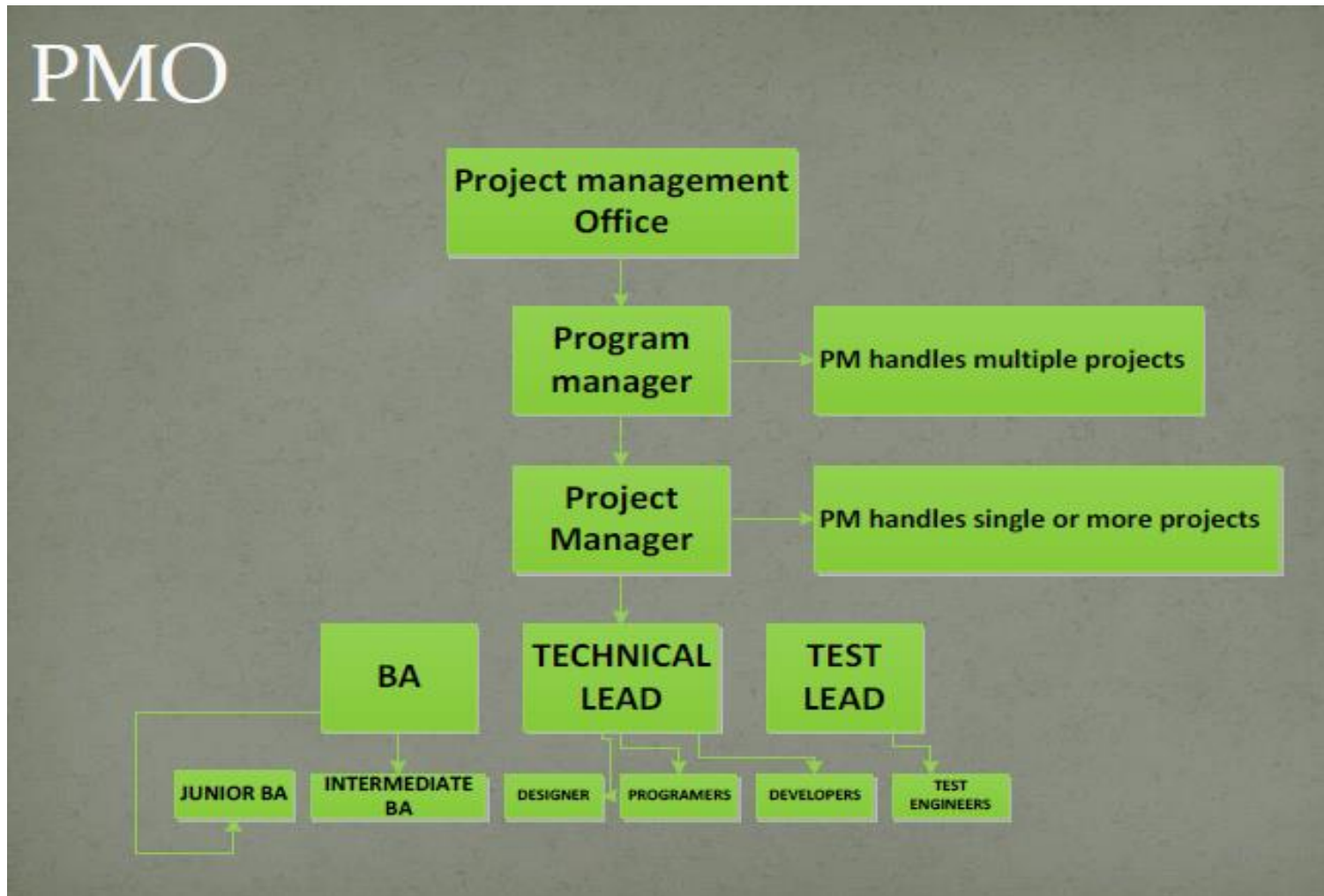




Why Does a Project Need a Project Manager and a Business Analyst?

Agenda

- What Is A Business Analyst?
- Why Does A Project Need A Project Manager And A Business Analyst?
- Role Of The Project Manager
- Role Of Business Analyst
- Skill Comparison
 - Similarities
 - Differences
- Working Together
- When One Person Is Both
- How To Achieve Specialised PM And BA Roles



What is Business Analyst?

