

Winter 2025

## Business and Requirement Analysis

CRN 36802 CIS 95H-63Z

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**Preferred contact method:** email

**Questions via email:** I will respond within 24 hours (longer on weekends or holidays)

**Office Hours:** I am available for Office Hours if you would like to join me in Zoom meetings for support as follows:

Monday January 6-March 24, 2025 12:00 noon–1:00 pm (Zoom meeting online)  
<https://fhda-edu.zoom.us/j/85687606584>

Tuesday January 7-March 25, 2025 4:00pm –5:00 pm (Zoom meeting online)  
<https://fhda-edu.zoom.us/j/87219131668>

If you cannot make it then, we can arrange other times by appointment (via Zoom meeting online).

Note: Nothing on campus.

**Course delivery:** Asynchronous online

**Course repository:** Canvas learning management system

### **Ways you will hear from me:**

- Later in this syllabus you will see a week-by-week course plan. In Canvas, you will see a summary of what we will be covering each week at the beginning of each module, including assignments, quizzes, midterm and final exams.
- At the beginning of each week, I will be sending a Canvas Announcement reminding you of the work items (quiz, assignment) from the previous week that are due at the end of the day on Tuesday. I will provide feedback on your assignments submitted in Canvas within a few days of the due date. If you have not submitted your work, I will try to contact you to make arrangements to support you.

- If you have a question that you think may be of general interest, you can pose it in a discussion topic in Canvas and I will respond.
- I will send heads-up messages approximately two weeks prior to the midterm and final exams reminding you of the dates and request that you contact me to make alternate arrangements if the scheduled dates are a problem for you.

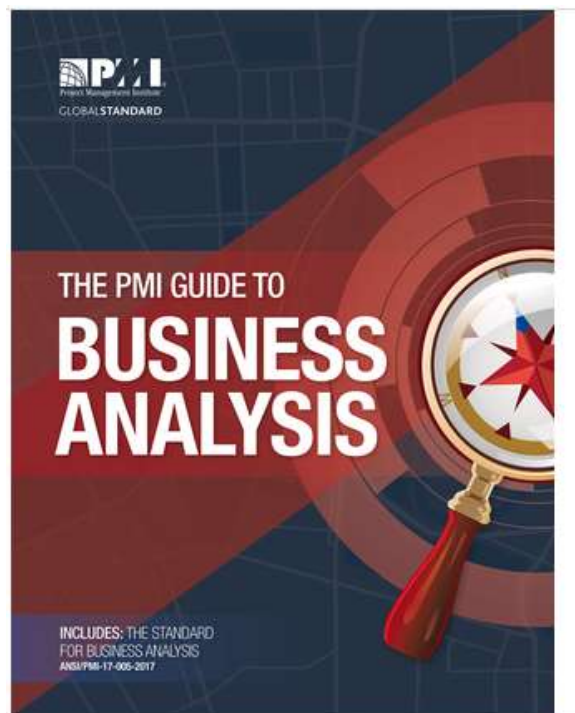
## LEARNING MATERIALS:

1. **TEXTBOOK:** You have your choice of either of the following textbooks from the Project Management Institute. Lectures use material from all of them, but you only need one.
  - a. The PMI Guide to Business Analysis; 2017. Project Management Institute. ISBN: 978-1-62825-198-2 (paperback, printed version). **Please use this one if you have plans to take the PMI-PBA certification exam.** Cost ~\$74.95. Copies of this will **not** be available in the De Anza Bookstore.

If you are a member of PMI, you can download a PDF version of either document for free as part of your membership (it will be password protected per your PMI credentials). The file cannot be printed nor can you highlight sections. A PMI student membership is around \$32.

