
Business Analyst & Project Manager: il Duo dinamico

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IIBA® Italy Chapter

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AGENDA

- Business Analysis e Business Analyst
- Business Analysis Body of Knowledge (IIBA[®])
- BA & PM
- Principali Sovrapposizioni
- BA & PM Aree di Possibili Conflitti
- Risultati PMI[®] - IIBA[®]
- Cosa fanno le aziende
- Competenze di BA e Certificazioni IIBA[®]
- Bibliografia

IIBA® ITALY CHAPTER

IIBA® Italy Chapter Vision

Essere l'**associazione professionale italiana** di riferimento per la **Business Analysis**, con rappresentati locali in tutta Italia.
(www.italy.iiba.org)

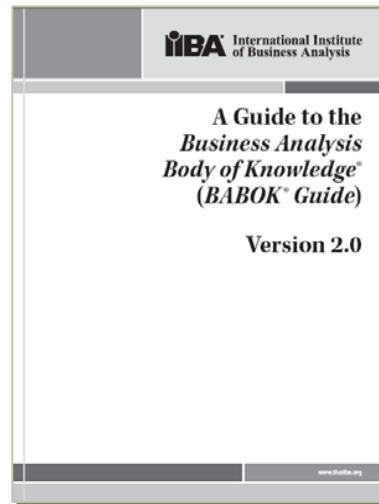
IIBA® Italy Chapter Mission

Promuovere e **sviluppare la professione della Business Analysis**, adattando alle professioni e al contesto italiano, gli standard e le best practice dell' IIBA® (www.iiba.org).

- Creare e sviluppare la consapevolezza e il riconoscimento del valore del **ruolo dei Business Analysis Professional** nei diversi settori delle aziende italiane.
- Supportare i soci nella preparazione delle Certificazioni
- Promuovere e supportare lo sviluppo di **best practice** in Italia per aiutare le aziende italiane nello sviluppo del Business, trovando le adeguate soluzioni.
- Aiutare le aziende nello **sviluppo di competenze** necessarie e nella selezione dei professionisti.
- Creare e sviluppare una **Comunità di Business Analysis Professionals** promuovendo opportunità di networking e di incontro anche con le aziende.

Business Analysis secondo l'IIBA®

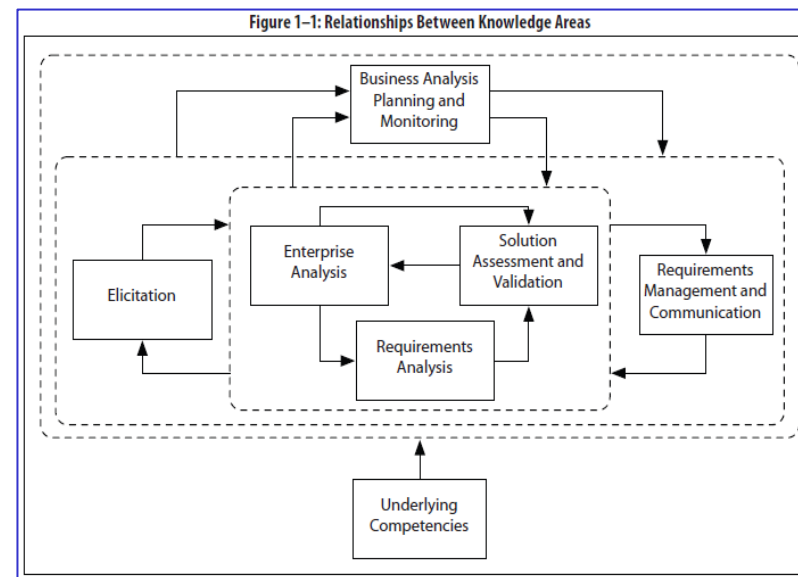
- **Business Analysis** is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and recommend solutions that enable the organization to achieve its goals.