IIBA Definition of a Business Analyst:

Business Analysts are responsible for identifying business needs.

The Business Analyst is responsible for requirements development and requirements management. Specifically, the Business Analyst elicits, analyzes, validates and documents business, organizational and/or operational requirements. Solutions are not predetermined by the Business Analyst, but are driven solely by the requirements of the business. Solutions often include a systems development component, but may also consist of process improvement or organizational change.

The Business Analyst is a key facilitator within an organization, acting as a bridge between the client, stakeholders and the solution team.

Business Analysis is distinct from financial analysis, project management, quality assurance, organizational development, testing, and training and documentation development.

International Institute for Business Analysis
<http://www.iiba.com>

Roles vs. Titles

- Business Systems Analyst
- Data or Process Analyst
- Test Engineer
- Business Unit Manager
- Solution Architect
- Business Information Manager
-and many more!



Why Does a Project Need a PM and a BA?

- Having both a Project Manager (PM) and a Business Analyst (BA) is critical to a project's success.
- Each role provides specialized capabilities that can make the difference between a project that succeeds and one that struggles.
- The PM and BA each play distinct, critical roles on a project
- Both have a common ultimate goal, but focus on different aspects to achieve it
- It is difficult to wear both hats effectively on the same project
- The roles often intersect, but also diverge

Roles of the Project Manager

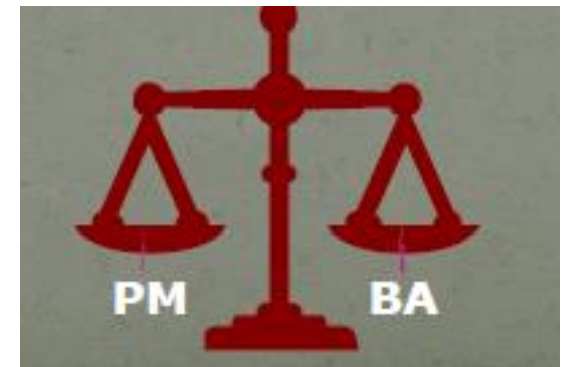
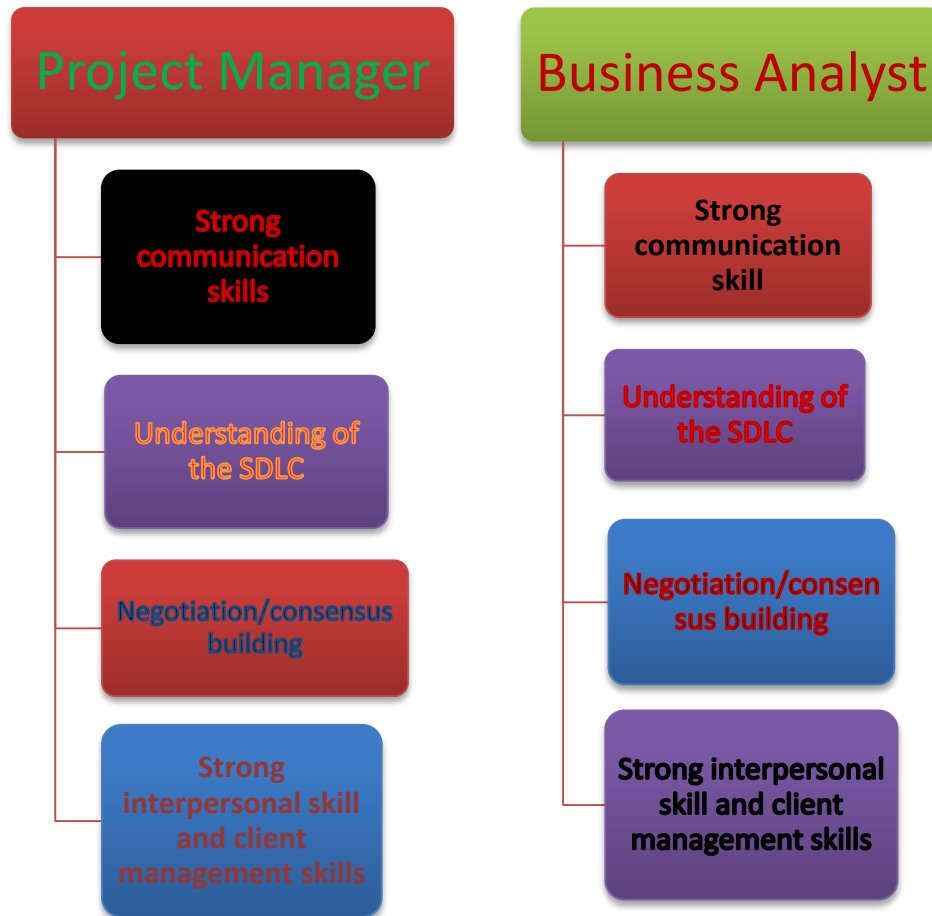
- Usually the 1st person assigned to a project
- Has the responsibilities of planning the project and ensuring the team follows the plan
- Manages changes, handles problems, keeps the project moving
- Manages people, money, risks
- Chief communicator of good or bad news to the business sponsors and IT management

