

Mana'olana International, LLC

IT & BUSINESS CONSULTING/TRAINING SERVICES



Project Management and Business Analysis – Where 2 Worlds Collide

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comes to mind when you hear "Project Management"

PROJECT
MANAGEMENT

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Goal of Presentation

- Awareness of Project Management profession
- Awareness of Business Analysis profession
- Gain key thoughts on how the roles work together
- Give you ideas on next steps for career

Project Management

- **PROJECT:** A temporary endeavor undertaken to create a unique product, service, or result
- **PROJECT MANAGER:** person assigned by the performing organization to lead the team that is responsible for achieving the project objectives

~PMBOK®v5, PMI®

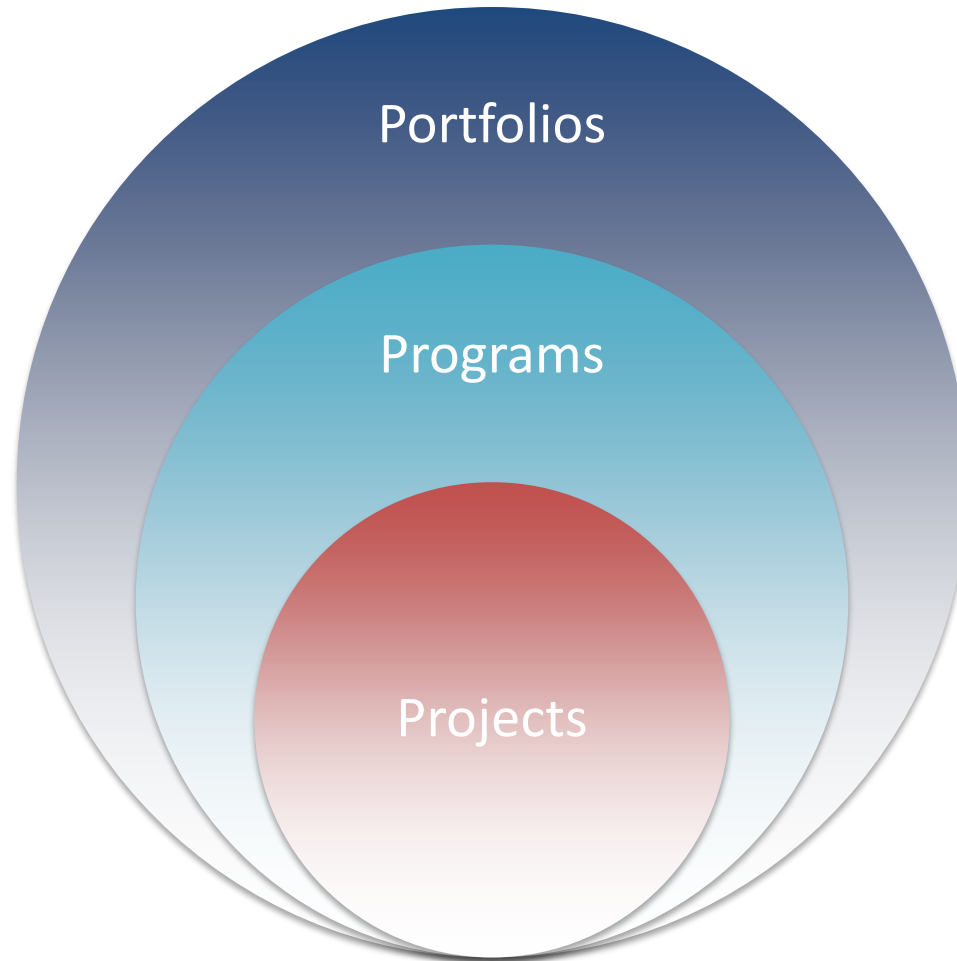
Program Management

- **PROGRAM:** group of related projects, subprograms, and program activities managed in a coordinated way to obtain benefits not available from managing them individually
- **PROGRAM MANAGEMENT:** application of knowledge, skills, tools and techniques to meet program requirements

Portfolio Management

- **PORTFOLIO:** Projects, programs, subportfolios, and operations managed as a group to achieve strategic objectives
- **PORTFOLIO MANAGEMENT:** the centralized management of one or more portfolios to achieve strategic objectives