- The **Value** of Business Analysis, it's about:
 - understanding how an organization works and how it accomplishes those objectives
 - defining the capabilities an organization requires to provide products and services to external stakeholder
 - helping organizations define the optimal solution for their needs, given a set of constraints under which they operate
 - meeting business needs
 - ensuring investment in the right solutions

Business Analyst secondo l'IIBA®

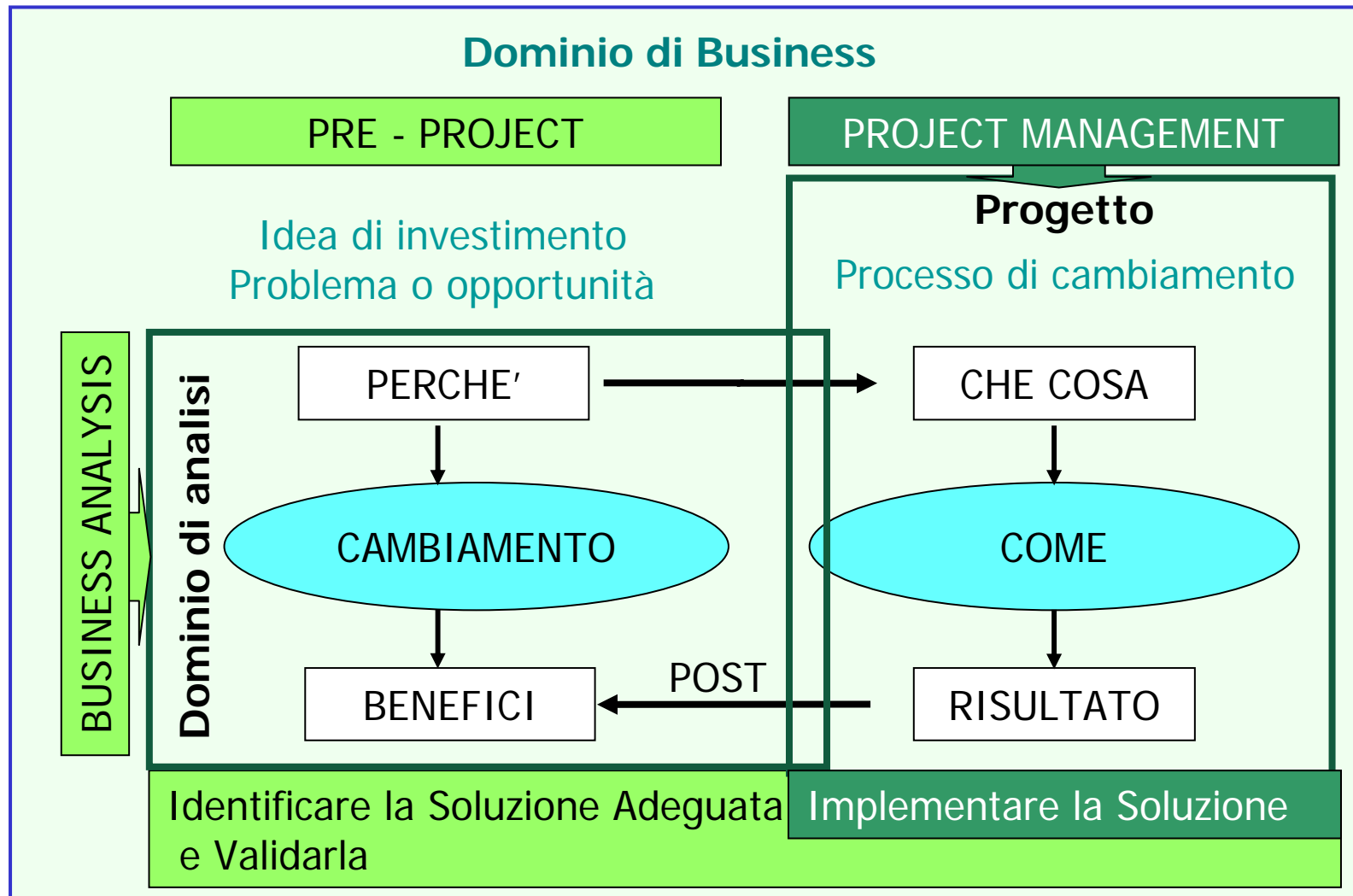
- A **Business Analyst** works as a liaison among stakeholders in order to elicit, analyze, communicate and validate requirements for changes to business processes, policies and information systems.
- The business analyst understands business problems and opportunities in the context of the requirements and recommends solutions that enable the organization to achieve its goals.