Roles of the Business Analyst

- Usually assigned to the project after it has started
- Responsible for bridging the gap between the Business and IT
- Learn the business inside and out
- Essentially the architect of effective business systems
- Job title, definition and responsibilities viewed inconsistently across the industry



Skills Comparison – Similarities



Skills Comparison - Differences

Project Manager

- Removes issue barriers
- Manages project change control
- Manages the Work Breakdown Structure (WBS)
- Management skills

Business Analyst

- Identifies business issues
- Manages requirements change requests
- Performs requirements-related tasks in the WBS
- Investigative skills



How Do A PM and A BA Work Together?

- Fundamentally, the PM manages project resources (people, money) and the BA manages the business stakeholders
- The BA reports to the PM on a project
- These two roles have significant overlap of responsibilities in certain areas
- Excellent PMs and BAs will work hand-in-hand to make the most of each other's strengths

How Do A PM and A BA Work Together?

- Areas of overlapping responsibilities
 - Project scope definition
 - Project statement of purpose
 - Project objectives
 - Project business risks
- Clients Relationship
- Communication with SMEs and Technical team
- Review of requirements, designs, and plans

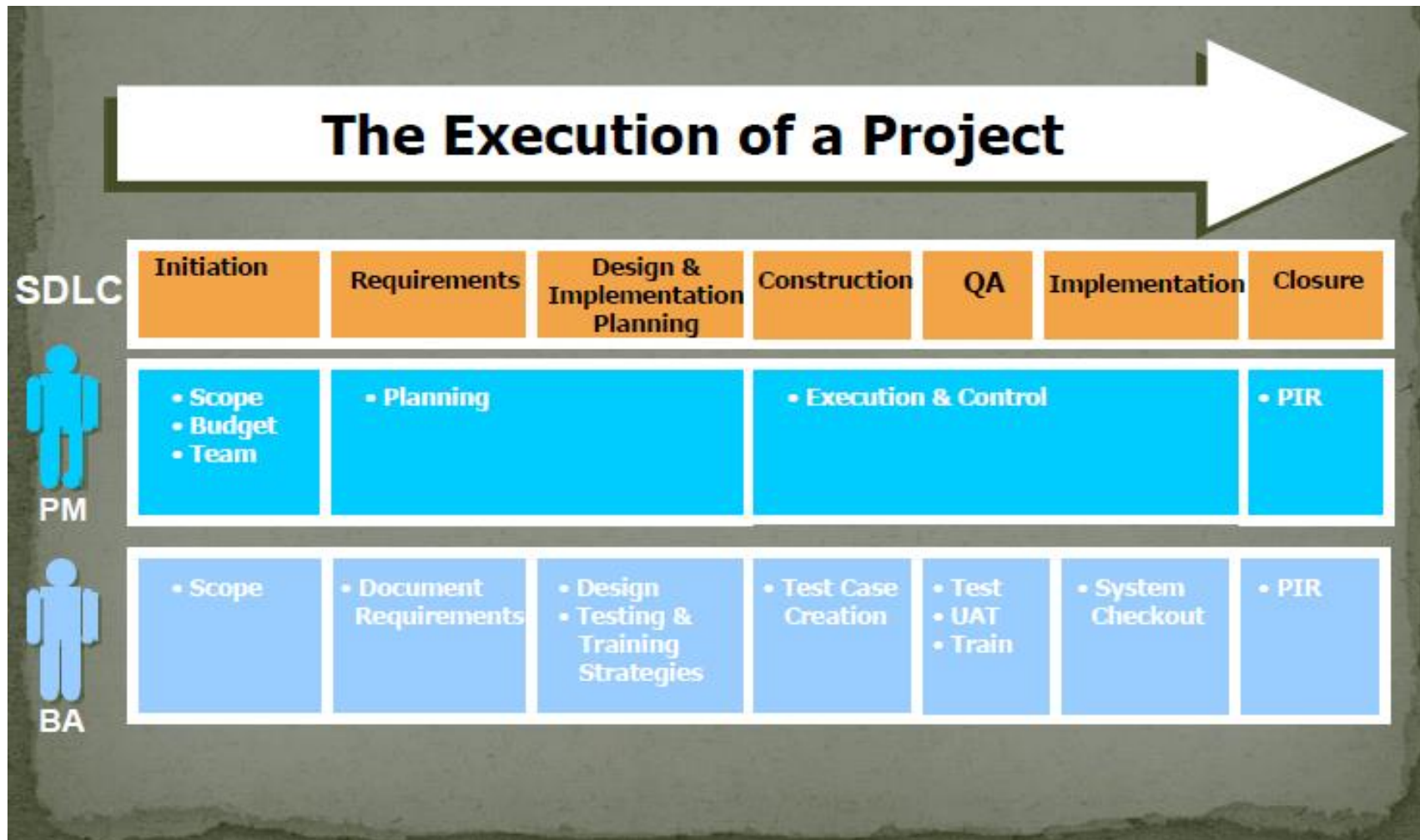
How Do A PM and A BA Work Together?

