



Project Manager VS or & Business/System Analyst*

* - VS = versus, & = and,

BA≠SA, Ça depend (depends on) the project, will use BA further on for both

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Who am I?



RĪGAS EKONOMIKAS AUGSTSKOLA
STOCKHOLM SCHOOL OF ECONOMICS IN RIGA

- 2 year old daughter and 7 year old son
- Executive MBA grade at Stockholm School of Economics, CS from LU
- www.linkedin.com/in/vivanovs
- ITSM (IT Service Management) Consultant – ITIL, CobiT, CMMI, PM
- 5 years in Tele2 Group, implemented central Service Desk, half year in Kazakhstan as Tele2 representative in M&A, joined Group to add&develop IT services at the nearshore centre at Riga & central Billing&IT in Stockholm
- 3 years in retail as CIO (ASWatson, Hutchison, Drogas in Baltics), joined to prepare for M&A and built IT function from scratch, implemented strategic systems (Oracle Finance, Store systems)
- In total 15+ years in ICT, 10+ year managerial experience
- 7 years at incumbent (C&W, TeliaSonera) as IT&PM (Y2K, VAS etc)
- PM enthusiast since then, member at Latvian IPMA branch
www.lnpva.lv
- Member of LIKTA and ITSMF Sweden



Questions
are
guaranteed in
life;
Answers
aren't.

1. Ko projektu vadītājs sagaida no sistēmanalītiķa IT projektā.
Kādi ir analītiķa pienākumi, atbildība.
2. Analītiķa iesaistīšanās citos projekta posmos.
3. Ko projektu vadītājs nesagaida no sistēmanalītiķa, bet kur analītiķi mīl ielīst.
4. Kāda loma projektā analītiķim ir teorijā un kāda tā ir praksē.
5. Cik projekta vadītājam jāzina par biznesu, jāiedziļinās problēmās.
Vai proj.vadītājam jāvar aizvietot analītiķi.
6. Projekta vadītājs/analītiķis – kādi plusi, mīnusi.
7. Kāds veiksmes stāsts, labā prakse.
8. Ieteikumi analītiķiem, kā veidot attiecības ar projektu vadītāju.

Who's the super star, PM or BA?

PM often seen as the star of the project's show, BUT:

behind every PM is a tireless, resourceful, detail-oriented *BA* who, while s/he may not steer the project ship from the helm, has just as much power to keep a project moving forward and on track towards a timely and successful go-live.

Few key roles of good BA:

1. **Ambassador to the Business**
2. **Leader of Process Definition and Design**
3. **Prime Minister of Quality Control**

+ more on IIBA.