• BABOK® Guide con le Aree di conoscenza fornisce al BA ciò che deve comprendere e le attività che deve essere in grado di effettuare per valutare i bisogni del Business

- **Competenze necessarie** per valutare le opportunità e i problemi, per tirar fuori i reali bisogni, i requisiti da tutti gli attori (Imprese, Istituzioni, Organizzazioni) coinvolti, per individuare le soluzioni adeguate per rispondere ai bisogni del business ed indirizzare poi la realizzazione della soluzione scelta

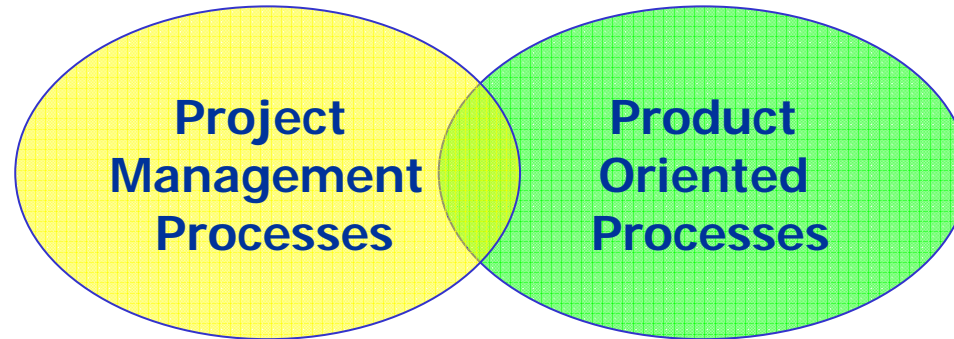
Business e Progetto



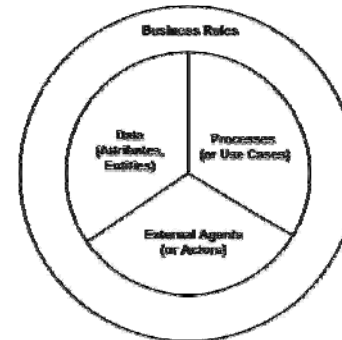
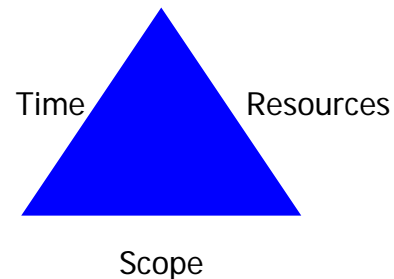
PM & BA



