



MIS 3504

Digital Design and Innovation Studio

2: UNDERSTANDING PROJECT WORK
AND THE PEOPLE INVOLVED

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Photo: Installation by Jenny Holzer, US Pavillion, Venice Biennale 1990

PROJECT work

As IS

- 
- What is a **requirement**
 - How would you document one?

“A requirement is a condition or capability needed by a stakeholder to solve a problem or achieve an objective” IIBA Business Analysis Body of Knowledge (BABOK)

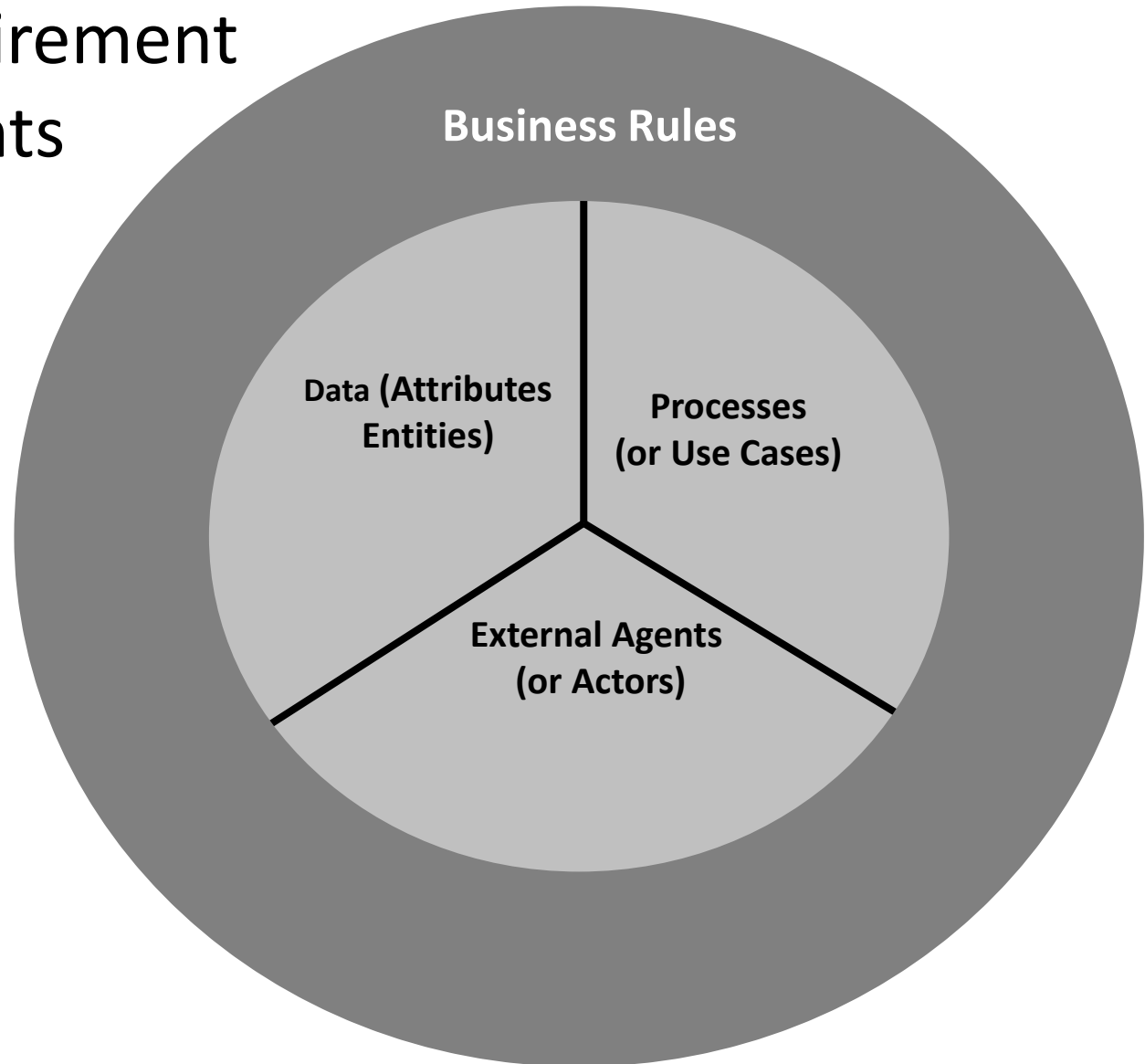
What is the best way to document a requirement?