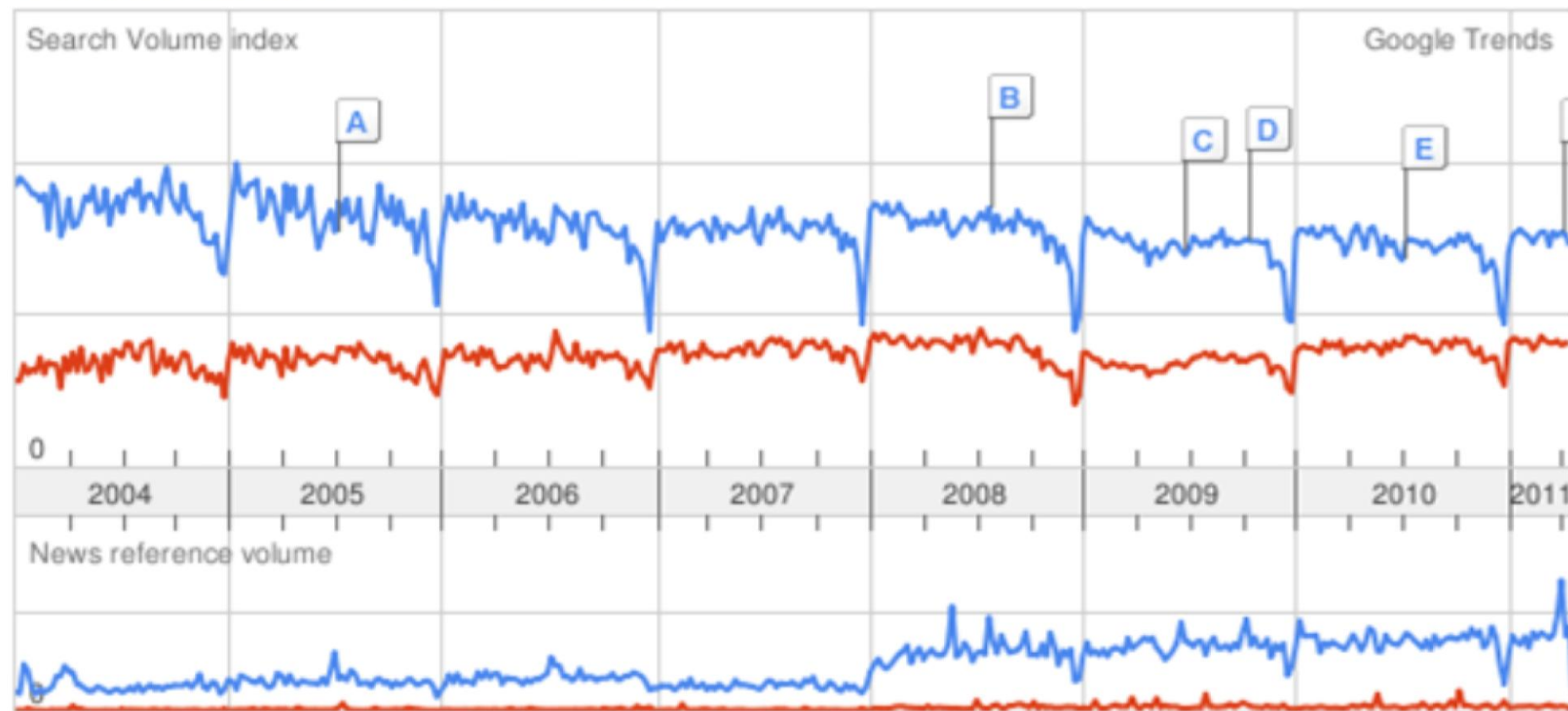
project manager, business analyst

Search

Tip: Use commas to compare multiple search terms.

Searches Websites

● project manager ● business analyst



Definitions

“Project management is the application of knowledge, skills, tools, and techniques to a broad range of activities in order to meet the requirements of a particular project. Project management is comprised of five Project Management Process Groups – Initiating Processes, Planning Processes, Executing Processes, Monitoring and Controlling Processes, and Closing Processes – as well as nine Knowledge Areas. These nine Knowledge Areas center on management expertise in Project **Integration** Management, Project **Scope** Management, Project **Time** Management, Project **Cost** Management, Project **Quality** Management, Project **Human Resources** Management, Project **Communications** Management, Project **Risk** Management and Project **Procurement** Management.”

“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, training and documentation development.”

High level perspective

The Project Manager

- Is usually the first person assigned to the project.
- Is responsible for planning the project and ensuring the team follows the plan.
- Responsible for project from initiation to closure
- Manages changes, handles problems and keeps the project moving.
- Manages people, money and risk.
- Is the chief communicator of good or bad news to the Business Sponsors and IT Management.
- Interface between project team and stakeholders
- Problem solver and decision maker on project

The Business Analyst

- Is usually assigned to the project after it has started and negotiated by PM.
- Is responsible for bridging the gap between the business area and IT.
- Responsible for all aspects of requirements
- Learns the business inside and out.
- Essentially serves as the architect of effective business systems.
- Is viewed inconsistently across the industry in regard to job title, definition and responsibilities.
- Interface between SME's and project team
- Solution provider for business need

SKILLS COMPARISON - SIMILARITIES

Project Manager

- Strong communication skills
- Understanding of the SDLC
- Negotiation/consensus building
- Strong interpersonal and client management skills

Business Analyst

- Strong communication skills
- Understanding of the SDLC
- Negotiation/consensus building
- Strong interpersonal and client management skills

SKILLS COMPARISON - DIFFERENCES

Project Manager

- Ability to see the “big picture” for the project
- Directs the project team
- Helps people (project team) get things done
- Ensures the product is delivered on time, within budget
- Removes issue barriers
- Manages project change control
- Manages the Work Breakdown Structure (WBS)
- Possesses management skills

Business Analyst

- Detail-oriented
- Listens to people (SMEs)
- Helps SMEs describe how and why they perform tasks
- Ensures the product is built right according to the requirements
- Identifies business issues
- Manages requirements change requests
- Performs requirements-related tasks in the WBS
- Possesses investigative skills

PMs expect BAs to be documentation and QA experts

Few examples of documents:

1. Business Rule
2. Business Rule Definition
3. Business Rule document
4. DRS - Detailed Requirement Specification
5. FRS - Functional Requirement Specification
6. HLD - High Level Design
7. HLR - High Level Requirement
8. MSI - Multi System Issue
9. RDM - Requirement Distribution Matrix
10. Requirement Request "slop bucket"
11. SRS - System Requirement Specification
12. Use Case Description
13. Use Case Overview
14. Non-Functional Requirements

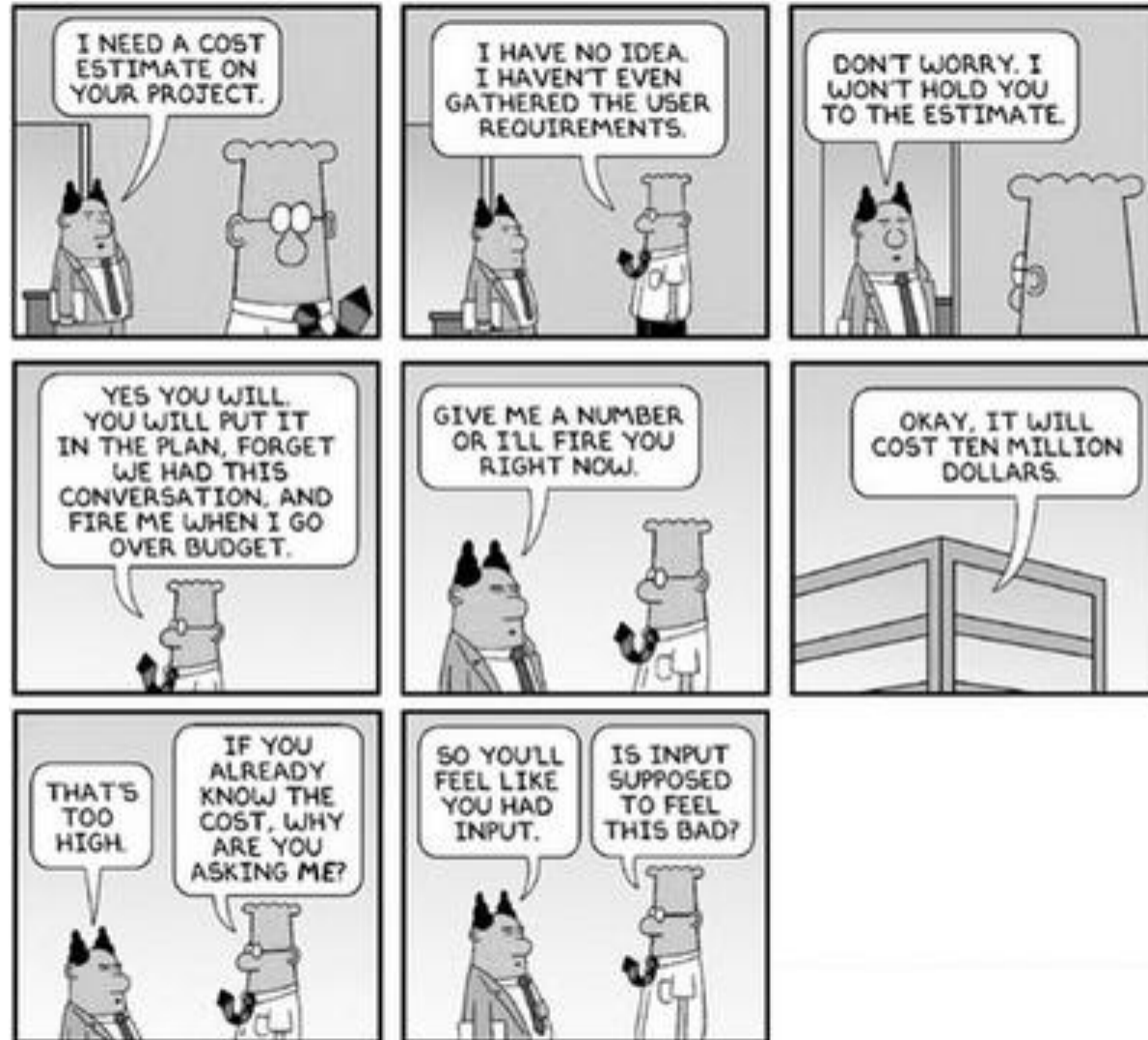
Another example: estimates

Management asks for estimates in the early phase, but then sense of commitment to the given estimates and its purpose can differ a lot among stakeholders, e.g.:

Bargain - Manager always gives only half of what you ask for, BA in turn asks 30%-50% extra.