Projects, Programs, Portfolios



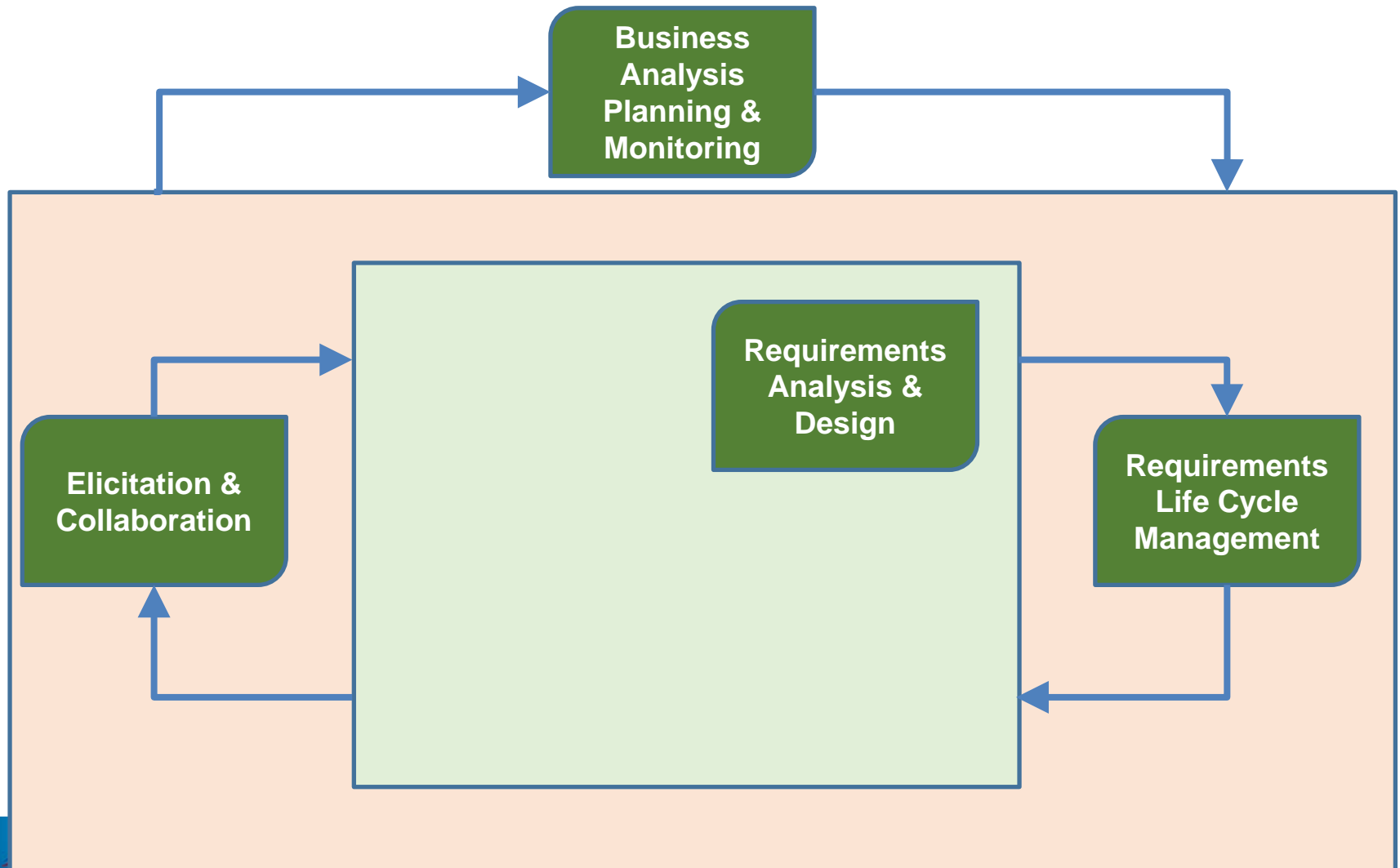
Projects, Programs, Portfolios



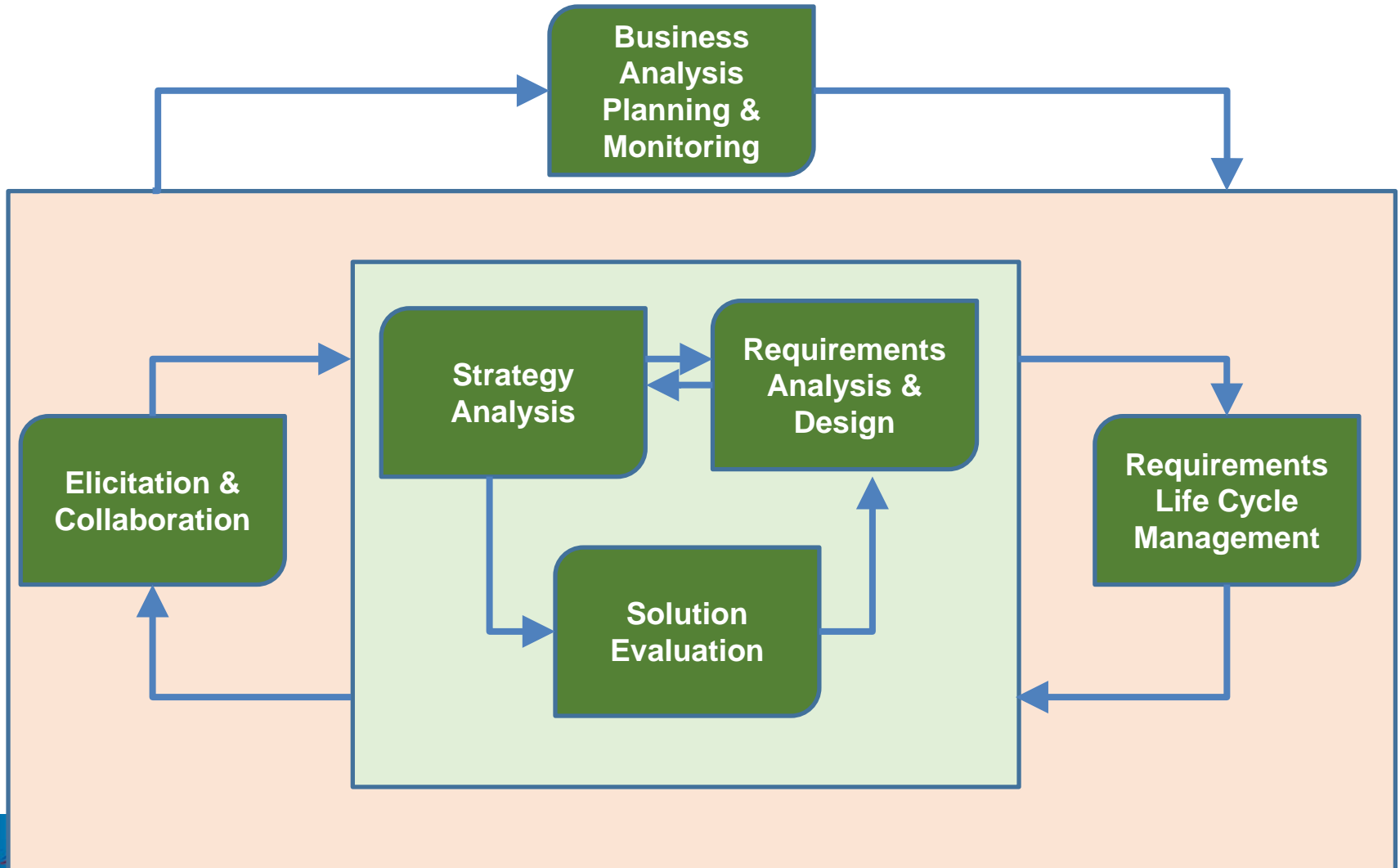
Definition of Business Analysis

- **Business Analysis:** practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders
- **Business Analyst:** any person who performs business analysis tasks described in the *BABOK® Guide*, no matter their job title or organizational role