You can order through PMI's distribution company Independent Publishers Group, email: [orders@ipgbook.com](mailto:orders@ipgbook.com), 1-800-888-4741. <https://www.ipgbook.com>

[https://www.ipgbook.com/the-pmi-guide-to-business-analysis-products-9781628251982.php?page\\_id=21](https://www.ipgbook.com/the-pmi-guide-to-business-analysis-products-9781628251982.php?page_id=21)



## The PMI Guide to Business Analysis

Other *Project Management Institute*

BUSINESS & ECONOMICS  
 444 PAGES, 8.5 X 11  
 FORMATS: TRADE PAPER, EPUB, MOBIPOCKET, PDF  
 TRADE PAPER, \$74.95 (US \$74.95) (CA \$120.00)  
 PUBLICATION DATE: JANUARY 2018  
 ISBN 9781628251982  
 RIGHTS: WOR

PROJECT MANAGEMENT INSTITUTE (JAN 2018)

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Book Type:

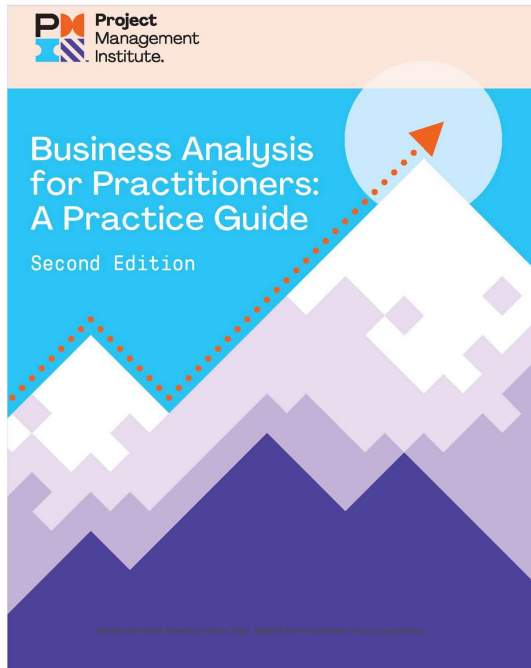
Quantity:

Price: \$74.95

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*or*

- b.** Business Analysis for Practitioners, A Practice Guide; 2024. Project Management Institute. Second Edition. ISBN: 978-1-62825-808-0. (paperback, printed version). Please use this if you do **not** have plans to take the PMI-PBA certification exam. Cost ~\$24.95. Copies of this should be available in the De Anza Bookstore.



## Adopted Course Materials

Learn more about the materials you've adopted, as well as prior adoptions, for the course selected.

### BUSINESS AND REQUIREMENT ANALY

2025 Winter De Anza  
CIS.D095H


Subject: Business Analysis [Edit](#) [🔗](#)

Submitted

#### Business Analysis for Practitioners ✕

**Adopted**

ISBN: 9781628258080  
**Required**



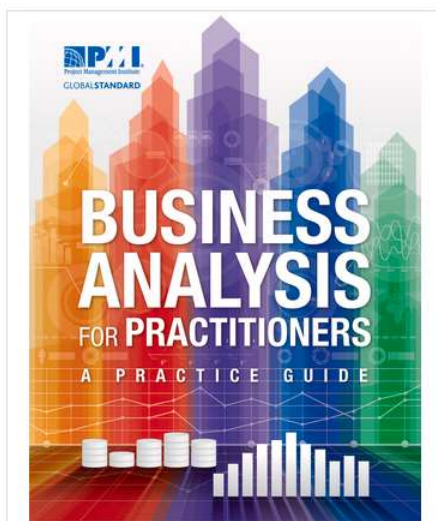
2 Edition  
Author(s): Pmi  
Publisher: Independent  
Publishers Group - IPG  
Starting Price: \$18.75

IMAGE COMING SOON

PAPER

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- c. Note: You may also use the earlier first edition. [Business Analysis for Practitioners, A Practice Guide](#); 2015. Project Management Institute. ISBN: 978-62825-069-5 (paperback, printed version).



### Business Analysis for Practitioners

A Practice Guide

By *Project Management Institute*

BUSINESS & ECONOMICS  
206 PAGES, 8.38 X 10.88  
FORMATS: TRADE PAPER, EPUB, MOBIPOCKET  
TRADE PAPER, \$34.95 (US \$34.95) (CA \$46.95)  
PUBLICATION DATE: JANUARY 2015  
ISBN 9781628250695  
RIGHTS: WOR

PROJECT MANAGEMENT INSTITUTE (JAN 2015)

 eBook Editions Available  
[Will it work on my eReader?](#)

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Quantity:

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2. Lecture materials are posted in the Canvas Learning Management System. Recordings of the lectures will be made available with captioning, with links to them posted in the Canvas Learning Management System.