Budget - playing with number to fit limits, EBIT, margins etc

Motivation - belief that tight schedules motivate





MOTIVATION

The firings will continue until moral improves!

Expert1: PM – big projects



1. Atkarībā no projekta tipa (infrastructure, development, integration).
Integration – saite ar biznesu, izpratne par biznesa procesiem, klienta menedžeris no projekta puses (non-formal), panākt ka business akceptē risinājumu un tas pievieno biznesam vērtību, jāvienojas par prasībām, komunicēt ar biznesu lai panāktu akceptu
2. Par inkrementālu pieeju visās fāzēs. Jāiesaistās testa scenāriju izstrādē, jāvalidē ka testa scenāriji pārklāj prasības, piedalīties TO-BE procesu definēšanā, palīdzēt biznesam ieviest risinājumu
3. Vadīt gaidas par sfēru – nenoraidīt strikti bet arī nepieņemt visu (mīl ieiet galējībās).
Jānodala prasība no risinājuma – neadaptēt prasības pie sistēmas
4. Lien arhitektu darbā, jāpiedalās testēšanas plānošanā un atbalstā
5. Loma atkarīga no projekta izmēra, mazos/ vidējos – PM jābūt ar BA zināšanām lai BA nebūtu overhead
6. Vienīgais mīnus ka atstāj novārtā PM darbus vai neizpilda kvalitatīvi BA darbu, (-) varas tendences un lien arhitektu darbā, (+) mazāks overhead, faster communication
7. Billing&CRM nomaiņa Baltijas valstīs (5 BA, nomainīja divus -> bija aizkavēšanas).
Learned: interview and reject if don't fit (jāspēj vadīt workshop-us, dabūt input, uzturēt tempu, jāspēj komunicēt, jābūt atvērtam)
8. Efektīvs darbs, mazāk hierarhijas, jābūt ar iniciatīvu, jāmeklē cilvēki un jārunā, jāorganizē, nevis jāgaida kad viņam visu saorganizēs; jāspēj apkopot un piefiksēt visu un nedrīkst teikt 'tas nav manā jomā' – jānodod jebkura prasība tam, kuram ar to ir jāstrādā;
Trūkst continuity un atbildība par rezultātiem – nav pareizi ka BA reizēm nerūp, kas notiek pēc prasību savākšanas

Expert2: BA – small-to-medium projects

1. Lai pārzina esošas sistēmas, kuras tiek attīstītas
2. Visās (vākt prasības, pārskatīt un saskaņot prasības, atbalstīt visus implementācijā, arī nodošanā jo zini visus use cases un raksti prezentācijas, papildināt galīgo risinājuma aprakstu pirms nodošanas)
3. BA sagaida lai būtu labs SOW, bet bieži SOW nav; biežāk PM ielien vai nav noteicis atbildību
4. PM adds extra duties, also a lot of support after project finished
5. High level
6. Nav iespējas tavas piegādes pārbaudīt, subjectivity
7. Trust, friendship helps. Formal relationships make things more difficult.
8. Jābūt pašam atvērtam un gatavam komunicēt ar dažāda tipa cilvēkiem, nedrīkst 'iecikloties' ja nepiekriti;
grūti ja BA 'iemet' projektā pa vidu, tad PMam jāspēj labi 'ievadīt lietās';
jāinteresējas par visu scope



"I need someone who can ensure this project will fail - do you have experience with Waterfall Methodologies?"

Expert3: mixed roles - BA, PM, Test manager

1. Savākt un izanalizēt prasības, piedāvāt risinājumu variantus. Ir ka Technical PM – jāzina sistēma
2. Līdz scope freeze noteikti, arī testos (analizēt kļūdas)
3. Arhitekta darbā, izstrādātāju darbā
4. Zināšanu trūkums
5. Noteikti! Jāzina tik daudz lai novērtētu izmaiņu ietekmi uz biznesu
6. (+) pārliecība par rezultātiem, commitment
(-) var izlaist kaut-ko savā vai aizvietotā BA darbā
7. Patika strādāt ar Īrijas piegādātāju, kur bija Agile, ikdienas review, izstrāde ASV -> pa dienu pārskata -> pa nakti izstrādā -> nākamajā dienā jau testē un pārskata izmaiņas
8. Eksperimentēt! Izmantot dažādas pieejas, metodes un analizēt 'lessons learned'



