to target the needed change and to measure success. Remember, if you selected Option #1, you will define the problem for the Heathrow case. If you selected Option #2, you will define the problem for the specific organization that you identified.

After defining the problem, you must describe the data that you will need to collect to ensure your project will be successful. You will need to cover not only what data you would like to have but also how you would collect/retrieve that data.

Module 7

Readings

- Chapter 9 in *The PMI Guide to Business Analysis*

- Chapter 15 & 16 in *Business Analysis: Best Practices for Success*
- Chapter 8 in *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* (6th ed.)
- Parker, D., Verlinden, A., Nussey, R., Ford, M., & Pathak, R. D. (2013). Critical evaluation of project-based performance management. *International Journal of Productivity and Performance Management*, 62(4), 407-419. doi:<http://dx.doi.org/10.1108/17410401311329634>
- Rolstadås, A., Tommelein, I., Morten Schiefloe, P., & Ballard, G. (2014). Understanding project success through analysis of project management approach. *International Journal of Managing Projects in Business*, 7(4), 660-638.

Discussion (25 points)

Portfolio Milestone Reminder

This week, work on the **Strategies/Theory Used to Reach Conclusion** (Section VII), **Justification/Explanation for Risk Analysis** (Section VIII), and **Risk Mitigation Process** (Section IX) components that will be integrated into your business analyst report due in Week 8.

Section VII requires you to explain which strategies and/or theories you used in formulating your solution. This is another section of the report where it would make sense to include academic references. Here, the project is defined, and collecting data on the important facets of the project are completed and explained. This taps into your ability to defend the validity and reliability of your analytical model.

Section VIII and Section IX are related to risk. Here, you will justify the end results of the analytical processes, address any significant risk encountered along the way, and provide an explanation as to how any risk would be mitigated.

Your business analyst report (Portfolio Project) will be due at the end of Week 8.

Module 8

Readings

- Chapter 17 in *Business Analysis: Best Practices for Success*
- Hussein, Z. A. (2015, February 7). Business analysts and change management: What we need to know. Retrieved from <http://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3194/Business-Analysts-and-Change-Management-What-we-need-to-know--Part-1.aspx>
- Creasey, T. (2014). Change management in project management speak. *Change Management Tutorial Series*. Retrieved from <http://www.change-management.com/tutorial-cm-in-pm-speak.htm>
- Leeman, R. (2014, August 4). Project management vs change management. Retrieved from <https://www.linkedin.com/pulse/20140804002003-7145156-project-management-vs-change-management>

Discussion (25 points)

Portfolio Project (300 points)

OPTION #1: Business Analysis Report (Heathrow)

This Portfolio Project emphasizes assessing and integrating project requirements in relation to user needs and organizational goals. Review the PMI case study about Refurbishing Heathrow Airport Terminal 1 with an emphasis on how you would assess the problem and integrate a solution in a different way.

Project Management Institute. (2013). Changing the face at the busiest airport in the world through project management. Retrieved from http://www.pmi.org/business-solutions/~media/PDF/Case%20Study/Heathrow_Airport_Case_Study_New.ashx

Your task is to develop a 10- to 12-page report that includes the following sections and outlines your strategies for addressing the problems outlined in the Heathrow Airport Terminal 1 project.

- I. Introduction (1 page)
- II. Definition of the Business Analysis Process (1 page)
- III. Information Flow Graphic (1 page)
- IV. Explanation/Description of Graphic (1 page)
- V. Define the Project (1 page)
- VI. Data Collection (1 page)
- VII. Strategies/Theory used to Reach Conclusion (1 page)
- VIII. Justification/Explanation for Risk Analysis (1 Page)
- IX. Risk Mitigation Process (1 page)
- X. Conclusion (1 page)

This is a large project that is best approached by splitting it into smaller pieces. Because you will be analyzing the Heathrow Terminal 1 project, it is a good idea to give that case study one more read with an eye towards things you would do differently.

Components of the Project

The introduction and conclusion are probably best written last, as the content of these sections depends greatly on what you write in the body of the report. The second section, Explanation of the Business Analysis Process, is a good thing to write first. In this section you will explain your definition of the business analysis process. You were presented with at least one other definition in the course textbook and lectures, but this is your opportunity to come up with your own definition and explain how you got there. This is also a good place to bring in references from other scholarly sources.

