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Business Analysis Essential Library By Kathleen
B Hass 2007 10 29

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The PMI-PBA® Exam Practice Test and Study Guide attempts to address all your questions and concerns by providing two of the most sought-after study aids: memory maps and practice questions. The systematic use of memory maps helps aid in the efficient recall of information and can boost confidence during the exam. Well-crafted practice questions are fantastic study aids that can be used to track your progress as you learn new concepts, introduce you to the complex sentence structure that is likely to appear on the exam, and concentrate your studies by domain, essentially preparing you to pass the very challenging PMI-PBA® Exam in the allotted four hours. In addition to study hints and exam topics, this book provides references to tools and techniques that should be incorporated into your work immediately. For each of the five domains outlined in the PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2013 (the ECO), twenty practice questions test your knowledge. Also included is a challenging

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200-question practice exam, which is representative of the actual exam. To enhance your studies, a timed, online simulated exam is also provided. At the end of the simulated exam, you can see your score per the number of questions you answered correctly. These exam questions are crafted to foster learning and reinforce content; they are not obscure or overly complicated, but rather are representative of the actual exam. Knowing what to do must be translated into doing what you know. This book helps you prepare for the PMI-PBA® exam by instilling knowledge and encouraging critical thinking. As a result, the skills attained can lead to improved project success and outcomes, and you'll have a much stronger understanding of the material, along with the tools and techniques of business analysis. PMI-PBA® is a registered trademark of the Project Management Institute.

Combat the Deadly Sins of Project Management!
Project management is a tough business. Not only must project managers contend with schedules, budgets, and a host of stakeholder demands, but they must also deal with sometimes vexing human behaviors, such as whining, indecision, opposition, inflexibility, complacency, and tunnel vision, to name a few. Projects can be negatively impacted by common "sins" that hinder, stall, or throw the project off track. In *The 77 Deadly Sins of Project Management*, the contributors focus on each "deadly

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sin" and probe its manifestations and consequences for projects. By sharing their personal experiences, as well as some historical events, the contributors spotlight the effects and costs — both financial and human — of failing to get a handle on these sins and reign them in. Through anecdotes and case studies, *The 77 Deadly Sins of Project Management* will help you better understand how to execute the myriad aspects of today's projects.

- Identify danger signs and solutions for each "sin"
- Learn proven methods for tackling project mishaps
- Gain practical and hands-on information from seasoned professionals
- Keep a variety of "sins" from derailing your project

BONUS! Each book comes with a "77 Deadly Sins of Project Management" poster!

This authoritative text/reference describes the state of the art in requirements engineering for software systems for distributed computing. A particular focus is placed on integrated solutions, which take into account the requirements of scalability, flexibility, sustainability and operability for distributed environments. Topics and features: discusses the latest developments, tools, technologies and trends in software requirements engineering; reviews the relevant theoretical frameworks, practical approaches and methodologies for service requirements; examines the three key components of the requirements engineering process, namely requirements elicitation, requirements specification,

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and requirements validation and evaluation; presents detailed contributions from an international selection of highly reputed experts in the field; offers guidance on best practices, and suggests directions for further research in the area.

"Mastering the Requirements Process: Getting Requirements Right" sets out an industry-proven process for gathering and verifying requirements, regardless of whether you work in a traditional or agile development environment. In this sweeping update of the bestselling guide, the authors show how to discover precisely what the customer wants and needs, in the most efficient manner possible. An organization's ability to achieve strategic goals through programs and supporting projects depends on its ability to establish a future vision, set strategic goals, select the most valuable projects, and then execute flawlessly. Organizational strategic alignment is achieved by converting strategic plans and goals into a valuable portfolio of programs and supporting projects. Strategic project leaders and project teams execute the project plans to meet objectives and deliver project outcomes, adding value to the organization. As the role of the business analyst evolves and matures, senior business analysts will emerge as the key individuals in the organization who have the depth of business acumen and technological proficiency to serve as both business and technology experts. In this

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capacity, business analysts will become involved in an array of activities designed to devise a strategy to reach the organization's future business vision by achieving strategic goals. As the business analyst elevates into a leadership role as the business and technology strategist, he or she serves the executive team by facilitating, informing, and enabling the most favorable business decisions during the strategic planning and enterprise analysis phases of the business solution life cycle (BSLC). This book examines the emerging critical role of the business analyst during these first two phases of the BSLC. A Volume of the Business Analysis Essential Library Series Learn how the business analyst works collaboratively with the project manager and other core team members to create plans that customize elicitation activities to the unique needs of the project. The author presents techniques used by successful business analysts and defines key business analysis terms. Examine the principles and practices for pragmatic, effective requirements elicitation and learn how to work collaboratively with project members and other core team members. Discover the steps necessary to create customized elicitation activities for the unique needs of each project.