- a) A sentence (“The system shall...”)
- b) A structured sentence (as in a business rule)
- c) A structured text template
- d) A table or spreadsheet (list of stakeholders)
- e) A diagram (workflow)
- f) A model (ERD)
- g) A prototype or simulation
- h) A graph

What are the **core requirement**
components



Core Requirement Components



Core Requirement Components

Actors/Agents: individuals, departments, business areas or systems inside or outside the organization

Data: is information

People, Products, Locations and the information about them

Processes: automated or manual activities

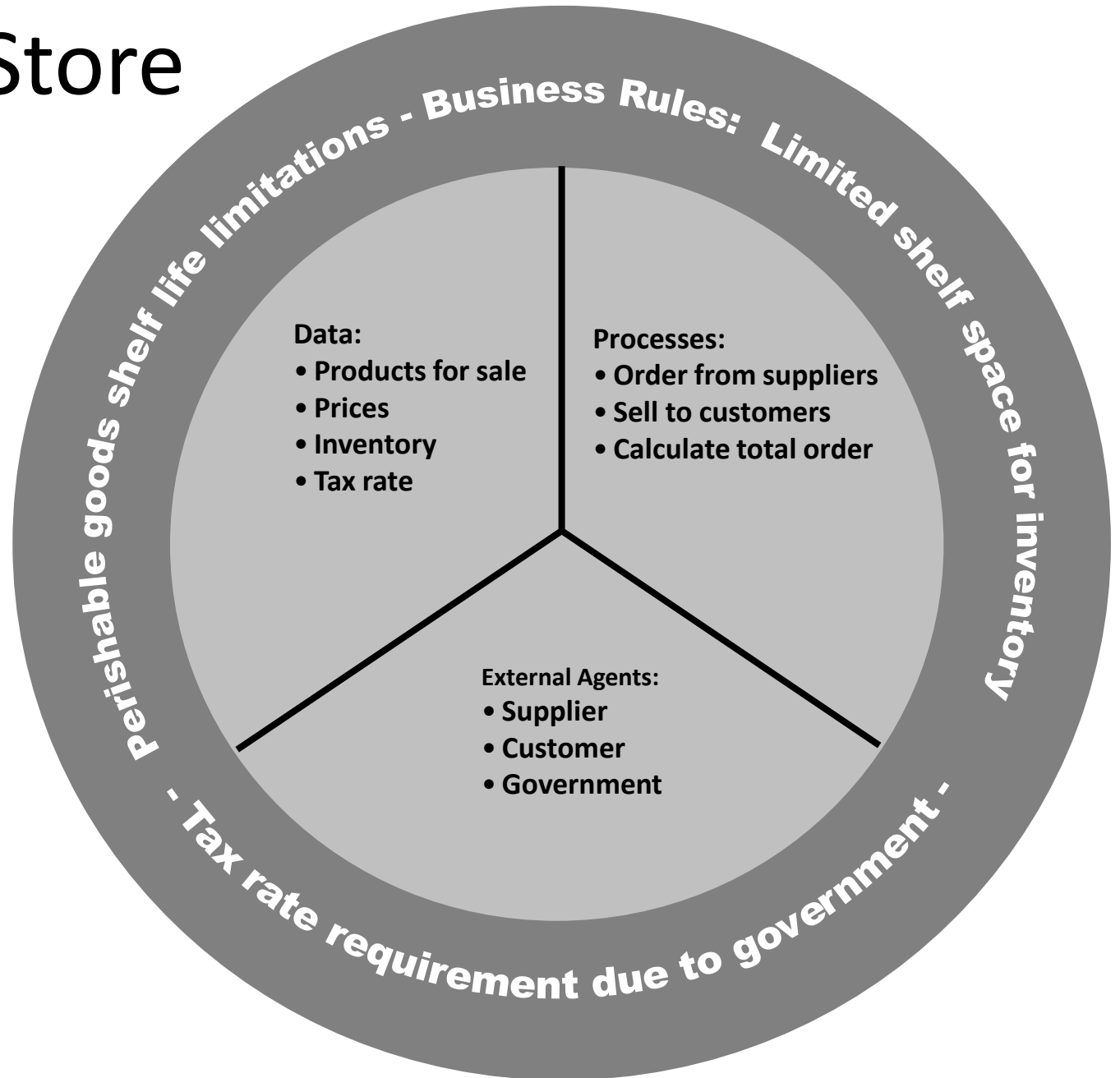
Business rules: guidelines, constrains or policies governing the actor/agents, data and process

Exercise: As a team discuss and identify the Core Requirements for a Grocery Store:

- External Agents
- Processes
- Data
- Business rules.