## **STUDENT LEARNING OUTCOMES**

1. Create business requirements being mindful of customer needs, objectives, and change management.

## **OBJECTIVES**

In this course, students will learn to:

- Design a business problem using 'problem and opportunity analysis technique' and develop a solution scope statement to provide input to create a business case.
- Scrutinize the business analysis activities that will occur within the project. This includes establishing tools, policies, and procedures for the requirements management plan, requirements traceability, change management, document control, and acceptance criteria.
- Apply elicitation, analysis, decomposition, acceptance, approval, specification, and validation of the requirements for a product or project.
- Demonstrate lifecycle requirements comprised of continuous monitoring and documenting of requirements as well as the communication of the requirements status to stakeholders.
- Critique how well the delivered solution fulfills the requirements and meets the business need. Tasks within this domain include testing the solution, determining if there are gaps, and obtaining sign-off.

## **ATTENDANCE**

This is a 4.0-unit course with a 4-unit lecture component. Please follow the course calendar/plan in order to complete reading, quizzes, assignments, midterm examination, final examination, and other work on time.

In order not to be dropped as a “no-show” you must complete the introductory survey “Quiz 0” by Tuesday, January 16, 2024. You will not be automatically dropped once you have completed the introductory survey assignment. Once you have completed the introductory survey, if you wish to drop the class, it is *your responsibility to drop the class before the deadline in the Schedule of Classes*. Otherwise, an appropriate grade will be assigned at the end of the quarter.

## **Scholarly Conduct**

Discussion and exchange of ideas on assignments are strongly encouraged. However, each person is expected to complete his/her own work. Identical solutions will be given a zero grade.

Copying or cheating during an exam will result in a zero being assigned to all the parties involved.

## ASSIGNMENTS

The assignments measure your ability to apply course concepts to hands-on skills by using commonly used software.

## INCOMPLETE

No Incomplete for Assignments - Keep up with Assignments and turn in whatever you have at the end of the quarter. Incompletes will only be granted for justifiable reasons for work not finished and 10% may be deducted from the assignment score.

## ALL EXAMS ARE MANDATORY

**MIDTERM EXAM** One midterm will be given during the quarter covering course terms and concepts during the first half of the course. There are usually 40 - 50 questions, mostly multiple choice, True/False, and perhaps with some fill-in the blanks. There may also be short “essay” questions. It will be held in Week 7 (starting between Thursday, February 20, 2025 8am California time and completed by Friday, February 21, 2025 11:59pm California time).

**FINAL EXAM** The final exam will be administered at the end of the quarter (Week 12, starting between Thursday, March 27, 2025 8am California time and completed by Friday, March 28, 2025 11:59pm California time). It will be a comprehensive exam, covering the entire course. There are usually on the order of 50 questions.

**POINTS** The following points can be obtained for various course activities:

ACTIVITY	Information	Weight/Points
Quizzes	Around 10, approximately weekly (in Canvas)	100
Midterm Exam	40-50 questions (in Canvas)	100
Assignments	Turned in as assigned (in Canvas)	100
Final Exam	~50 questions (in Canvas)	100
Total Points		400

**SCORING/GRADES:**

Your total score will be normalized to 100 and indexed into the grading scale below:

**98%+=A+, 92-97=A, 90-91=A-, 88-89=B+, 82-87=B, 80-81=B-, 78-79=C+, 70-77=C, 60-69=D, <60=F**

Percentages are rounded to the nearest whole number.

**Posting Grades**      At the end of the quarter you can view your grade in the course via MyPortal.

## Course Plan (Winter 2025)

The weekly reading assignments are shown for all the textbook options. Please do the reading from the textbook that you selected (you do not need more than one textbook).