Unearthing Business Requirements Elicitation Tools and Techniques Berrett-Koehler Publishers
Information Systems Development: Reflections,

Challenges and New Directions, is the collected proceedings of the 20th International Conference on Information Systems Development held in Edinburgh, Scotland, August 24 - 26, 2011. It follows in the tradition of previous conferences in the series in exploring the connections between industry, research and education. These proceedings represent ongoing reflections within the academic community on established information systems topics and emerging concepts, approaches and ideas. It is hoped that the papers herein contribute towards disseminating research and improving practice

According to the Project Management Institute, over 80 percent of a project manager's job is communication—yet most project management books hardly discuss it. *Communications Skills for Project Managers* provides practical advice and strategies for ensuring success, even in the face of shifting organizational priorities, constantly evolving expectations, and leadership turnover. This important guidebook gives readers the skills they need to keep everyone in the loop. Readers will find out how they can:

- keep those on the project team—as well as upper management—involved and informed
- establish a plan for communication
- effectively present to stakeholders
- compete with other initiatives within the organization
- convey reasons for change
- and more

Even a project that is brought in on time and on budget can be considered a failure if those outside a project team haven't been kept informed. This

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book provides readers with the skills they need for ensured project success, every time.

Effectively Define and Gather Your Business Requirements Today! Many programming systems today are designed and constructed before business requirements are completed and finalized. Without a proper foundation, these systems will eventually crumble. Streamlining Business Requirements: The XCellR8™ Approach provides project managers and business analysts with the foundation, principles, and steps needed to document business requirements in an accurate and efficient manner. Author Gerrie Caudle introduces the XCellR8™ approach, an analysis method used to gather business requirements in a structured, well-defined set of steps. This book offers comprehensive framework needed to:

- Effectively analyze business requirements
- Properly identify business events
- Prepare for a requirements session
- Better understand the “big picture”

With the growing business industry there is a large demand for greater speed and quality, for projects of all natures in both small and large businesses. Lean Six Sigma is the result of the combination of the two best-known improvement methods: Six Sigma (making work better, of higher quality) and Lean (making work faster, more efficient). Lean Six Sigma For Dummies outlines the key concepts in plain English, and shows you how to use the right tools, in the right place, and in the right way, not just in improvement and design projects, but also in your day-to-day activities. It shows you how to ensure the key principles and concepts of Lean Six

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Sigma become a natural part of how you do things so you can get the best out of your business and accomplish your goals better, faster and cheaper. About the author John Morgan has been a Director of Catalyst Consulting, Europe's leading provider of lean Six Sigma solutions for 10 years. Martin Brenig-Jones is also a Director at Catalyst Consulting. He is an expert in Quality and Change Management and has worked in the field for 16 years.

A breakthrough game plan illustrating the need for better collaboration between Project Managers and Business Analysts In The Business Analyst/Project Manager, author Robert Wysocki draws on his forty-five years of professional experience as a PM/BA to shed light on the similarities and differences of the roles and responsibilities of these two positions, the need for greater collaboration, and how to staff a project with one or both of these professionals. Examines the boundaries and interactions between the BA and the PM Looks at how to identify the skill sets needed to make the project a success The typical relationship of the BA and PM across the project management life cycle Making the best configuration of leadership assignments based on project characteristics Where the responsibilities of the BA leave off and the PM's begins and where the two have collaborative responsibilities How to use a PM/BA to enhance project performance How to foster a "dual career path" for PM/BAs development The in-depth discussion of the synergies between the two roles and the advantages of a combined PM/BA makes The Business Analyst/Project Manager a valuable

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contribution in your ability to be successful on the complex projects of the 21st century.

Is my enterprise really prepared for future business?

What can I do to become more competitive? Ulf

Pillkahn's book is directed at all of those seeking answers to these questions: executives in strategic positions, business analysts, consultants, trend scouts, marketing and product managers and research

engineers. The book presents the two most powerful tools for future planning: environmental analysis, based on the use of trends, as well as the development of visions of the future through the use of scenarios. While

scenarios are generally regarded as a classical management tool, it is expected that the importance of trends will gain tremendously in the coming years.