- Area of clear delineation of responsibilities
 - Business Analyst
 - Gathering, documenting and reviewing business requirements from SMEs
 - Translating business requirements into functional system specifications to be developed by the technical team
 - Testing the solution, training SMEs on the new system and documenting new procedures
 - Project Manager
 - Plan and organize projects determining scope, deliverables, milestones, schedule, resources

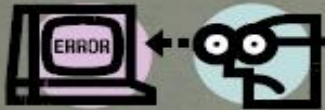
How Do A PM and A BA Work Together?

- Manage project scope, risk, issue, communication, quality and cost
- Interact, collaborate, and negotiate with all project stakeholders and business partners/clients

How Do A PM and A BA Work Together?



Examples of Cooperation (“Dynamic Duos”)



- Strong PM, Weak BA
 - Result = Requirements are rushed, some may be missed, rework needed late in the process, schedule and budget suffers



- Weak PM, Strong BA
 - Result = Too much time developing requirements, project falls behind schedule, “scope creep” often occurs



- Weak PM, Weak BA
 - Result = Project failure!



- Strong PM, Strong BA
 - Result = Success, great balance between thorough requirements-gathering and moving forward

What if One Person has to do Both Jobs?

Why this happens...

- Common on small projects
- Common when the organization is short-staffed
- Common where there is a lack of understanding of the BA role
- Common where the expectation is that business analysis is just another task a PM performs

What if One Person has to do Both Jobs?

Impact...

- Difficult to manage both roles concurrently
- Skills/traits needed to execute PM and BA tasks are different
- Requirements may be missed
- Schedule may be affected
- Further complicated when layered with other unrelated project responsibilities
- Negative domino effect on project budget and quality of product

What if One Person has to do Both Jobs?

Helpful Tips...

- Heighten awareness regarding conflicting roles
 - Make Management and Team aware of conflicting responsibilities and challenges associated with them
- Seek help in managing the schedule
- Seek help to gather and document the requirements
- Try to minimize involvement on other concurrent projects

International Institute of Business Analysis (IIBA)

- Started March 2004 in Toronto
- Current membership is over 800 BAs
- Developing a Business Analysis Body of Knowledge (BA-BOK)
- Developing a certification program
- Forming local chapters

Summary

- ✓ All projects need business analysis and project management
- ✓ PM and BA roles intersect and support each other
- ✓ Skills are similar and different
- ✓ Cooperation results in project success
- ✓ Some people wear two hats