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 1	1/6/2025	1/12/2025	Reading Assignment: The PMI Guide to Business Analysis (" <b>BA GUIDE</b> "), Chapter 1, pages 1-30.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , 2nd edition, Introduction pages 1-7.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , 1st edition, pages 1-9.
			<b>WEEK 1, LECTURE 1: Introduction</b>
			Introduction; Course Outline/Plan, Syllabus; Context in the De Anza Project Management curriculum
			<b>WEEK 1, LECTURE 2: Definitions and basics</b>
			Definition of business analysis (BA Guide: p8, Glossary p389)
			Why is business analysis important?
			Definition of a requirement. Agile epic, user story.
			Unclear requirement: Mars lander failure
			Types of requirements: business, stakeholder, solution, transition (BA Guide p10); project and quality (BA Guide p11)
			What is a solution (BA Guide p13)?
			Interactions with project management
			What is a project? PMI definition, UK Axelos PRINCE2 definition
			Product versus project requirement
			Inbound versus outbound product management
			Product Life cycle versus a project life cycle
			...Project Life Cycle Phases: Concept, Planning/Spec, Design/Develop, Test, Release to GA
			...Product Life Cycle
			Waterfall, Agile, Spiral, Hybrid
			Agile Roles, especially product owner/business analyst
			<b>WEEK 1, LECTURE 3: Business Analysis Process Group, Knowledge Areas</b>
			Textbook processes: Input-Process-Output; Input-Tools/Techniques-Output
			Project Management Process Groups: Initiating, Planning, Executing, Monitoring & Controlling, Closing
			Business Analysis Process Groups: Defining and Aligning, Initiating, Planning, Executing, Monitoring and Controlling, Releasing
			Business Analysis Knowledge Areas: Needs Assessment, Stakeholder Engagement, Elicitation, Analysis, Traceability and Monitoring, Solution Evaluation
			<b>WEEK 1, LECTURE 4: Professional Certifications in Business Analysis</b>
			Project Management Institute: PMI-PBA Professional in Business Analysis.
			International Institute for Business Analysis (IIBA): Entry Certificate in Business Analysis (ECBA); Certification of Competency in Business Analysis (CCBA); Certified Business Analysis Professional (CBAP).
			International Requirements Engineering Board (IREB) CPRE Certified Professional in for Requirements Engineering. Levels: Foundation Level (FL), Advanced Level, Expert Level.
			<b>Assignment:</b> None for this introductory week.
			<b>Quiz #0:</b> Short essay/questionnaire on your business/requirements analysis background (no pressure, does not require the textbook or listening to any lecture material).
			<b>Quiz #1:</b> Covering Week 1 lecture material (you do not need the textbook for this, recognizing that you may not have received it yet)



Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 2	1/13/2025	1/19/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 2, pages 31-41; Chapter 3, pages 43-54.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , 2nd edition, pages 8-10.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , 1st edition, pages 4-5.
			<b>WEEK 2, LECTURE 1: Overview of Conducting Business Analysis</b>
			PMI terms: Enterprise Environmental Factors and Organizational Process Assets (what are they, what are their influences)
			...EEFs: External (market conditions) and internal (org culture, resource capabilities) to the organization
			...OPA: Business analysis processes/policies/procedures; knowledge data bases; team knowledge
			Focus: Project manager focuses on project; Business analyst focuses on product
			Organizational system influence: project life cycle choice
			The need for collaboration to ensure product success
			<b>WEEK 2, LECTURE 2: The Role of the Business Analyst in the organization</b>
			Business analyst: definition
			Examples of job titles of people doing business analysis
			Technical program manager
			Evolution of the role
			Sphere of influence: needs assessment; stakeholder engagement; elicit and develop requirements; solution evaluation; responsible for successful delivery of the product
			Typical organizational groups with which the business analyst interacts
			Competencies overview (details in Week 12)
			<b>WEEK 2, LECTURE 3: Core Concepts Model</b>
			BABOK 6 core concepts: Change, Need, Solution, Stakeholder, Value, Context
			<b>Assignment:</b> No assignment this week.
			Quiz #2 covering Week 2 lecture material (you do not need the textbook for this)