Give examples of each and how they relate to each other.

Grocery Store Example



DESIGN INQUIRY / 5 questions to answer:

1. **what** inspired you (good or bad)
2. **who** are the affected stakeholders
3. **what** are their **unmet needs** +
why are they important
4. **what** is your **solution**
5. **what** **resources** do you need to
create and sustain your solution

Projects vs. Operations

- What is a **project**
- What differentiates a project from other operational work activities?



Project vs Operations

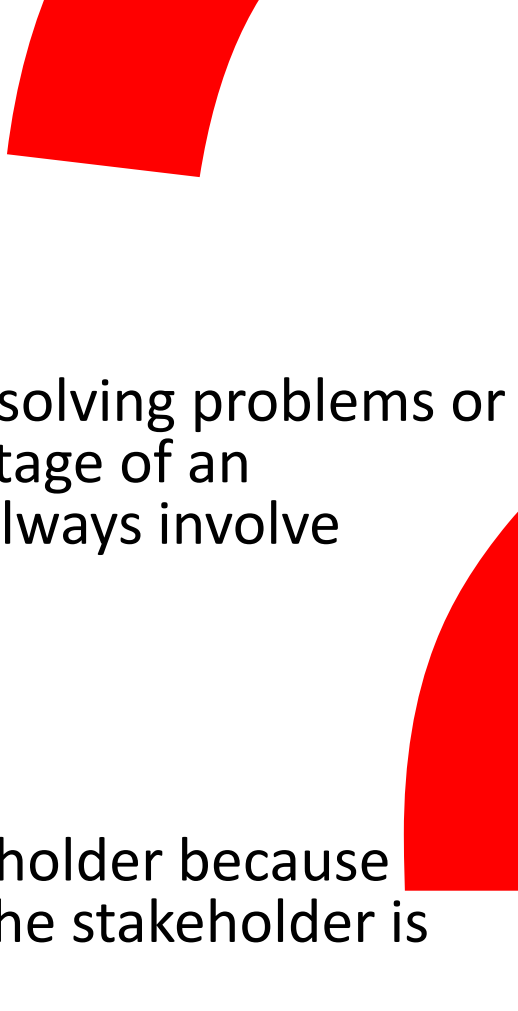


1. Temporary endeavor
2. Specific start and completion dates
3. Undertaken to create a unique product or service which brings about beneficial change or added value.

What are the implications?

- Outside the current state
- Need to bring it to a conclusion at some point
- Money being invested toward some end
- People know if they ignore you, you might go away

Operations is work done to sustain the business

- What is a **product**
 - A product is the result of a project.
 - What is a **solution**
 - A solution “meets a business need, by solving problems or allowing an organization to take advantage of an opportunity.” (IIBA BABOK) Does not always involve computer system!
 - What is a **deliverable**
 - Anything given or presented to a stakeholder because has some value to the stakeholder or the stakeholder is expected to act upon it.
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PEOPLE + roles