Pillkahn demonstrates how to build robust strategies by aligning the results of environmental and enterprise scenarios, thereby offering entirely new insights. "Using Trends and Scenarios as Tools for Strategy

Development" convincingly illustrates why efficient observation of the environment of an enterprise is an absolutely essential factor for strategy development, and why strategy development only works if it is

institutionalized as a permanent enterprise process. It also addresses the issue of what information is needed to keep both processes running. The book further

describes how trends can be categorized, and offers

advice on how to glean the essential information from the vast variety of trends. Information is provided on how scenarios are used as a holistic instrument for creating

visions and pictures of the future, and how the results of

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trend research and scenario techniques find their way into entrepreneurial strategy development. An optimized strategy development process is also outlined. Practical examples and real-life pictures of the future round off Pillkahn's insightful discussion of future business planning.

What others in the trenches say about *The Pragmatic Programmer*... “The cool thing about this book is that it’s great for keeping the programming process fresh. The book helps you to continue to grow and clearly comes from people who have been there.” —Kent Beck, author of *Extreme Programming Explained: Embrace Change* “I found this book to be a great mix of solid advice and wonderful analogies!” —Martin Fowler, author of *Refactoring and UML Distilled* “I would buy a copy, read it twice, then tell all my colleagues to run out and grab a copy. This is a book I would never loan because I would worry about it being lost.” —Kevin Ruland, Management Science, MSG-Logistics “The wisdom and practical experience of the authors is obvious. The topics presented are relevant and useful.... By far its greatest strength for me has been the outstanding analogies—tracer bullets, broken windows, and the fabulous helicopter-based explanation of the need for orthogonality, especially in a crisis situation. I have little doubt that this book will eventually become an excellent source of useful information for journeymen programmers and expert mentors alike.” —John Lakos, author of *Large-Scale C++ Software Design* “This is the sort of book I will buy a dozen copies of when it comes out so I can give it to my clients.” —Eric Vought, Software

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Engineer “Most modern books on software development fail to cover the basics of what makes a great software developer, instead spending their time on syntax or technology where in reality the greatest leverage possible for any software team is in having talented developers who really know their craft well. An excellent book.” —Pete McBreen, Independent Consultant “Since reading this book, I have implemented many of the practical suggestions and tips it contains. Across the board, they have saved my company time and money while helping me get my job done quicker! This should be a desktop reference for everyone who works with code for a living.” —Jared Richardson, Senior Software Developer, iRenaissance, Inc. “I would like to see this issued to every new employee at my company....” —Chris Cleeland, Senior Software Engineer, Object Computing, Inc. “If I’m putting together a project, it’s the authors of this book that I want. . . . And failing that I’d settle for people who’ve read their book.” —Ward Cunningham

Straight from the programming trenches, *The Pragmatic Programmer* cuts through the increasing specialization and technicalities of modern software development to examine the core process--taking a requirement and producing working, maintainable code that delights its users. It covers topics ranging from personal responsibility and career development to architectural techniques for keeping your code flexible and easy to adapt and reuse. Read this book, and you'll learn how to

- Fight software rot;
- Avoid the trap of duplicating knowledge;
- Write flexible, dynamic, and adaptable code;
- Avoid programming by coincidence;
- Bullet-proof your

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code with contracts, assertions, and exceptions; Capture real requirements; Test ruthlessly and effectively; Delight your users; Build teams of pragmatic programmers; and Make your developments more precise with automation. Written as a series of self-contained sections and filled with entertaining anecdotes, thoughtful examples, and interesting analogies, *The Pragmatic Programmer* illustrates the best practices and major pitfalls of many different aspects of software development. Whether you're a new coder, an experienced programmer, or a manager responsible for software projects, use these lessons daily, and you'll quickly see improvements in personal productivity, accuracy, and job satisfaction. You'll learn skills and develop habits and attitudes that form the foundation for long-term success in your career. You'll become a Pragmatic Programmer.