Project-Based Business Analysis



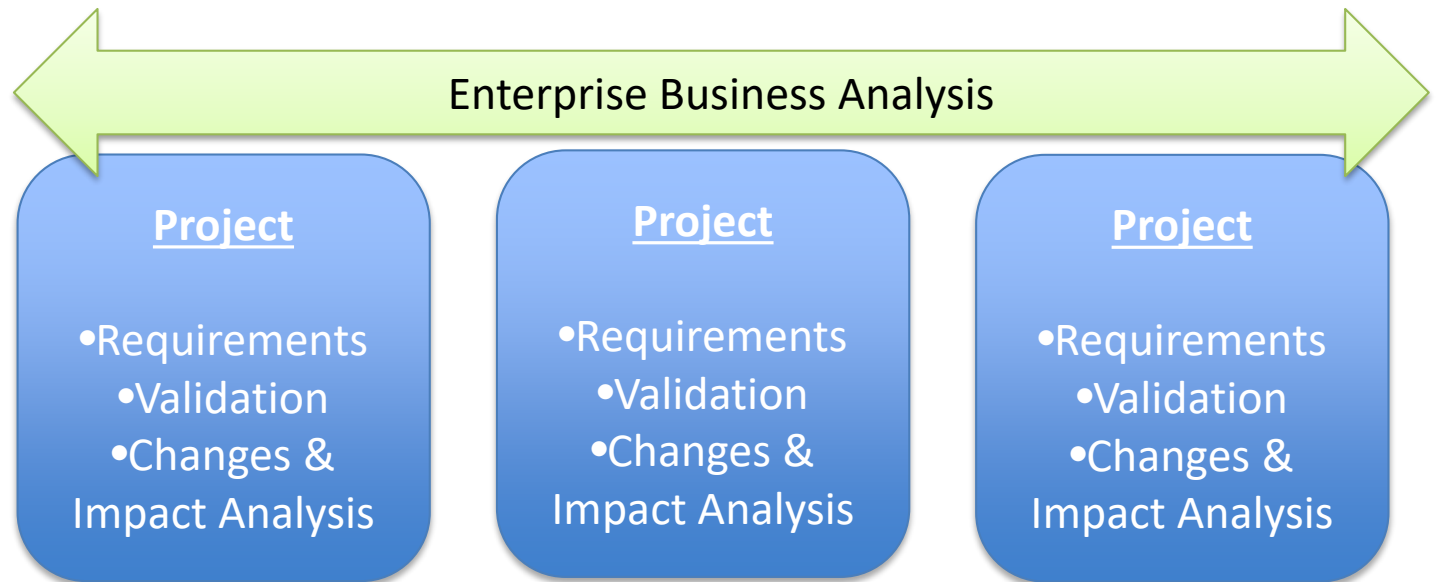
Enterprise Business Analysis