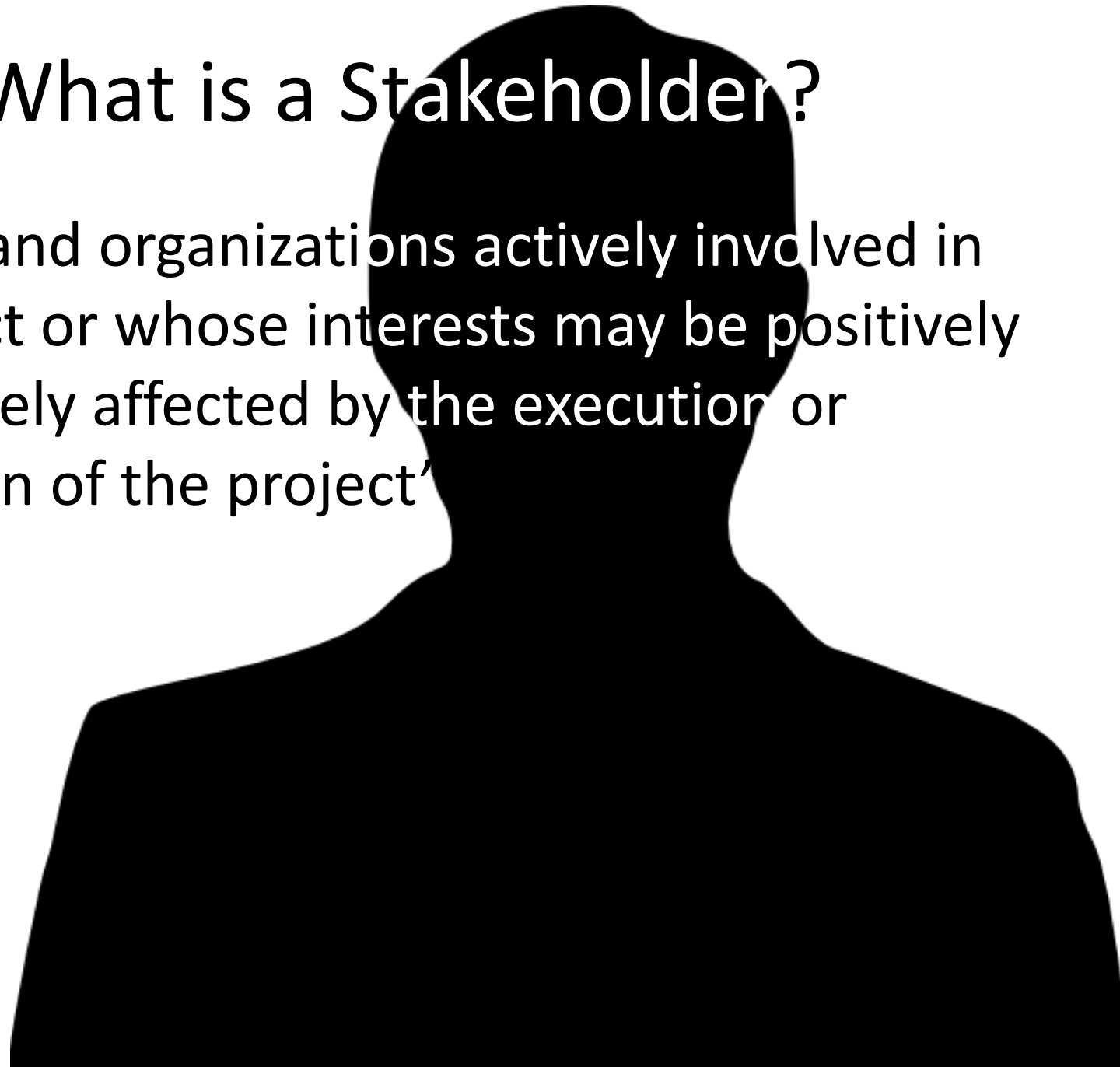
Inquiry no.1

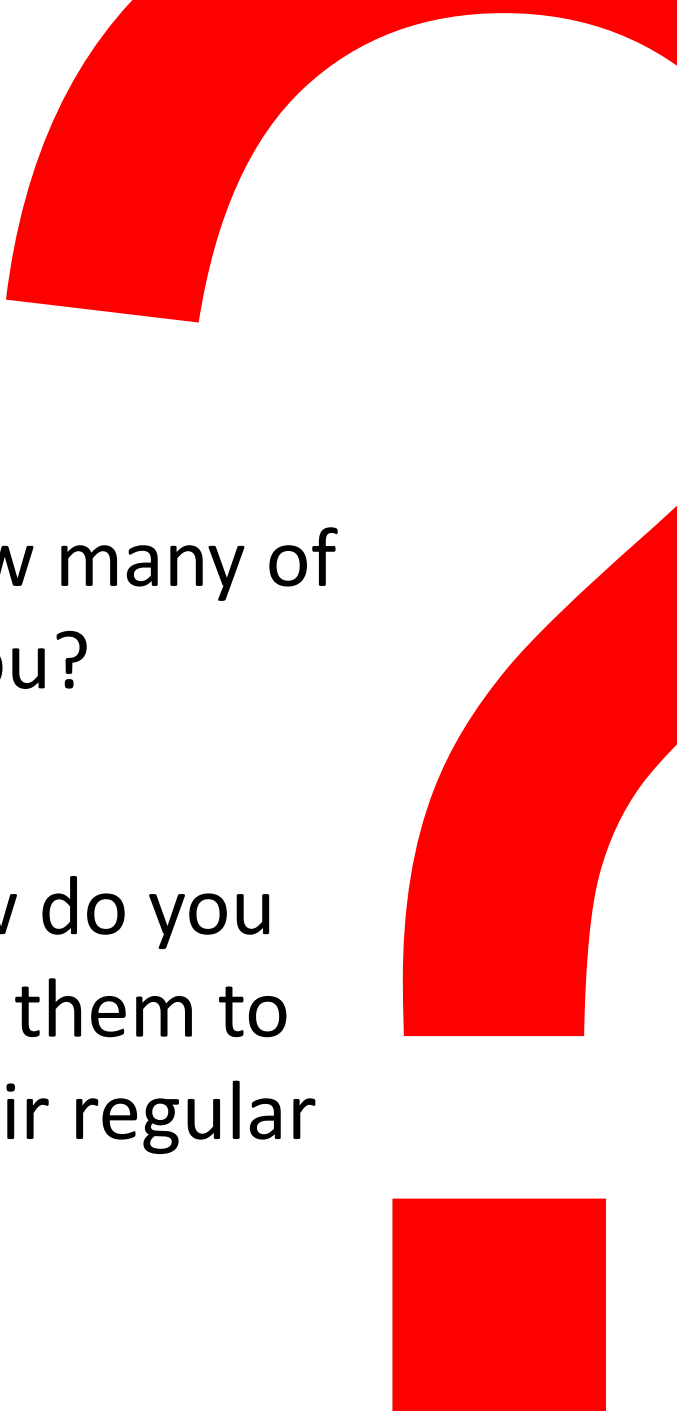
Who are the **affected** stakeholders
or

Who are the people who have
something to gain or lose because
of your project?

What is a Stakeholder?

“Persons and organizations actively involved in the project or whose interests may be positively or negatively affected by the execution or completion of the project”



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- As a Business Analyst (BA), how many of these stakeholders work for you?
 - If they don't work for you, how do you get them to do what you need them to do? After all, they all have their regular job to do too.

Project roles

- What is a “Project Sponsor”?
 - He/she is the “boss” of the project. Ultimate decision maker.
- What is the project sponsor’s roles and responsibilities?
 - Secured funding and has specific objectives for that funding.
 - Sponsor determines success/failure of the project.
 - Do you know what motivates your sponsor, their personal biases, their areas of expertise and personal experiences?
 - Sponsors remove barriers to the success of the project.
- How do you communicate with the sponsor?
 - Brief, focused, to the point – 1 page status reports, dashboards, and executive summaries

- What is a “Project Manager”?
 - usually first person assigned to project
 - responsible for planning the project and ensuring team follows the plan
- What is the project manager’s roles and responsibilities?
 - manages changes, handles problems, keeps project moving
 - MANAGES PEOPLE, MONEY, RISK AND PROJECT SCOPE
 - chief communicator to sponsor and management
 - helps clear obstacles
- Can **the BA also be the PM?**
 - PM is more of director than BA is. – directs team, gives assignments, makes sure people working on tasks – requires **STRONG MANAGEMENT SKILLS**
 - BA more focused on listening and analyzing – requires **STRONG INVESTIGATIVE SKILLS**