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 3	1/20/2025	1/26/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 4: pages 55-96.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , 2nd edition, Chapter 2 pages 11-19.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , 1st edition, Chapter 2 pages 11-34.
			<b>WEEK 3, LECTURE 1: Needs Assessment Knowledge Area, Part 1</b>
			Overview of the processes in Needs Assessment: assess the internal and external environments, organizational capability and capacity, determine viable options
			Identify the business problem or opportunity to pursue: elicit information, create "situation statement"
			...Tools: Benchmarking, competitive analysis, document analysis, interviews, market analysis, prototyping
			Assess the current state: analyze causes/reasons for a problem/opportunity
			...Evaluate organizational capabilities: Capability framework; Capability table, SWOT analysis
			...Look at organizational goals and objectives to ensure alignment
			...Analyze problem and root causes in order to address the business need. Use tools often used in quality analysis: Pareto diagrams, process flows/flowcharts, value stream maps, root cause analysis, Ishikawa diagrams (cause-and-effect, Fishbone), Five Whys
			<b>WEEK 3, LECTURE 2: Needs Assessment Knowledge Area, Part 2</b>
			Determine Future State: identify capability gaps, how to get to the desired future state
			Affinity diagram
			Benchmarking
			Feature model
			Gap analysis to identify missing but needed capabilities
			Kano Analysis: dissatisfiers, satisfiers, delighters
			Purpose alignment model
			Solution capability matrix
			<b>WEEK 3, LECTURE 3: Needs Assessment Knowledge Area, Part 3</b>
			Determine viable options, make recommendation
			...Identify viable options
			...Conduct feasibility analysis
			...Define high-level product scope
			...Define requirements to transform the organization
			...Recommend an option
			Tools: Cost-benefit analysis, feature injection technique, "real options" (decision at a delayed point in time), valuation techniques (to be covered in Week 4), weighted ranking
			Product roadmap development
			Tools: workshops, feature model, product vision, story mapping
			4.6 Assemble Business Case (will be covered in Week 4)
			<b>Assignment #1:</b> Prepare a competitive analysis for a product (e.g., smartphone).
			Quiz #3 covering Week 3 lecture material

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 4	1/27/2025	2/2/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 4: pages 96-107.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, Chapter 2 pages 20-33.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , First edition, Chapter 2: pages 34-36.
			<b>WEEK 4, LECTURE 1: Financial Background for preparing a business case</b>
			Return on Investment
			Future value: definition and examples
			Present Value
			Discounted Cash Flow analysis
			Net Present Value (with and without inflation), example calculation
			Benefit-Cost Ratio (BCR) also known as profitability index. Initial investment and general case (multiple investments).
			Internal Rate of Return: solve iteratively, use Excel
			Payback period; Discounted payback period
			Summary of techniques
			Capital budgeting optimization
			Project selection
			Break-even analysis
			<b>WEEK 4, LECTURE 2: Preparing a Business Case</b>
			Business Case components: statement of problem/opportunity; situation analysis; recommendation; plan for benefits realization. Look at market demand, customer requests.
			Product scope
			Using an Excel template
			<b>WEEK 4, LECTURE 3: Sample Business Cases</b>
			Look at some hypothetical examples.
			<b>WEEK 4, LECTURE 4: Support Charter Development (BA Guide, Chapter 4.7)</b>
			Go from the business case and product scope to developing the charter (portfolio, program, or project).
			Content of a charter.
			<b>Assignment #2:</b> Prepare a simple business case for a product.
			Quiz #4

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 5	2/3/2025	2/9/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 5 Stakeholder Engagement: pages 109-152.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, Chapter 3 pages 35-49.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , First Edition, Chapter 3, pages 37-68.
			<b>WEEK 5, LECTURE 1: Stakeholder Engagement, Part 1</b>
			Identify Stakeholders: stakeholder register
			Stakeholder Analysis: assess attitude, interest, influence; RACI model; stakeholder maps (stakeholder matrix, onion diagram)
			Stakeholder Engagement/Communications Approach
			<b>WEEK 5, LECTURE 2: Stakeholder Engagement, Part 2</b>
			Conduct Business Analysis Planning: agree on activities, roles and responsibilities; estimating techniques, planning techniques; business analysis plan
			Prepare for Transition to Future State: Is the organization ready to transition (readiness assessment); transition plan
			<b>WEEK 5, LECTURE 3: Stakeholder Engagement, Part 3</b>
			Manage Stakeholder Engagement and Communication
			Assess Business Analysis Performance: evaluate effectiveness of business analysis practices; retrospectives and lessons learned; root cause analysis; metrics/measurements; variance analysis
			<b>Assignment #3:</b> Prepare a stakeholder register for a product (e.g., smartphone development).
			Quiz #5