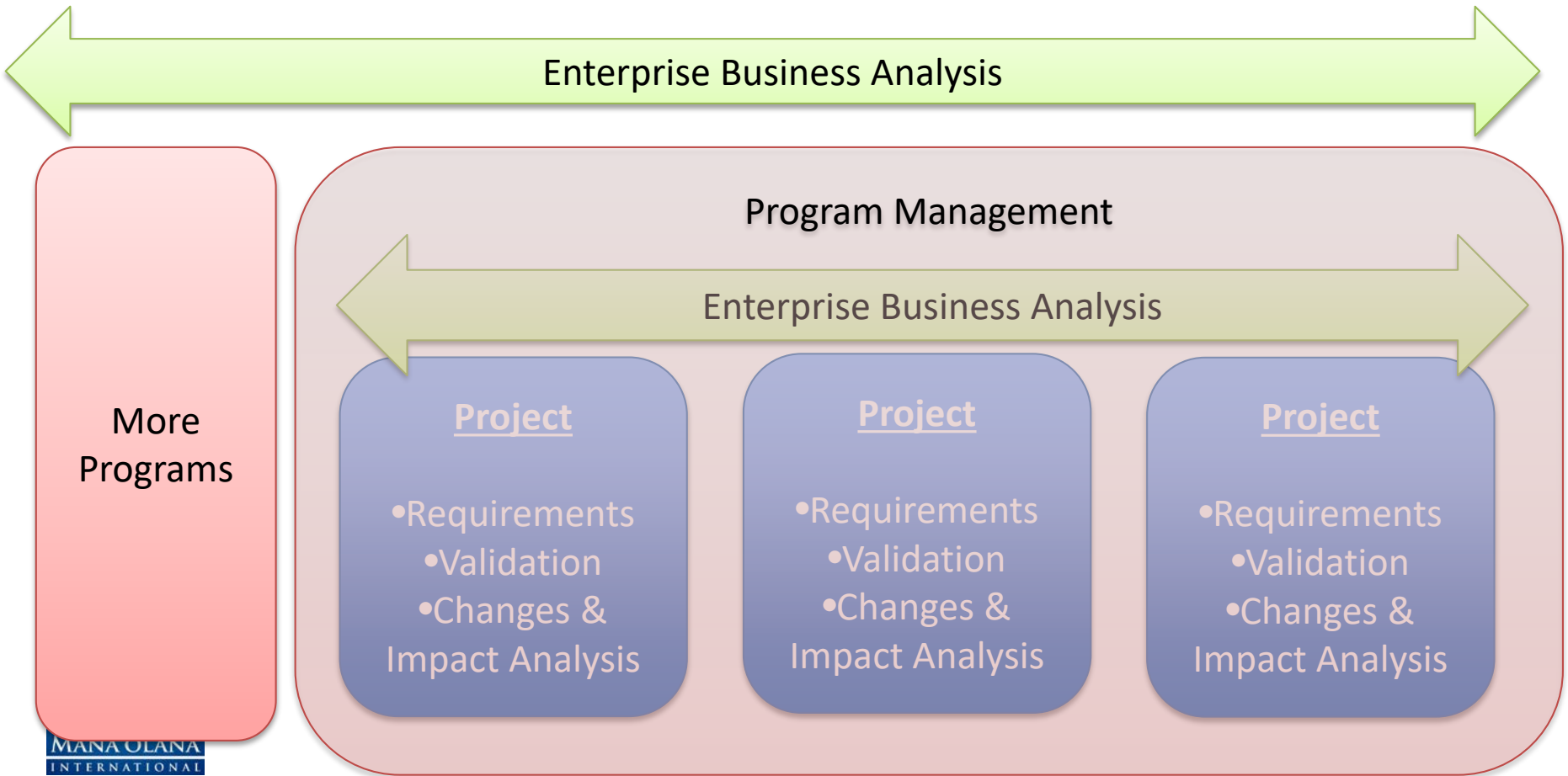
So How Do PM and BA Go Together?

Let's look at a project....