This book is published under a CC BY-NC 4.0 license. The editors present essential methods and tools to support a holistic approach to the challenge of system upgrades and innovation in the context of high-value products and services. The approach presented here is based on three main pillars: an adaptation mechanism based on a broad understanding of system dependencies; efficient use of system knowledge through involvement of actors throughout the process; and technological solutions to enable efficient actor communication and information handling. The book provides readers with a better understanding of the factors that influence decisions, and put forward solutions to facilitate the rapid adaptation to changes in the business environment and customer needs through

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Intelligent upgrade interventions. Further, it examines a number of sample cases from various contexts including car manufacturing, utilities, shipping and the furniture industry. The book offers a valuable resource for both academics and practitioners interested in the upgrading of capital-intensive products and services. “The work performed in the project “Use-It-Wisely (UiW)” significantly contributes towards a collaborative way of working. Moreover, it offers comprehensive system modelling to identify business opportunities and develop technical solutions within industrial value networks. The developed UiW-framework fills a void and offers a great opportunity. The naval construction sector of small passenger vessels, for instance, is one industry that can benefit.” Nikitas Nikitakos, Professor at University of the Aegean, Department of Shipping, Trade, and Transport, Greece. “Long-life assets are crucial for both the future competitiveness and sustainability of society. Make wrong choices now and you are locked into a wrong system for a long time. Make the right choices now and society can prosper. This book gives important information about how manufacturers can make right choices.” Arnold Tukker, Scientific director, Institute of Environmental Sciences (CML), Leiden University, and senior scientist, TNO.

You CAN Turn Around A Failing Project! Poor project results are all too common and result in dissatisfied customers, users, and project staff. With countless people, goals, objectives, expectations, budgets, schedules, deliverables, and deadlines to consider, it can be difficult to keep projects in focus and on track. How to

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Save a Failing Project: Chaos to Control arms project managers with the tools and techniques needed to address these project challenges. The authors provide guidance to develop a project plan, establish a schedule for execution, identify project tracking mechanisms, and implement turnaround methods to avoid failure and regain control. With this valuable resource you will be able to:

- Identify key factors leading to failure
- Learn how to recover a failing project and minimize future risk
- Better analyze your project by defining proper business objectives and goals
- Gain insight on industry best practices for planning

Become an Expert on the Work Breakdown Structure! The basic concept and use of the work breakdown structure (WBS) are fundamental in project management. In *Work Breakdown Structures for Projects, Programs, and Enterprises*, author Gregory T. Haugan, originator of the widely accepted 100 percent rule, offers an expanded understanding of the WBS concept, illustrating its principles and applications for planning programs as well as its use as an organizing framework at the enterprise level. Through specific examples, this book will help you understand how the WBS aids in the planning and management of all functional areas of project management. With this valuable resource you will be able to:

- Tailor WBSs to your organization's unique requirements using provided checklists and principles
- Develop and use several types of WBS
- Use WBS software to gain a competitive edge
- Apply the 100 percent rule when developing a WBS for a project or program
- Establish a WBS for a major construction project using included templates
- Understand portfolio management and establish an enterprise-standard WBS

Although project team members play crucial roles in projects,

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they often do not possess the required mastery of project management methodologies. As a result, dialog between project managers and team members is not as effective as it can be and can quickly become a source of stress and tension. Empowering Project Teams: Using Project Followership to

Improve Your Business Results Through Organizational Project Management Organizational project management (OPM) aligns project deliverables with strategy.

Understanding this emerging process is essential for all stakeholders, from the corporate sponsor to project team members. OPM is a valuable new tool that can enhance your organization's successful execution of projects in alignment with strategic priorities. Under the editorship of Rosemary Hossenlopp, PMP, ten contributors from around the globe, representing a wide variety of industries, offer valuable insights on how OPM can give any organization the competitive edge. They discuss how to

- Improve business outcomes
- Better align project work with strategies
- Set priorities
- Organize project work

Whether you direct projects, fund projects, or conduct project work, Organizational Project Management: Linking Strategy and Projects is vital to your understanding of this emerging business discipline.

SAGE Course Companions are an exciting new series from SAGE offering students an insider's guide into how to make the most of their undergraduate courses and extend their understanding of key concepts covered in their course. Social Research Methods provides student readers with essential help with their research project, with revising for their course exams, preparing and writing course assessment materials, and enhancing and progressing their knowledge and thinking skills in line with course requirements on Research Methods courses. This Course Companion is designed to augment, rather than replace, existing textbooks for the course, and will

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provide: " Helpful summaries of the course curriculum to aid essay and project planning " Key summaries of the approach taken by the main Methods textbooks " Guidance on the essential study skills required " Help with developing critical thinking " Route-maps to aid the development of wider learning above and beyond the textbook " Pointers to success in course exams and written assessment exercises " A tutor's-eye view of what course examiners are looking for " An insider's view of what key course concepts are really all about SAGE Course Companions are much more than revision guides for undergraduate; they are an essential tool to taking your course learning and understanding to new levels and in new directions that are the key to success in undergraduate courses.