PMBOK® Guide
9 Knowledge Area
42 Processi



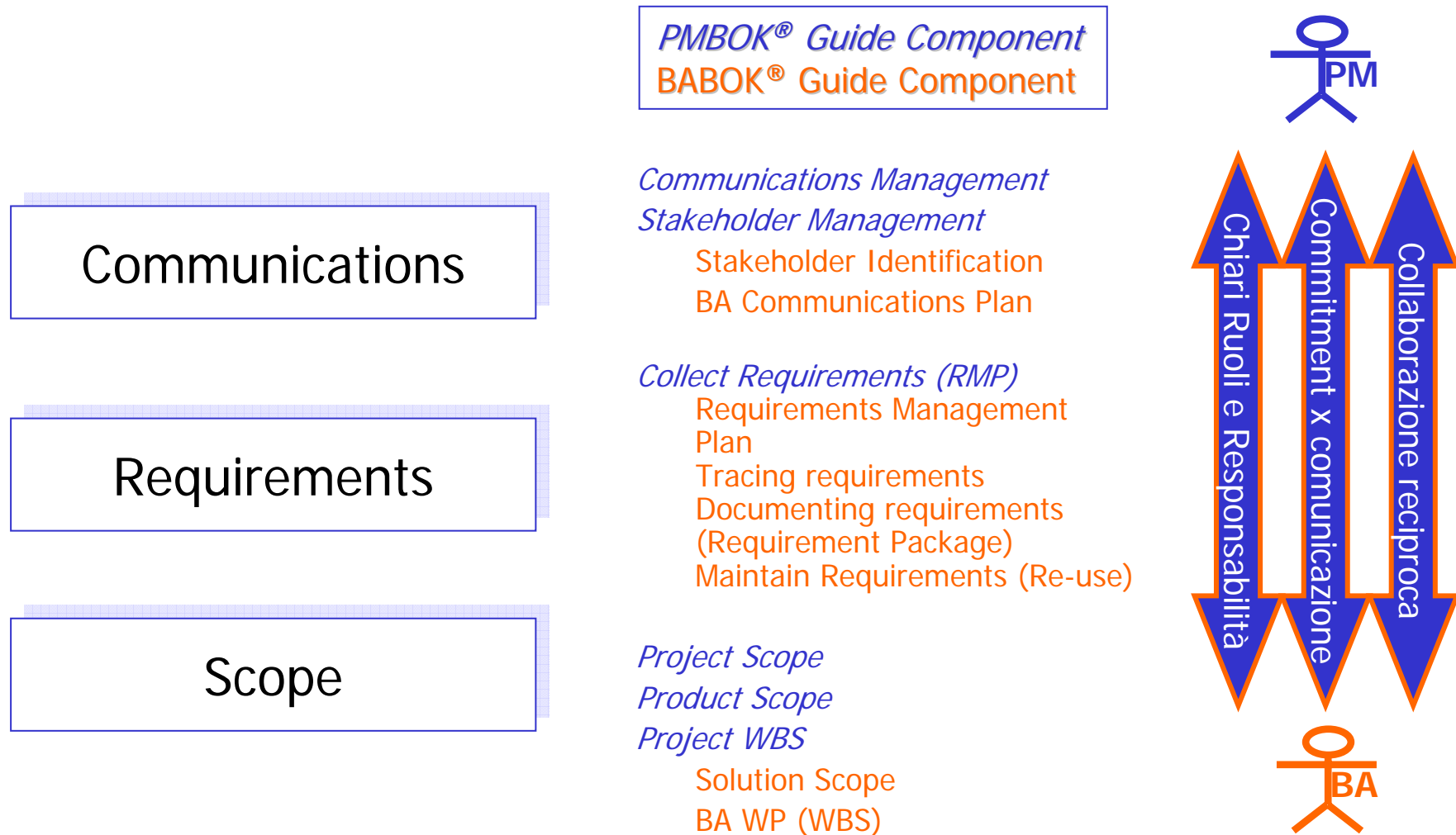
BABOK® Guide
6 Knowledge Area
32 Task
34 Tecniche



- Un Project Manager gestisce l'intero progetto è responsabile di ottenere gli obiettivi del progetto
- PM gestisce Triple Constraint, bilanciando Qualità, Soddisfazione Cliente, Rischi

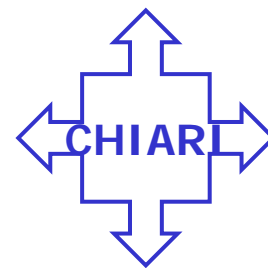
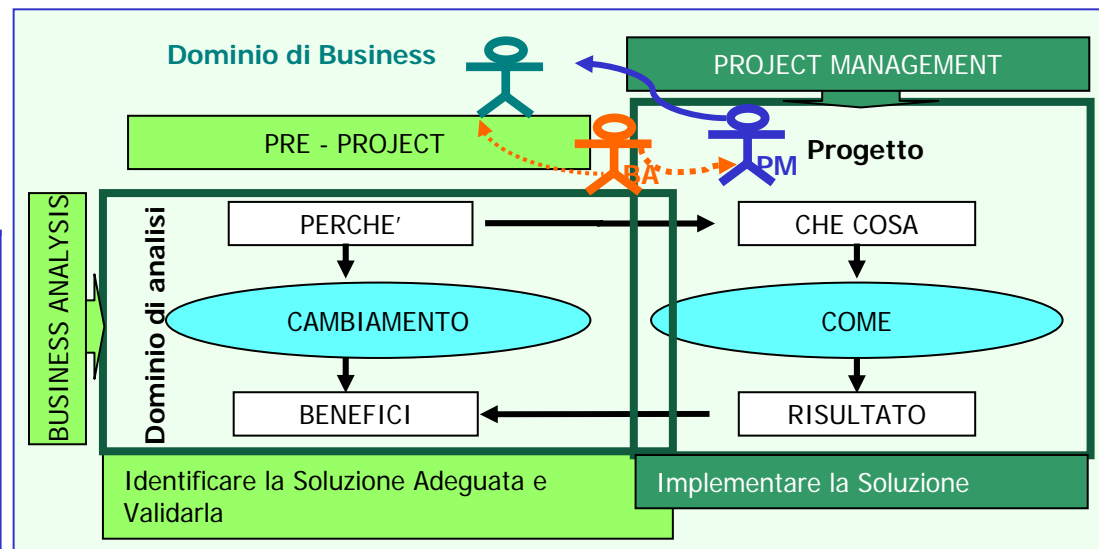
- Un BA è responsabile della Scope Solution. Un BA è orientato al prodotto
- Componenti di Core requirement usati da BA per definire il prodotto sono Business rules, Processi, Attori, Dati

