Project Management & Business Analysis

Managing Projects or Continuous Improvement within CSU

Presented by Project Service Centre
Course Objectives

Understand the importance of project management and business analysis to CSU

Develop project management and business analysis skills

Obtain a framework for project management and business analysis

Familiarise with project management and business analysis principles
The Project Service Centre exists to deliver on institutional development by way of providing project services or coaching.

A project could deliver on any of the 4 University Plans:

- Course Plan
- Research Plan
- Learning & Teaching Plan
- Institutional Development Plan

PROJECT SERVICE CENTRE OPERATIONAL PLAN

**OBJECTIVE 1**
Provide appropriate project management services to facilitate change within CSU

**OBJECTIVE 2**
Build organisational awareness and capability in project management
Project Service Centre - WHAT

PROJECT SERVICE CENTRE OPERATIONAL PLAN

OBJECTIVE 1
PROVIDE APPROPRIATE PROJECT MANAGEMENT SERVICES TO FACILITATE CHANGE WITHIN CSU

OBJECTIVE 2
BUILD ORGANISATIONAL AWARENESS AND CAPABILITY IN PROJECT MANAGEMENT

ROADMAP
To achieve ‘TO BE’ we need to build capability:

1/ MOSTLY DOING
AS IS

2/ SOME BUILDING CAPABILITY

1/ SOME DOING
TO BE

2/ MOSTLY BUILDING CAPABILITY

> outside PSC to enable all CSU staff to facilitate change effectively
> within PSC to enable them to effectively support staff who are facilitating change
Definitions of...

Project Management & Continuous Improvement
Projects v Operational Work

- **PROJECTS**
  - "A temporary endeavour undertaken to create a unique product or service" (PMBOK 2000)
  - Aim to meet objectives with a definite beginning and end date
  - Have a unique outcome which is aimed at changing the status quo

- **OPERATIONAL**
  - Is ongoing and repetitive
  - Continues to deliver on objectives
  - Repeats over a period of time and operates within the existing status quo
  - Utilise resources
  - Have resource contraints
  - Require activities to be planned, executed & managed
  - Continues to deliver on objectives

- “A temporary endeavour undertaken to create a unique product or service” (PMBOK 2000)
Continuous Improvement at CSU

Examples of individual views

Operational Staff

Continuous Improvement

Innovation

Maintenance & Operations

Senior Management

Continuous Improvement

Innovation

Maintenance & Operations
Continuous Improvement at CSU
Example of an enterprise view
Continuous Improvement  V  Innovation

DOING SOMETHING BETTER

★ Inward looking
★ Small steps
★ Conventional Know-how
★ Effort
★ Process-oriented

DOING SOMETHING NEW

★ Outward looking
★ Big step
★ Technological Break-through
★ Investment
★ Result-oriented
Improvement at CSU

Enterprise View

Innovation

Continuous Improvement

DOING SOMETHING BETTER

DOING SOMETHING NEW

Maintenance & Basic Operation
Project Management at CSU
We all have to get from ‘AS IS’ > ‘TO BE’ somehow...

‘AS IS’
being the current situation

‘TO BE’
being the desired state
Project Management at CSU

...and we all need to think about the same things...what, who, why, etc...

...but which path will maximise the quality of the ‘TO BE’ situation...?
The Project Management Process
So what is Project Management?

Project Management is a structured approach to the delivery of the ‘TO BE’.
Project Management focuses on 3 Elements...

- Tasks
- People
- Expectations

and...
...continually manages pressures associated with a project through planning, analysis and the use of control tools and techniques.
What is Project Management?
Why are we doing the project / improvement?
Continuous Path to Improvement
The Plan Implement Review Improve (PIRI) Cycle is based on a continuous improvement approach to AS IS > TO BE
Whether a project framework or continuous improvement cycle is used to achieve ‘TO BE’... 

...it is important that business analysis is undertaken to ensure the “Change Intent” is met and that the quality of ‘TO BE’ is maximised.
What is Business Analysis?

Business analysis is a mindset that focuses on...

...which are at the core of all the things we need to think about.
So - in short... Business analysis is the conduit between the requested outputs and the solution created to address the identified need – or the conduit between the AS IS > TO BE
A Business Analysis Framework

...involves a set of activities designed to achieve a quality outcome.
The Needs Hierarchy depicts the relationship between the business needs which business analysis addresses.

**NEEDS HIERARCHY**

- Each level of the hierarchy must drive the level below.
  - Therefore each item must be cross referenced to the level above.

**EXPLANATION OF HIERARCHY COMPONENT**

- **A Project or Improvement** idea is driven by an understanding of the current situation and the desire or need to change the future situation.
- **Objectives** establish the goals that the change should achieve, e.g. legislative compliance. Objectives must be measurable.
- **Initial Scope** sets the parameters for the change to ensure the objectives will be addressed - what areas are included in the change and what areas are not included in the change.
- **Deliverables** are what is expected to be achieved by implementing the change, e.g. business processes and procedures to support the introduction of XYZ.
- **Requirements** are statements which define what needs to be provided by a ‘solution’ to achieve the deliverables.
- **Refined Scope** is the review and validation of the ‘Initial Scope’. The initial scope may change as a result of formulating requirements during this phase.
- **Functional Requirements** describe the behaviours of the requirements that the solution needs to manage.
- **Performance Criteria** describe what is to be used to judge the solution’s performance.
- **Business Rules** describe the governance that must apply to the solution.