Making significant changes to large, complex codebases is a daunting task--one that's nearly impossible to do successfully unless you have the right team, tools, and mindset. If your application is in need of a substantial overhaul and you're unsure how to go about implementing those changes in a sustainable way, then this book is for you. Software engineer Maude Lemaire walks you through the entire refactoring process from start to finish. You'll learn from her experience driving performance and refactoring efforts at Slack during a period of critical growth, including two case studies illustrating the impact these techniques can have in the real world. This book will help you achieve a newfound ability to productively introduce important changes in your codebase. Understand how code degrades and why some degradation is inevitable Quantify and qualify the state of your codebase before refactoring Draft a well-scoped execution plan with strategic milestones Win support from engineering leadership Build and coordinate a team best suited for the project Communicate effectively inside and outside your team Adopt best practices for successfully executing the refactor

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Covers numerous topics in management theories and applications, such as aggregate planning, benchmarking, logistics, diversification strategy, non-traditional work arrangements, performance measurement, productivity measures, supply chain management, and much more.

#1 NEW YORK TIMES BESTSELLER • ONE OF TIME MAGAZINE'S 100 BEST YA BOOKS OF ALL TIME The extraordinary, beloved novel about the ability of books to feed the soul even in the darkest of times. When Death has a story to tell, you listen. It is 1939. Nazi Germany. The country is holding its breath. Death has never been busier, and will become busier still. Liesel Meminger is a foster girl living outside of Munich, who scratches out a meager existence for herself by stealing when she encounters something she can't resist—books. With the help of her accordion-playing foster father, she learns to read and shares her stolen books with her neighbors during bombing raids as well as with the Jewish man hidden in her basement. In superbly crafted writing that burns with intensity, award-winning author Markus Zusak, author of *I Am the Messenger*, has given us one of the most enduring stories of our time. “The kind of book that can be life-changing.” —The New York Times “Deserves a place on the same shelf with *The Diary of a Young Girl* by Anne Frank.” —USA Today **DON'T MISS BRIDGE OF CLAY, MARKUS ZUSAK'S FIRST NOVEL SINCE THE BOOK THIEF.**

Become equipped with the principles, knowledge, practices, and tools need to assume a leadership role in an organization. From Analyst to Leader: Elevating the Role of the Business Analyst uncovers the unique challenges for the business analyst to transition from a support role to a central leader serving as change agent, visionary, and credible leader.

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Boost your performance with improved project management tactics Project Management ToolBox: Tools and Techniques for the Practicing Project Manager, Second Edition offers a succinct explanation of when, where, and how to use project management resources to enhance your work. With updated content that reflects key advances in the project management field, including planning, implementation, control, cost, and scheduling, this revised text offers added material that covers relevant topics, such as agility, change management, governance, reporting, and risk management. This comprehensive resource provides a contemporary set of tools, explaining each tool's purpose and intention, development, customization and variations, and benefits and disadvantages. Additionally, examples, tips, and milestone checks guide you through the application of these tools, helping you practically apply the information you learn. Effective project management can support a company in increasing market share, improving the quality of products, and enhancing customer service. With so many aspects of project management changing as the business world continues to evolve, it is critical that you stay up to date on the latest topics in this field. Explore emerging topics within the world of project management, keeping up to date on the latest, most relevant subject areas Leverage templates, exercises, and PowerPoint presentations to enhance your project management skills Discuss tips, reporting, implementation, documentation, and other essentials of the project management field Consider how project management fits into various industries, including