PRINCIPALI AREE DI SOVRAPPOSIZIONE

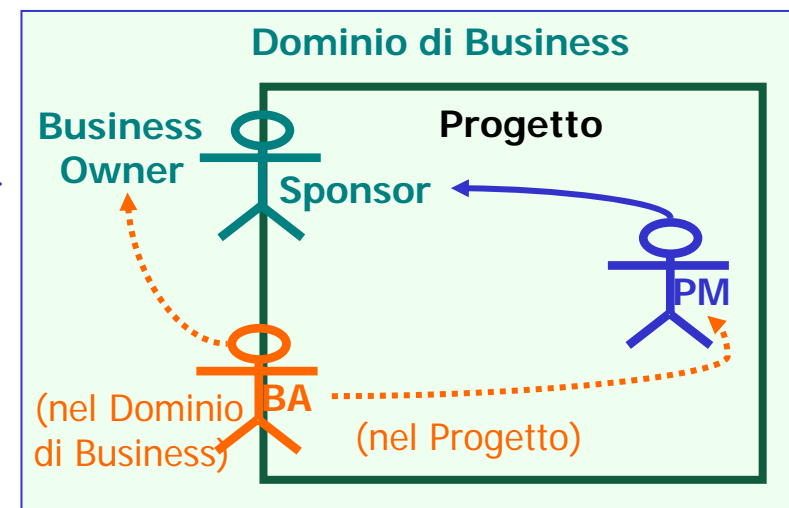


RUOLI E RESPONSABILITA' DEL PROGETTO

Role	Responsibilities	Accountable to
Sponsor	Funding, Baseline decisions	Executives
PM	Project	Sponsor
BA	Product (Solution)	Organization
SMEs BOw	Articulating their Requirements	Sponsor
Delivery Team	Designing, building, testing final product	PM