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 6	2/10/2025	2/16/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 6: Elicitation pages 153-173.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, Chapter 4 pages 51-76.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , First Edition, Chapter 4, pages 69-88.
			<b>WEEK 6, LECTURE 1: Elicitation-Part 1</b>
			Determine elicitation approach: what information is needed; how to conduct it; which stakeholders; tools/techniques
			Prepare for elicitation: objective, participants, questions to ask, agenda, schedule meeting
			<b>WEEK 6, LECTURE 2: -Part 2</b>
			Conduct elicitation: brainstorming, collaborative games, workshops, focus groups, interviews, prototyping, questionnaires/surveys
			Confirm elicitation results: confirm accuracy, achieve common understanding
			<b>WEEK 6, LECTURE 3: -Part 3 The Customer Visit</b>
			A focused meeting on gathering customer requirements: not a sales call. McQuarrie: Customer Visits, Building a Better Market Focus.
			<b>Assignment #4:</b> Prepare a list of questions for a discussion with a customer about a product.
			Quiz #6

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 7	2/17/2025	2/23/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 7 Analysis (part 1) pages 175-208.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, Chapter 7 pages 103-133.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , First Edition, Chapter 4, pages 88-117.
			<b>WEEK 7, LECTURE 1:</b>
			Determine Analysis Approach: Which models to use
			Create and Analyze Models: Scope, Process, Rule, Data, and Interface models
			...Context diagram, data flow diagram, decision tree, feature model, goal model, business objectives model, traceability matrix, interaction matrix, CRUD (Create, Read, Update, Delete) matrix, process flows, prototypes, wireframes, state table/state diagram, story mapping, use case diagram
			<b>WEEK 7, LECTURE 2:</b>
			Define and Elaborate Requirements: story elaboration, story slicing, use case, user story
			<b>WEEK 7, LECTURE 3: Review for the Midterm</b>
			Quick run through of content of the midterm, quickly reviewing key concepts that have been covered
			<b>Assignment #5:</b> Prepare a wireframe model for a COVID-19 contact tracing application, showing a minimum of 5 screens.
			No quiz this week (due to the midterm)
			<b>Midterm. Tentatively between Thursday, February 20 8am through Friday, February 21 11:59pm.</b>

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 8	2/24/2025	3/2/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 7 Analysis (part 2) pages 208-249.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, Chapter 5 pages 77-92.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> , First Edition, Chapter 4, pages 118-135.
			<b>WEEK 8, LECTURE 1:</b>
			Define Acceptance Criteria: need to be able to show that the developed solution successfully meets requirements; Definition of Done (DoD)
			<b>WEEK 8, LECTURE 2:</b>
			Verify Requirements: Requirements need to be of sufficient quality
			...INVEST (Independent, Negotiable, Valuable, Estimable, Small, Testable)
			Validate Requirements: ensure that requirements meet business goals/objectives
			...Requirement Traceability matrix
			<b>WEEK 8, LECTURE 3:</b>
			Prioritize Requirements
			...Prioritization schemes: "Buy a feature" collaboration game, Delphi, MVP, MoSCoW, Multi-voting, Weighted Ranking, Weighted Shortest Job First
			Identify and Prioritize Product Risks: Strategies for negative risks and threats
			...Identify Risks, Using a Risk Register
			...What goes into a Risk Register, what goes into a "watch list"
			...Handling low probability/high impact risks
			...Qualitative and Quantitative Risk Analysis
			...Plan Risk Responses
			...Organization risk appetite, risk thresholds and how they affect running the project
			Assess Product Design Options
			...Affinity diagrams, Competitive analysis, real options
			<b>Assignment #6:</b> Prepare a list of 10-20 product requirements that conform to INVEST.
			Quiz 7