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technology, construction, healthcare, and product development Project Management ToolBox: Tools and Techniques for the Practicing Project Manager, Second Edition is an essential resource for experienced project managers and project management students alike. Volume of the Business Analysis Essential Library Series Getting It Right: Business Requirement Analysis Tools and Techniques, presents principles and practices for effective requirements analysis and specification, and a broad overview of the requirements analysis and specification processes. This critical reference is designed to help the business analyst decide which requirement artifacts should be produced to adequately analyze requirements. Examine the complete spectrum of business requirement analysis from preparation through documentation. Learn the steps in the analysis and specification process, as well as, how to choose the right requirements analysis techniques for your project. How-to guidance for defining and implementing a complex projectperformance environment Sharing his forty-five years of project management experience, best-selling author and industry guru Robert Wysocki presents a straightforward, enlightening, and pragmatic guide to help senior managers make the transition to an organization that profits and thrives on complexity. The first book to discuss practical project management mitigation strategies, Executive's Guide to Project Management presents easy-to-implement infrastructures and processes that will ensure the continued success of your organization and maximize your investment of every project. Collects in one

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resource all the relevant information for understanding and creating an environment for improved complex project performance. A must-read for every member of your senior management team. Shows you how to regain responsibility, take action, and skillfully handle complexity to mitigate risk and increase return on project investments. It's time for your senior management team to take back control of your investments in projects and programs. Executive's Guide to Project Management shows you how to cultivate your part of the organization so that it can respond to a changing project environment with the infrastructure to support the project and program investment decisions.

Business Analysts: Chart Your Path to Success with Creative Solutions to Complex Business Problems!

Business in the 21st century is rife with complexity. To leverage that complexity and guide an organization through these turbulent times, today's business analyst must transition from a tactical, project-focused role to a creative, innovative role. The path to this transition—and the tools to accomplish it—are presented in this new book by acclaimed author Kathleen “Kitty” Hass. Winner of PMI's David I. Cleland Project Management Literature Award for her book *Managing Complex Projects: A New Model*, Hass has again written a book that will refocus a discipline. Hass believes that only by confronting and capitalizing on change and complexity—the new “constants” in today's world—can organizations forge ahead. The enterprise business analyst is perfectly positioned to understand the needs of an organization, help it remain competitive, identify creative solutions to

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complex business problems, bring about innovation, and constantly add value for the customer and revenue to the bottom line. The Enterprise Business Analyst:

Developing Creative Solutions to Complex Business Problems offers:

- An overview of the current and emerging role of the business analyst
- New leadership models for the 21st century
- Methods for fostering team creativity
- Practices to spark innovation
- Strategies for communicating in a complex environment

One of the objectives of this book is to incorporate best practices and standards in to the BA role. While a number of standards and guidelines, such as Business Process Modeling Notation (BPMN), have been incorporated, particular emphasis has been placed on the Business Analysis Body of Knowledge (BABOK), the Information Technology Infrastructure Library (ITIL), and the Unified Modeling Language (UML).

Incomplete or missed requirements, omissions, ambiguous product features, lack of user involvement, unrealistic customer expectations, and the proverbial scope creep can result in cost overruns, missed deadlines, poor product quality, and can very well ruin a project. Project Scope Management: A Practical Guide to Requirements for Engineering, Product, Construction, IT and Enterprise Projects describes how to elicit, document, and manage requirements to control project scope creep. It also explains how to manage project stakeholders to minimize the risk of an ever-growing list of user requirements. The book begins by discussing how to collect project requirements and define the project scope. Next, it considers the creation of work

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breakdown structures and examines the verification and control of the scope. Most of the book is dedicated to explaining how to collect requirements and how to define product and project scope inasmuch as they represent the bulk of the project scope management work undertaken on any project regardless of the industry or the nature of the work involved. The book maintains a focus on practical and sensible tools and techniques rather than academic theories. It examines five different projects and traces their development from a project scope management perspective—from project initiation to the end of the execution and control phases. The types of projects considered include CRM system implementation, mobile number portability, port upgrade, energy-efficient house design, and airport check-in kiosk software. After reading this book, you will learn how to create project charters, high-level scope, detailed requirements specifications, requirements management plans, traceability matrices, and a work breakdown structure for the projects covered.

Project management is at a crossroads: There is a pressing need to rethink the approaches used in initiating, managing and governing projects, programmes and change initiatives. The aim of this book is to progress the dialogue around project practice by shifting the focus from instrumental methods and prescriptive techniques towards a context-sensitive consideration of people, strategy and change. Projects are initiated to deliver agreed outputs that can be translated into meaningful outcomes capable of satisfying the wishes and expectations for improvement and development.