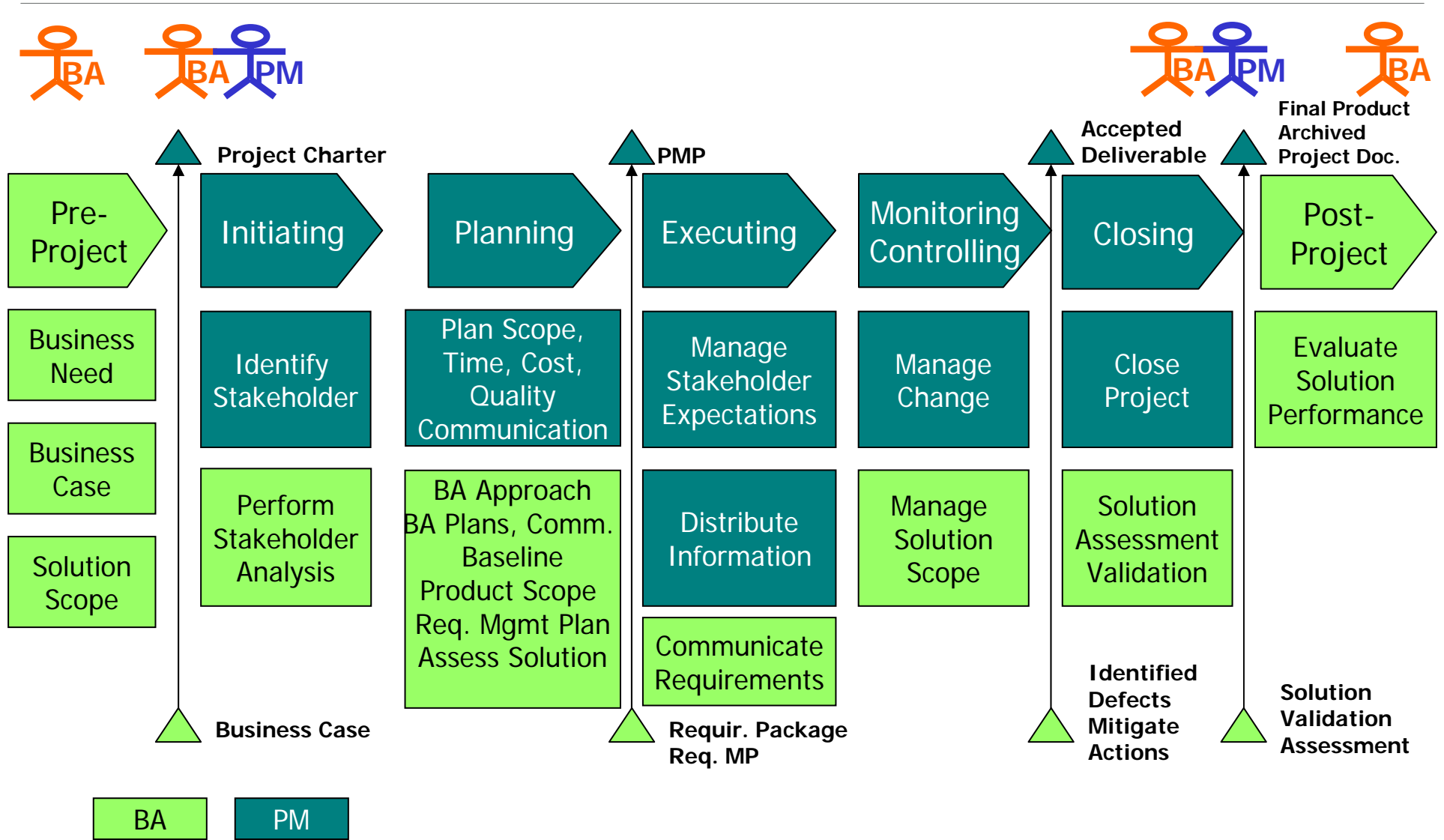


**Ruoli
Contesto/
Task
Canali Com.**



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PM E BA – Aree di attenzione



Strategie per BA & PM PARTNERSHIP

- Capire i concetti chiave di entrambe le discipline
- Discutere la partnership
- Definire i Ruoli e le Responsabilità
- Comunicare presto e definire i canali di comunicazione
- Gestire il conflitto con chiari e frequenti comunicazioni

RACI - Esempio		
Key Deliverable	PM	BA
BA Stakeholder List	A	R
Project Stakeholder Register	A/R	C
BA Communications Plan	A	R
Project Communications Plan	A/R	C
Requirement Management Plan	A	R

"An IIBA® /PMI® Joint Collaboration" - Risultati IIBA Newsletter 02/2011

One final key learning

*The PM/BA is a peer-to-peer relationship. When we started our work, most of the PMs viewed the BA as subordinate to the PM. By the time we concluded, we all agreed that both play leadership roles in the organization. Both are accountable to the sponsor - the PM for leading the team and delivering the solution and the BA for ensuring that the solution meets the business need and aligns with business and project objectives. **And both roles, equally, are required for project success***

(Elizabeth Larson, PMP, CBAP, CSM, Co-Principal and CEO of Watermark Learning)

“An IIBA® /PMI® Joint Collaboration” - Risultati IIBA Newsletter 02/2011

Potential Areas of Conflict	BA	PM	Both
Scope Management	<p>Defines high-level product (solution) scope during Enterprise Analysis (pre-initiation). Once the project has been authorized, the BA helps facilitate agreement and approval on scope from business stakeholders. The BA focuses on <u>planning and defining the product scope</u> and <u>ensuring that the product deliverables</u> are aligned with the project.</p>	<p>Plans and manages the project scope, which includes integrating the business analysis approach and deliverables into the overall project. PM has the responsibility for managing the project scope.</p>	<p>Both the PM and BA have responsibilities relating to the scope. The BA is responsible for the product (solution) scope. The PM is responsible for the project scope and incorporating the product scope into the project scope.</p>
Communications Management	<p><u>Works primarily with stakeholders who are directly or indirectly affected by the product (solution) requirements</u>. The BA might also maintain <u>ongoing communications with that organization</u>.</p>	<p>Is accountable for all <u>project-related communication with all project stakeholders</u>. <u>Responsible for communicating to the sponsor about all aspects of the project</u>.</p>	<p>Stakeholder analysis is completed by both the BA and the PM. The PM needs to know the stakeholders for their project planning, <u>the BA for their business analysis planning, which is incorporated into the project planning</u>.</p>