Expert4: BA – medium projects

1. Atkarīgs no projekta lieluma, koordinēt prasību savākšanu, specification, apmācības, ieviešana – can be very broad sometimes; sadarbība ar testeriem, tālākā komunikācija ar biznesu
2. No sākuma līdz beigām
3. Production issues, projekta pēc-ieviešanas pavadība
4. Pat teorijā nav striktas definīcijas par to, kas ir BA, līdz ar to praksē tas pats
5. Atkarībā no projekta lieluma, bet protams ja PM labāk zina biznesu, tad BA ir vieglāk. Drīzāk jā.
6. (-) konteksta pārslēgšana aizņem laiku un zūd efektivitāte, (+) resursu ekonomija no pasūtītāja viedokļa
7. PM deva brīvību un netaisās, bet diemžēl daudz ko nezināja un vajadzēja viņam daudz ko stāstīt, bet kopumā Horvātijas norēķinu sistēmas migrācija bija ļoti veiksmīga dēļ 'Engagement'
8. Maksimāli pielikt pūļus sākumfāzē savācot un aprakstot prasības – tālāk būs vieglāk (jo ir arī negatīva pieredze kad bija vairakkārtīga atgriešanas dēļ vājas pirmās fāzes);
Labi izanalizēt stakeholders lai noteikti maksimāli visas iespējamās papildus prasības jau sākumā un izbegt no spiediena projekta gaitā prasības grozīt un būtiski papildināt