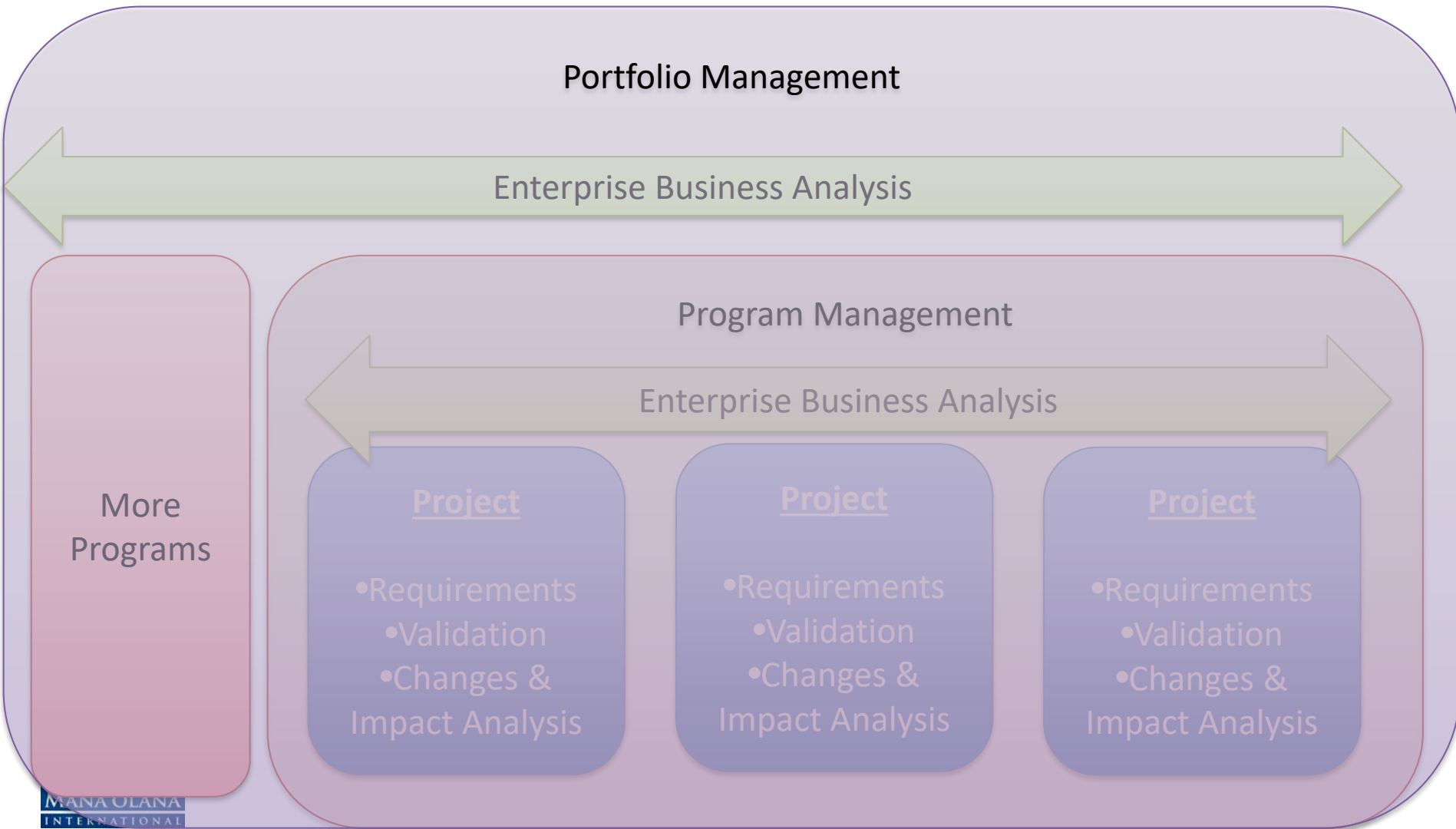
Overlap of PM, PgM, PfM, BA



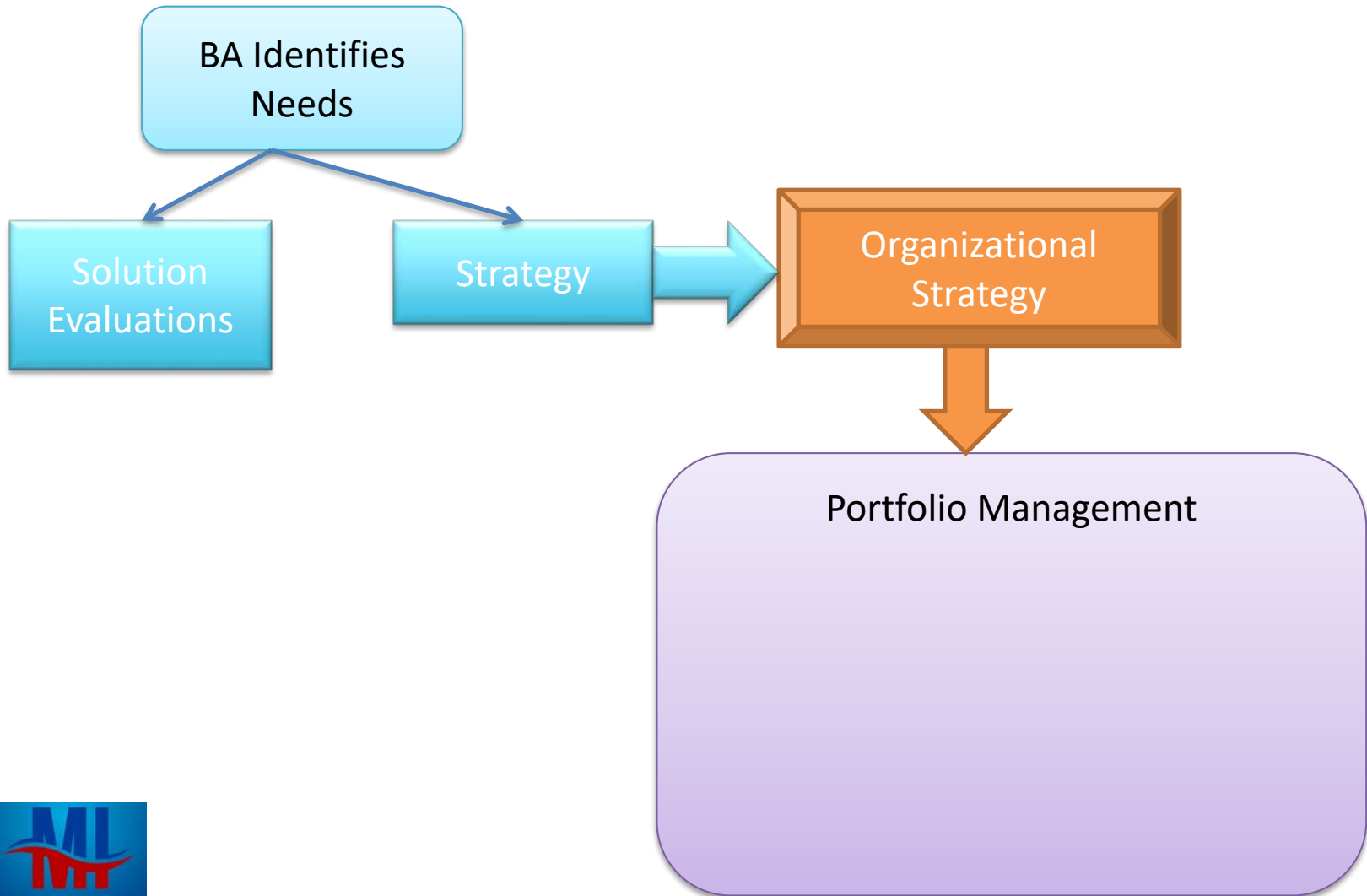
Overlap of PM, PgM, PfM, BA



Overlap of PM, PgM, PfM, BA



Overlap of PM, PgM, PfM, BA



PM Certification

- Project Management Professional (PMP)[®]
 - 35 hours of project management education
and either
 - 7,500 hours leading and directing projects
or
 - 3,500 hours leading and directing projects (with Bachelor's degree or higher)

PM Certification

- Certified Associate in Project Management (CAPM)[®]
 - 1,500 hours of project experience
 - or*
 - 23 hours of project management education by the time you sit for your exam

PgM Certification

- Program Management Professional (PgMP)[®]
 - 6,000 hours of project management experience
and either
 - 10,500 hours of program management experience
or
 - 6,000 hours of program management experience
(with Bachelor's degree or higher)

PfM Certification

- Portfolio Management Professional (PfMP)[®]
 - Minimum 8 years of professional business experience
 - and*
 - 10,500 hours of portfolio management experience
 - or*
 - 6,000 hours of portfolio management experience (with Bachelor's degree or higher)

Enterprise BA Certifications

- International Institute of Business Analysis
 - Entry Certificate in Business Analysis (ECBA™)
 - 21 hours professional development
 - Certification of Capability in Business Analysis (CCBA®)
 - 21 hours professional development
 - 3,750 hours BA work experience

Enterprise BA Certifications

- International Institute of Business Analysis
 - Certified Business Analysis Professional (CBAP®)
 - 7500 hours of BA work experience
 - 35 hours of professional development
 - Certified Business Analysis Thought Leader (CBATL™)
 - *Coming end of 2017*

Project-Based BA Certifications

- PMI Professional in Business Analysis (PMI-PBA)[®]
 - 2000 hours working on project teams*
 - 35 contact hours of education in business analysis
and
 - 7500 hours of business analysis experience
or
 - 4500 hours of business analysis experience (with Bachelor's degree or higher)

Additional Certifications

- PMI Agile Certified Practitioner (PMI-ACP)[®]
- PMI Risk Management Professional (PMI-RMP)[®]
- PMI Scheduling Professional (PMI-SP)[®]
- Scrum – *scrum.org and Scrum Alliance*
- Lean and Six Sigma
- ITIL