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 9	3/3/2025	3/9/2025	Reading Assignment: The PMI Guide to Business Analysis: None
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, None.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide, First Edition</b> : None.
			<b>WEEK 9, LECTURE 1: Tools and Techniques not previously covered--Part 1</b>
			Acceptance and Evaluation Criteria
			Managing product backlog
			Balanced scorecard
			Benchmarking and market analysis
			Brainstorming
			Business capability analysis
			Business models
			Business rules analysis
			<b>WEEK 9, LECTURE 2: Tools and Techniques not previously covered--Part 2</b>
			Collaborative games
			Concept modelling
			Data flow diagrams
			Data modelling
			Decision analysis and modelling
			Focus groups
			Interface analysis
			Interviews
			Lessons learned
			Metrics and KPIs
			Mind Mapping
			<b>WEEK 9, LECTURE 3: Tools and Techniques not previously covered--Part 3</b>
			Process analysis and modelling
			Prototyping
			Risk Analysis
			Root Cause Analysis
			Scope modelling
			Sequence diagrams
			State Diagrams
			Surveys and Questionnaires
			SWOT analysis
			Use cases and Scenarios
			User Stories
			Workshops
			<b>Assignment #7:</b> Perform root cause analysis on a commercial product that had, or is having issues.
			No quiz this week

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 10	3/10/2025	3/16/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 8 Traceability and Monitoring pages 251-275.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, Page 126-127.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide, First Edition</b> : Chapter 5 Traceability and Monitoring pages 137-155.
			<b>WEEK 10, LECTURE 1: Traceability and Monitoring--Part 1</b>
			Determine Traceability (bi-directional: forward and backward) and Monitoring Approach (change management). Adhere to compliance/regulatory standards.
			...Forward traceability: requirements->design-> test->product
			...Backward traceability: requirements-> scope-> business goals and objectives
			Establish Relationships and Dependencies
			...Linkages between requirements; ensure adding business value, meet customer needs
			...Requirement subsets; implementation dependencies; benefit dependency
			...Tools: feature model, story mapping, story slicing, traceability matrix
			<b>WEEK 10, LECTURE 2: Traceability and Monitoring--Part 2</b>
			Select and Approve Requirements (for the project, release or agile sprint iteration)
			Tools: Collaborative games, force field analysis, prioritization methods
			<b>WEEK 10, LECTURE 3: Traceability and Monitoring--Part 3</b>
			Manage Changes to Requirements and Other Product Information
			...Change proposals, reviews, decision making, communication, roles and responsibilities
			...Backlog management
			...Change control tools: tracking versioning
			<b>Assignment #8:</b> Create a requirement traceability matrix for a product (e.g., a smartphone, smartphone app, etc.)
			Quiz 8

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 11	3/17/2025	3/23/2025	Reading Assignment: The PMI Guide to Business Analysis, Chapter 9 Solution Evaluation pages 277-299.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition: Chapter 6 pages 93-101.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide, First Edition</b> : Chapter 6 Solution Evaluation pages 157-176.
			<b>WEEK 11, LECTURE 1: Solution Evaluation--Part 1</b>
			Evaluate Solution Performance: ensure solution is delivering intended business value/results
			...After solution has been released
			...Determine why business value was not attained versus the business case, goals and objectives
			Determine Solution Evaluation Approach: performance metrics
			...Select key performance indicators (KPIs) and metrics
			<b>WEEK 11, LECTURE 2: Solution Evaluation--Part 2</b>
			Evaluate Acceptance Results (against acceptance criteria) and Address Defects
			...Root cause analysis, variance analysis, traceability matrix
			<b>WEEK 11, LECTURE 3: Solution Evaluation--Part 3</b>
			Obtain Solution Acceptance for Release
			...Release solution to production
			...Transition to operations group, transfer knowledge
			...Assess organizational readiness
			<b>Assignment #9:</b> For a product, perform an evaluation of acceptance results and determine readiness for release. Examples: COVID-19 vaccine, Boeing 737 Max re-certification.
			Quiz 9