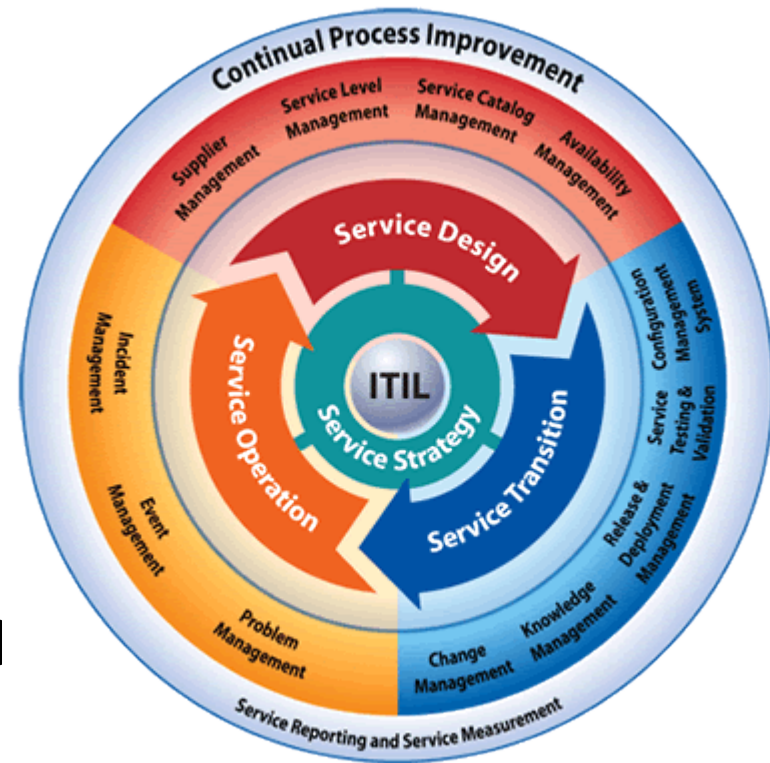
Expert5: Certified PM, big projects



1. Biznesa analītiķis vai sistēmas analītiķis? Loma vai funkcija?
Ir baigi individuāli katrā projektā. 3 cilvēku projektā – funkcijas apvieno, 100 cilvēku – N-tie BA, N-tie SA;
BA = scope pārvaldnieks /owner, savāc, nosaka prioritātes
BA jāspēj pateikt biznesam ‘veči, a nāfig jums to vajag?’
Sistēmas analītiķim ideālā situācijā jābūt vienam cilvēkam;
Slikta prakse – Solution Architect pārklājas ar System Architect;
-> JADEFINĒ lomas!
2. Visos! Bet RACI dažādas lomas BA un SA. Arī Agile gadījumā ir atšķirības no waterfall
3. Lai lien jebkur, kur ir labums projektam, jo viņš atbild par to lai scope neizvērsas nekontrolēti. Lai scope labi kontrolēt lai kaut sēž ar izstrādātāju kopā, lai tik tas netrauce izstrādātājam. -> **ROLE CLARITY!**
4. Manuprāt, nav tādas skaidras teorijas, kādam BA jābūt, un tas robežas, manuprāt, arī nav vajadzīgas
5. 3 cilvēku projektā – jebkurai jāspēj aizvietot jebkuru, 100 – nav jāaizvieto, jāspēj nomenedžēt risku ka BA pazūd no projekta. High level jāzina business, it īpaši ja projekts – CRM vai ERP ieviešana, bet piem. Kāda tehniskā risinājuma ieviešanā – nē (piem. AD Tivoli)
6. (+) resursu ekonomija; nav mīnusu ir riski – no contingency
7. Lai projekts kļūtu par veiksmes stāstu, neiet runa par BA+PM, bet **par visu KOMANDU!**
8. Fokusējies uz pamatuzdevumu – noskaidrot, iztulkot un analizēt biznesa prasības un attiecību veidošanu ar galvenajiem stakeholderiem – biznesu.
Aizstāvi savu viedokli, nestrīdies – general people management, jāveido attiecības ka ar jebkuru decision maker-u.

ITSM & ITIL

- IT Service Management (ITSM) is a process-based practice intended to align the delivery of information technology (IT) services with needs of the enterprise, emphasizing benefits to customers. ITSM involves a paradigm shift from managing IT as stacks of individual components to focusing on the delivery of end-to-end services using best practice process models.
- ITIL (Information Technology Infrastructure Library) is a globally recognized collection of best practices for IT service management.



Adopting & adapting ITSM bring structure, role clarity and other benefits

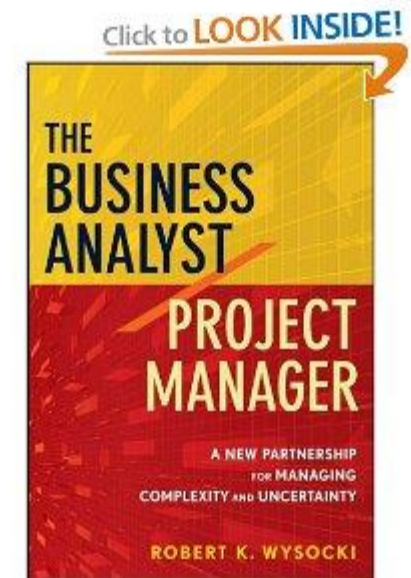


Services					
Initiation	Strategy	Design	Transition	Operation	CSI
<ul style="list-style-type: none"> → CIO Reviews → Product & Project ROI → Benchmarking → ITIL/BP Awareness Education & Workshops → Pre-Sales Activity 	<ul style="list-style-type: none"> → SLA Quick Start → CMDB Quick Start → Service Desk Review → Quick ITIL Review → CIO Strategic Development → Health Check → Benchmarking → Technology & Integration Review → ITIL/ISO/COBIT Assessments → ITIL/BP Training 	<ul style="list-style-type: none"> → SLA Development → CMDB Development → Process & Product Workshops → Process Design → ITSM Project → Consultancy Structure End Roles → Mentoring → Project QA → ITIL/BP Training 	<ul style="list-style-type: none"> → Product Build/Test → Product Implementation → Product Integration → Product Training → Process Implementation → ITSM Project Consultancy → Mentoring → Project QA → ITIL/BP Training 	<ul style="list-style-type: none"> → Health Check → Benchmarking → ISO/IEC 20000 Consultancy → Interim Management → Mentoring → ITIL/BP Training → Product Training 	<ul style="list-style-type: none"> → CIO Review → Product & Project ROI → assist Health Check → Benchmarking → Customer Satisfaction Consultancy → ISO/IEC 20000 Consultancy → Interim Management → Mentoring → ITIL/BP Training → Product Training

Is a Project Manager or a Business Analyst career, a better fit for you?

If your personality type is such that you have a **singular focus on completing projects** with a “**big picture**” view of the process from beginning to end, then the Project Management career may be the better fit for you.

If on the other hand, you enjoy **working on details with business users, customers or management, analyzing problems or defining solutions, documenting or communicating problems and solutions**, then a Business Analyst career may be the better fit for you.



You have made your choice...

NO MORE BETS!