The third section, Project Analysis Graphic, requires you to create a graphic that represents your business analysis process. Remember that you designed a graphic in Module 1, and you are welcome to use that graphic as a starting point—or you can start from scratch. Be sure to use the feedback that you received from your instructor when designing the model for this final report. The fourth section is where you explain your thinking and include what makes your model unique compared to others.

In Section V you will define the problem in the Heathrow Airport Terminal 1 example. As we know, without identifying what we want to change it is difficult to measure success, and so defining the problem is critical. In Section VI you will describe the data that you will need to collect to ensure your project is successful. You will need to cover not only what data you would like to have, but also how you would collect/retrieve that data.

Section VII requires you to explain which strategies and/or theories you used in formulating your solution. This is another section of the report where it would make sense to include academic references. Here, the project is defined, and collecting data for the important facets of the project are completed and explained. This taps into your ability to defend the validity and reliability of your analytical model.

The final two sections are related to risk. Here you will justify the end results of the analytical processes, addressing any significant risk encountered along the way, and provide an explanation as to how any risk would be mitigated.

After you have written the body of the report, you can develop the introduction where you provide an overview of the sections and your findings, and a conclusion where you recap the process and describe any limitations or difficulties that you came across.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be, at a minimum, 10 pages in length, include a cover page and a reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least five scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

OPTION #2: Business Analysis Report (Organization of Choice)

This Portfolio Project emphasizes assessing and integrating project requirements in relation to user needs and organizational goals. Select a project in your organization (or an organization for which you are familiar), with an emphasis on how you would assess the problem and integrate a solution in a different way.

Your task is to develop a 10- to 12-page report that includes the following sections and outlines your strategies for addressing the problem in the organization you selected.

- I. Introduction (1 page)
- II. Definition of the Business Analysis Process (1 page)
- III. Information Flow Graphic (1 page)
- IV. Explanation/Description of Graphic (1 page)
- V. Define the Project (1 page)
- VI. Data Collection (1 page)
- VII. Strategies/Theory used to Reach Conclusion (1 page)
- VIII. Justification/Explanation for Risk Analysis (1 page)
- IX. Risk Mitigation Process (1 page)
- X. Conclusion (1 page)

This is a large project that is best approached by splitting into smaller pieces.

Components of the Project

The introduction and conclusion are probably best written last, as the content of these sections depends greatly on what you write in the body of the report. The second section, Explanation of the Business Analysis Process, is a good thing to write first. In this section you will explain your definition of the business analysis process. You were presented with at least one other definition in the course textbook and lectures, but this is your opportunity to come up with your own definition and explain how you got there. This is also a good place to bring in references from other scholarly sources.

The third section, Project Analysis Graphic, requires you to create a graphic that represents your business analysis process. Remember that you designed a graphic in Module 1, and you are welcome to use that graphic as a starting point—or you can start from scratch. Be sure to use the feedback that you received from your instructor when designing the model for this final report. The fourth section is where you explain your thinking and include what makes your model unique compared to others.

In Section V you will define the problem in the Heathrow Airport Terminal 1 example. As we know, without identifying what we want to change it is difficult to measure success, and so defining the problem is critical. In Section VI you will describe the data that you will need to collect to ensure your project is successful. You will need to cover not only what data you would like to have, but also how you would collect/retrieve that data.

Section VII requires you to explain which strategies and/or theories you used in formulating your solution. This is another section of the report where it would make sense to include academic references. Here, the project is defined, and collecting data for the important facets of the project are completed and explained. This taps into your ability to defend the validity and reliability of your analytical model.

The final two sections are related to risk. Here you will justify the end results of the analytical processes, addressing any significant risk encountered along the way, and provide an explanation as to how any risk would be mitigated.

After you have written the body of the report, you can develop the introduction, where you provide an overview of the sections and your findings, and a conclusion where you recap the process and describe any limitations or difficulties that you came across.

Be sure to properly organize your writing and include an introduction, headings / subheadings for the body of your work, an analysis and recommendations (if applicable), a conclusion, and a list of references. Consult the assignment template for a more complete list of requirements. Assignment template: http://csuglobal.libguides.com/ld.php?content_id=21534702.

Your paper should be, at a minimum, 10 pages in length, include a cover page and reference page, and conform to the CSU-Global Guide to Writing and APA. Include at least five scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see CSU-Global Guide to Writing and APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the library and internet resources.

Citing Sources with APA Style

All students are expected to follow the CSU-Global Guide to Writing and APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations.

Netiquette

Respect the diversity of opinions among the instructor and classmates, and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.