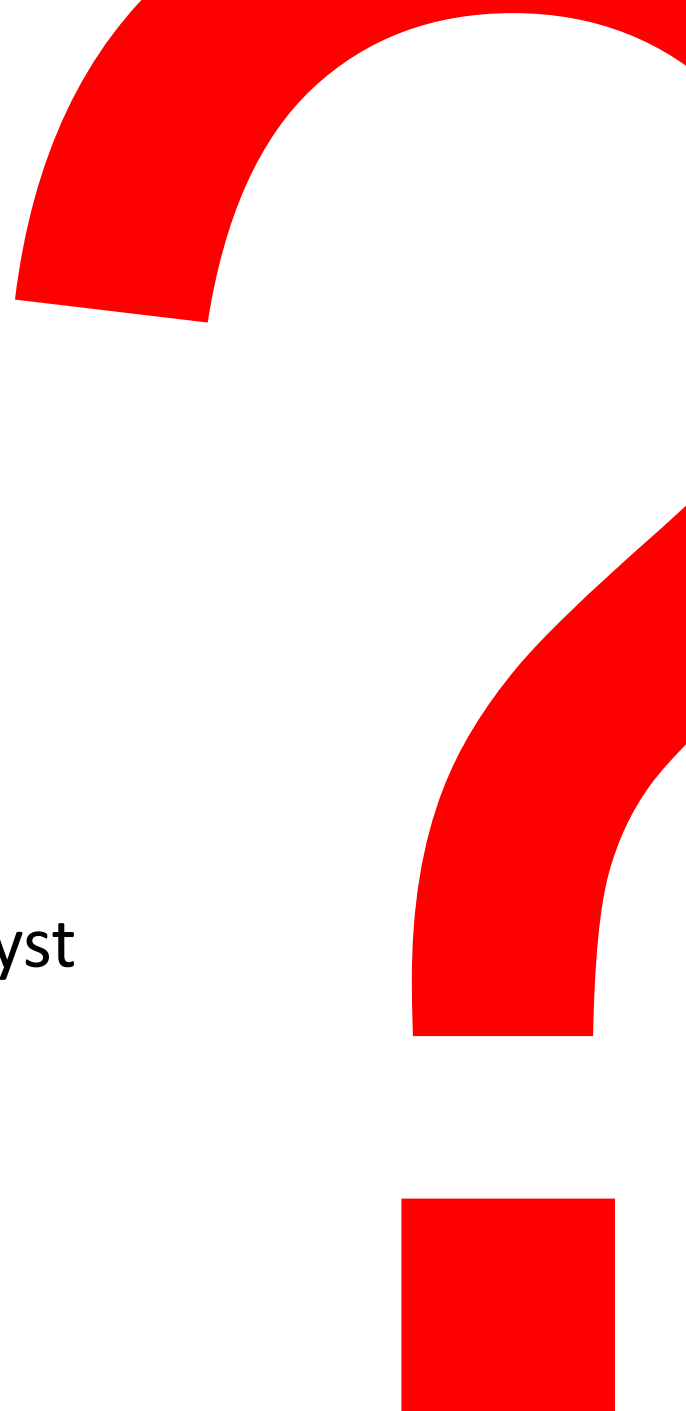
- What is a subject matter expert (SME)?
 - Managers manage people but they may not always know in detail exactly what their people do or how processes are performed. Do they seem to know area? Generalities v exceptions, specific work flows, etc.
 - If this happens, discuss with your PM. Give the manager, “an out” ...”I know that you are very busy running the department and that your time is tight, would you like me to work with one of your key people on this project? If insist on being the SME, don’t embarrass, take information, check it with others,
- What makes an SME an expert?
 - Experts are a precious resource in a department. Don’t be surprised if they assign a person who is not an expert. Diagnose: Clueless or just new? If former discuss with your PM. If later, as who they talk to – suggest working together to build expertise, If there are problems, quietly and diplomatically escalate.
- Is the manager of a department always an expert on what goes on in their department?
 - **Speak with others in the department to validate the information you are getting.**

- What are other technical roles

IT Architect

IT Developer

Data Administrator/Architect/Analyst



Who is important to the Project

Understand your stakeholders - including their motives, personal biases, expertise, and experiences!

Exercise:

Warehouse stakeholder case

Read the case

Work with your team

Review your notes and:

Identify all the stakeholders associated with this project and explain **why** you think they are a stakeholder.

Identify the subject matter experts associated with this project and explain **why** you think they are SME's.

What further questions would you ask each stakeholder and SME?

Consider:

Who are your stakeholders?

Ask yourself:

Are they the stakeholders for
YOUR project?

Common Stakeholder Mistakes

- Company stakeholders are not likely to be project stakeholders (closeness to the project)
- *Roles* are as likely stakeholders as *individuals* but often forgotten
- SME's probably are stakeholders if they are assigned to the project from the organization.
You can be both!
- Lower level roles in the organization are often missed
- Groups that interact with the organization are often missed

Stakeholder Analysis: **Template**

Stakeholder	Roles	Responsibilities	Interest	Success Criteria	Concerns	Technical Proficiency/Work Environment Constraints

See pages 62-63 in Memory Jogger

Core Requirements **Template**

Core Requirements Identification Template			
External Agents / Actors	Process / Use cases	Data - Entities and Attributes	Business Rules