“An IIBA/PMI Joint Collaboration” - Risultati IIBA Newsletter 02/2011

Potential Areas of Conflict	BA	PM	Both
Risk Management	Identifies and communicates business and business analysis risks to the PM. Assists PM in <u>gaining stakeholder consensus on risk strategies. Reduces overall project risk by assessing implementation and organizational readiness risks.</u>	<u>Responsible for creating the overall project risk management plan</u> and for managing project risks. <u>Responsible for incorporating business and business analysis risks into the project risk management plan.</u>	Both roles identify and analyze project and business risks and get agreement on risk response strategies.
Requirements Management	Responsible <u>for defining, tracing, and creating a requirements management plan for how requirements will be analyzed, documented, and managed throughout the project.</u>	Participates in planning the business analysis work. <u>Incorporates the requirements management plan and the business analysis plans into the overall project management plan.</u>	<u>The BA works with the PM to determine which activities will be done and which deliverables will be produced.</u>

Cosa stanno facendo le aziende

Le aziende stanno comprendendo:

- l'importanza di possedere internamente "Competenze di Business Analysis" per risolvere problemi o sfruttare opportunità ed identificare le soluzioni (solution scope) per rispondere agli effettivi bisogni del business;
- la rilevanza delle "Competenze di project management per effettuare progetti di successo che consentono di svolgere le attività e azioni necessarie (project scope) per ottenere i risultati desiderati.

Hanno bisogno di capacità e competenze per:

- Valutare le esigenze di business (problemi ed opportunità)
- Identificare rapidamente le soluzioni per attivare le iniziative adeguate
- Far partire i giusti progetti con un business case realistico
- Identificare gli stakeholder adeguati (dove sono le competenze di BA?)
- Per mantenere le Soluzioni allineate al valore richiesto dall'organizzazione
- Per misurare, consolidare operativamente nell'organizzazione le soluzioni che sono state realizzate dai progetti e migliorare i risultati

Richieste di Competenze di BA

La nostra esperienza

- Funzioni di “Governance” – Valutazione bisogni del business, analisi cause profonde, valutazione e selezione soluzioni, Business Case (Settore Bancario) per avviare progetti
- Business Analyst in ICT per comprendere i bisogni e tradurli per Solution Team esterni all’azienda (Settore Energia)
- Business Analysis – Product Manager – interagisce con Project Manager R&D (Settore Telecomunicazioni)
- Business Analyst in Finance / Controllo di gestione – Produzione Business Case e coordinamento nella definizione di Business Case (Settore assicurazione)
- Business Analysis – Valutazione Business need e Business Case (Settore farmaceutico)
- Project Business Manager – Project Manager/ Business needs del cliente/Fornire Business Solution (Settore ICT & Telecomunicazioni)
- Business Analyst – Presidio dei Processi Aziendali (Settore Bancario)
- PM Exploration (Business/Customer Needs/Feasibility/Business Case) – PM Implementation – Nuovi prodotti (Settore manifatturiero)
- Business Analyst – Project Manager – Ruoli e figure distinte in Società di Consulenza (Health, Finance, Telecom...)
- BA Center of Competence in PMO
- PMO Staff (Business Analyst)
- Portfolio Management (Esperti del Business – Soluzione – Business Case)

Certified Business Analysis Professional® Certification

CBAP® Certification Requirements

Work Experience	(7,500 hours) business analysis work experience in the last ten (10) years, specifically related to the knowledge areas defined in the BABOK®
Knowledge Areas	Demonstrated experience and expertise in at least four of the six BABOK® Knowledge Areas
Fundamental Areas	Demonstrated experience in three of the five fundamentals areas
Education	High school or equivalent education
Professional Development	21 hours of professional development on business analysis or the underlying fundamentals in the past four years
References	Two references (manager, client, or CBAP®)

...plus successfully passing the CBAP® exam

CCBA™ Certification

- For business analysts with less experience and for students with education but limited professional experience there is Certification of Competency in Business Analysis™ (CCBA™)
 - ✓ 3750 hours of work experience, 900 hours experiences in 2 of 6 Knowledge, 21 hours Professional Development, High school education, 2 references

I nostri riferimenti



www.italy.iiba.org

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