Week	WEEK STARTING	WEEK ENDING	ACTIVITIES/ASSIGNMENTS
Week 12	3/24/2025	3/28/2025	<b>3/28/2024 is Friday, the last day of the Winter term.</b>
			Reading Assignment: The PMI Guide to Business Analysis, Appendix X3 Business Analyst Competencies, pages 367-380.
			Reading Assignment: Business Analysis for Practitioners, A Practice Guide, 2nd edition, None.
			Reading Assignment: Business Analysis for Practitioners, A <b>Practice Guide</b> : None.
			<b>WEEK 12, LECTURE 1: Business Analyst Competencies</b>
			Analytical Skills
			Expert judgement
			Communication skills
			Personal skills
			Leadership skills
			Tool knowledge
			<b>WEEK 12, LECTURE 2: Other Tools and Techniques not previously covered</b>
			Sales and Operations Planning (demand forecasting). Not covered in the textbook(s).
			<b>WEEK 12, LECTURE 3: Prep for Final Exam</b>
			Review of course material in preparation for the final examination.
			<b>Assignment</b> : No assignment this week, other than studying for the final exam.
			<b>Final Exam. Tentatively between Thursday, March 27 8am through Friday, March 28 11:59pm.</b>

### **Important Dates (Academic Calendar Winter 2025 updates)**

<http://www.deanza.edu/calendar/>

[Academic Calendar \(deanza.edu\)](http://www.deanza.edu/academic-calendar/)

<https://www.deanza.edu/calendar/index.html>

<b>October 1</b>	<b>Application for admission open</b>
<b>October 23</b>	<b>View schedule of classes for winter 2025</b>
<b>November 12</b>	<b>Registration opens based on Priority Registration group</b>
<b>November 12</b>	<b>Group 1-A registration opens</b>
<b>November 13</b>	<b>Group 1-B registration opens</b>
<b>November 14</b>	<b>Group 2 registration opens</b>
<b>November 18</b>	<b>Group 3 registration opens</b>
<b>November 19</b>	<b>Group 4 registration opens</b>
<b>November 20</b>	<b>Group 5 registration opens</b>
<b>November 21</b>	<b>Group 6 registration opens</b>
<b>November 22</b>	<b>Group 7 registration opens</b>
<b>November 25</b>	<b>Group 8 registration opens</b>



<b>December 11</b>	<b>Drop for nonpayment on cumulative fee balances of \$250 or more</b>
<b>January 6</b>	<b>First day of winter quarter</b>
<b>January 19</b>	<b>Last day to add 12-week classes</b>
<b>January 19</b>	<b>Last day to drop classes without a W</b>
<b>January 20</b>	<b>Martin Luther King Jr. Holiday - no classes, offices closed</b>
<b>February 14-17</b>	<b>Presidents' Holiday - no classes, offices closed</b>
<b>February 28</b>	<b>Last day to drop classes with a W</b>
<b>March 24-28</b>	<b>Final exams</b>

### **Help and Support**

#### **Disability Accommodations:**

De Anza College views disability as an important aspect of diversity, and is committed to providing equitable access to learning opportunities for all students.

Disability Support Services (DSS) is the campus office that collaborates with students who have disabilities to provide and/or arrange reasonable accommodations. If you have, or think you have, a disability in any area such as, mental health, attention, learning, chronic health, sensory, or physical, please contact DSS to arrange a confidential discussion regarding equitable access and reasonable accommodations.

If you are registered with DSS and have accommodations set by a DSS counselor, please be sure that your instructor has received your accommodation letter from Clockwork early in the quarter to review how the accommodations will be applied in the course. Students who need accommodated test proctoring must meet appointment booking deadlines at the Testing Center. a) Midterm exam be booked at least five (5) business days in advance of the instructor approved exam date/time. b) Final exams must be scheduled seven (7) business days/weekdays in advance of the instructor approved exam date/time. Failure to meet appointment booking deadlines will result in the forfeit of testing accommodations and you will be required to take your exam with the class.

DSS Location: RSS Building, Suite 141 <http://www.deanza.edu/DSS/> Phone: 408-864-8753 Email: [DSS@deanza.edu](mailto:DSS@deanza.edu)

#### **Student Success Center:**

**Need help?** Meet with tutors and attend workshops in the Student Success Center:

[www.deanza.edu/studentsuccess](http://www.deanza.edu/studentsuccess). **Can't make it to campus?** Use the free online tutoring available to all De Anza students. Just login to MyPortal, go to the Students tab, and find the [Smarthinking](#) link.