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Yet, people, strategy and change, which are largely ignored by the conventional bodies of knowledge, are clearly central to the sustainable and enduring success of projects, efforts and initiatives. The volume brings together some of the best writing by leading authorities on key topics including trust, ethics, people, psychology, requirements, project performance, audits, uncertainty, anti-fragility, strategic initiatives, governance, change management and commercial management. The collection offers an invaluable new resource for informed managers looking to engage with the latest thinking and research.

How to use the Design Thinking Tools A practical guide to make innovation happen The Design Thinking Toolbox explains the most important tools and methods to put Design Thinking into action. Based on the largest international survey on the use of design thinking, the most popular methods are described in four pages each by an expert from the global Design Thinking community. If you are involved in innovation, leadership, or design, these are tools you need. Simple instructions, expert tips, templates, and images help you implement each tool or method. Quickly and comprehensively familiarize yourself with the best design thinking tools Select the appropriate warm-ups, tools, and methods Explore new avenues of thinking Plan the agenda for different design thinking workshops Get practical application tips The Design Thinking Toolbox help innovators master the early stages of the innovation process. It's the perfect complement to the international bestseller The Design Thinking Playbook.

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A Volume of the Business Analysis Essential Library Series The heart of the business analyst's role is to drive various constituencies through processes to achieve consensus on the needs of the business.

Successfully facilitating meetings — whether a one-on-one interview or a larger presentation — is essential to business analysis. The Art and Power of Facilitation: Running Powerful Meetings provides powerful tools that the business analyst can use to negotiate through the myriad of meetings, informal work sessions, and formal workshops that are necessary to develop business requirements. This is a guide to eliminating the waste of time, money and effort resulting from poor product development. It provides product definition requirements needed at the start of any product development process.

The definitive guide on the roles and responsibilities of the business analyst Business Analysis offers a complete description of the process of business analysis in solving business problems. Filled with tips, tricks, techniques, and guerilla tactics to help execute the process in the face of sometimes overwhelming political or social obstacles, this guide is also filled with real world stories from the author's more than thirty years of experience working as a business analyst. Provides techniques and tips to execute the at-times tricky job of business analyst Written by an industry expert with over thirty years of

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experience Straightforward and insightful, Business Analysis is a valuable contribution to your ability to be successful in this role in today's business environment.

Having met Beverly Ingle and hearing her speak about design thinking, I was enlightened and enthused. With a depth of knowledge and obvious passion for the usage of design thinking, she has already helped many business people, myself included, inject greater creativity into problem solving to deliver better results—something that is a must for left-brainers! She has an amazingly refreshing ability to create deep understanding within her audience, and a hands-on, practical approach ensures that the results are manageable and within your grasp. —Jill Robb, CEO, Ambition Digital; Belfast, United Kingdom

Design Thinking for Entrepreneurs and Small Businesses: Putting the Power of Design to Work is the first book on the subject for smaller businesses. Until now, design thinking—a methodology for solving business problems and identifying opportunities—has been the playground for companies with big budgets, giving them the advantage of the innovation that comes from using the latest design thinking tools emerging from Stanford, Harvard, Northwestern, and elsewhere. Now, thanks to design thinking expert Beverly Ingle, entrepreneurs and small-business owners can make the design thinking playground their own—and on a

much smaller budget. Ingle provides the tools entrepreneurs need as well as step-by-step processes that show how to use design thinking methods to transform your business and drive organizational success. Design Thinking for Entrepreneurs and Small Businesses offers just enough theory to provide you with working knowledge of design thinking, but its value lies in the practical, proven, hands-on information that you can put to use immediately. You will learn: How to incorporate design thinking processes into everyday operations, and in what areas of business the approach is most valuable How to use the most prevalent and popular design thinking tools (like ideation, prototyping, and rapid branding) effectively How to use design thinking to identify and achieve your business goals and create new business models How to create revenue-boosting new products and services using design thinking How to improve the customer/user experience to create more loyal, profitable customers By the time you've finished reading the last chapter of Design Thinking for Entrepreneurs and Small Businesses, you will not just be thinking about producing new products and services, boosting customer service, or developing new business opportunities—you'll be doing it. Best, it'll show up in the top and bottom lines.

Whether you are looking for a way to create efficiencies, analyze the work that is being done, or

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provide better customer service or innovation, you are ultimately looking for a tool to better understand processes. This book discusses the complete cycle of business process mapping and links business objectives, risks and measures of success to the processes being mapped.

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