Assessments - PM

PMI® – Project Manager Competency Development Framework



Assessments - PM

Element: Plan Schedule Management		<i>Indicative competence level required: 3</i>	
Performance Criteria	Expectation	Sources of Evidence	Examples
Create and define plan for schedule management	Leads and manages the development of schedule management plan Develops guidance and direction on how the project schedule will be managed throughout the project	Approved schedule management plan	<ul style="list-style-type: none"> Plan addresses policies, procedures, and documentation for planning, developing, managing, executing, and controlling the project schedule In accordance with organizational expectations and complexity of the project the plan establishes the following: <ul style="list-style-type: none"> Scheduling methodology and scheduling tool to be used Acceptable level of accuracy for activity duration estimates Units of measurement for each resource Organizational procedures links Process for maintaining the project schedule Variance thresholds for monitoring schedule performance
Element: Define Activities		<i>Indicative competence level required: 4</i>	
Performance Criteria	Expectation	Sources of Evidence	Examples
Identify and document the specific actions to be performed to produce the project deliverables	Leads activity definition process	<ul style="list-style-type: none"> Activity list Activity attributes Milestone list 	Level of activity detail provides a sound basis for estimating, scheduling, executing, monitoring and controlling
Element: Sequence Activities		<i>Indicative competence level required: 4</i>	
Performance Criteria	Expectation	Sources of Evidence	Examples
Identify and document the relationships and dependencies among project activities	Leads activity sequencing process	Project schedule network diagrams	Sequence of work represents, while recognizing constraints, the greatest efficiency for the project
Element: Estimate Activity Resources		<i>Indicative competence level required: 4</i>	
Performance Criteria	Expectation	Sources of Evidence	Examples
Estimate the type and quantity of resources required to perform each activity	Leads activity resource estimation process	<ul style="list-style-type: none"> Activity resource requirements Resource breakdown structure 	<ul style="list-style-type: none"> Resource requirements estimated for material, human resources, equipment and supplies, as applicable Resource requirements include sufficient detail to allow accurate cost and duration estimates
Element: Estimate Activity Resources		<i>Indicative competence level required: 4</i>	

Assessments - BA



IIBA[®] - Business
Analysis Competency
Model

Assessments - BA

- Task
 - Definition
 - Proficiency Descriptors
 - Strategist
 - Expert
 - Skilled
 - Practical Knowledge
 - General Awareness

Elicitation and Collaboration

Conduct Elicitation

4.2

Conduct Elicitation

Definition

The purpose of Conduct Elicitation is to elicit (draw out, explore, and identify) information relevant to the change.

Proficiency Descriptors

For descriptions on what each of the five levels mean, refer to the Proficiency Levels Legend.

5 - Strategist

- Engage others in a discussion where they share information that they are not willing to share with others individually.
- Develop nontraditional ideas for elicitation techniques.
- Consistently find "common ground" between differing viewpoints.
- Define strategies and plans for influencing multiple decision makers.
- Continually monitor processes, seeking opportunities for improvement.
- Have been:
 - recognized by leadership as an authority in directing elicitation activities, and
 - frequently assigned to lead complex elicitation activities.
- Develop and proactively drive adoption of tools to help others adjust their communication style, and
 - provide examples for how to handle certain circumstances with the right messaging (i.e. if they say this, do this, or are difficult stakeholders).
- Create innovative ways of performing this task using common techniques.
- Demonstrate Expert Proficiency Descriptors.

4 - Expert

- Lead others in elicitation activities.
- Consistently uncover emotional drivers of stakeholders and develop messaging accordingly.
- Take existing tools and techniques and apply them in new ways.
- Consistently use meeting management skills and tools to keep discussions focused and organized.
- Regularly present ideas or suggestions to stakeholders in persuasive terms according to known needs/wants/emotional drivers of the audience, and
 - apply logic and emotion.

Resources

- Local PMI Chapter



- Local IIBA Chapter



- LinkedIn – groups, influencers, organizations



- Local Vendors



Time to Test Your Knowledge!



Thank You!



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