**PROJECT DEFINITION**

This document can guide you in capturing the relevant information required to make an informed decision about whether the proposed change should be implemented. Covering:

- **IDEA**
- **DRIVERS**
- **STAKEHOLDERS**
- **COMMITMENT**
- **AS IS’ SITUATION**
- **‘TO BE’ SITUATION**
- **PARAMETERS**
- **TIME OBJECTIVE**
- **BUDGET**

**REQUIREMENTS**

Requirements must be:

- **SPECIFIC**
- **MEASURABLE**
- **CLASSIFIABLE**

**FUNCTIONAL REQUIREMENTS**

- **DETAILED**
- **PROCESS**
- **GOVERNANCE**
- **REQUIRED OUTCOME**
Why Projects Fail

- Lack of effective sponsor involvement
- Poor project control
- Insufficient key stakeholder commitment
- Poor estimating
- Scope creep
- Insufficient key stakeholder buy-in
- Poor scope definition
- Poor project control
- Poor estimating
Most projects fail to deliver to the basic criteria of on time and budget…

Results of analysis of 8380 projects in 365 organisations

- Challenged: 52.7%
- Cancelled: 31.1%
- On time & budget: 16.2%
### Fifteen reasons for projects failing

<table>
<thead>
<tr>
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Successful?

- From who’s perspective?
- The product or the project?
- How and when is this measured?
Where do I start?
You have been appointed to manage the project – so what next??????

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<thead>
<tr>
<th>Process</th>
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<th>Outputs</th>
</tr>
</thead>
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<tr>
<td>1. Sponsor/Owner Engagement:</td>
<td>• Familiarisation with the idea and research</td>
<td>Notes that should be verified by the Sponsor/Owner to ensure shared understanding</td>
</tr>
<tr>
<td></td>
<td>• Meet with Sponsor/Owner to determine</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Project / Improvement name</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Objectives of the Project / Improvement</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– What you will work on and not work on</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Determine Deliverables</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Ask who should be involved</td>
<td></td>
</tr>
<tr>
<td></td>
<td>– Determine Steering committee nominations</td>
<td></td>
</tr>
<tr>
<td>2. Stakeholder Context:</td>
<td>• Complete an initial Stakeholder Map</td>
<td>Stakeholder Map</td>
</tr>
<tr>
<td></td>
<td>• Confirm with Sponsor</td>
<td></td>
</tr>
</tbody>
</table>
Who should be involved?
WHO - Stakeholders

- Stakeholder Maps are a simple method to identify who needs to be involved in a project or improvement.
- It is a living diagram which should be revisited throughout the life of the project or improvement.


More info yourCSU
Exercise

Customers | Recipient of a product output (service, product, information)

Partners | Partners include those that are jointly engaged in the delivery of the product

Service Providers / Enablers | Provides resources and support mechanisms to enable the product delivery

Governance | the systems and processes in place for ensuring proper accountability and openness in the conduct of the University’s business.
WHO - Roles and Responsibilities

- **The Sponsor** is the owner of the Project and provides funds to the project.
- **A Project Manager** is responsible for meeting the client’s requirements such that the project’s outputs are fit for purpose and are delivered within the agreed timeframe and cost.
- **A Business Analyst** is the conduit between those requesting the outputs of a project (the project sponsor and clients) and those who are required to create the outputs (the project team).
- **A Business Expert** provides business expertise, the business rules and guidance on how the business operates to the project.
- **Key Stakeholders** are any people who have an interest in the project. They may be individuals or groups.
- **The Steering Committee** is responsible for ensuring the outcomes of the project are met in accordance with the Project Definition.
- **Project Team Members** are made up of a number of technical and administrative personnel and may not fall into the category of a business expert or business analyst.
What should I do next?
You have been appointed to manage the project – so what next??????

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| 3. Kick Off / Rapid Planning (RAP) Session: | • Arrange Kick Off / RAP Session with representatives from areas identified in the initial Stakeholder Map  
• Organise agenda and expected outcomes  
• Deliver Kick Off / RAP Session | • Agenda  
• Stakeholders  
• Knowledge |
| 4. Outputs review: | • Document raw outputs from Kick Off / RAP Session and have attendees verify content  
• Distribute final outputs to Sponsor/Owner and Steering committee for comment and feedback | • Scope  
• Objectives  
• Deliverables  
• Risks/Issues  
• Dependencies |
| 5. Project Definition: | • Populate Project definition template from Kick Off / RAP Session feedback and subsequent discussions  
• Circulate to steering committee for signoff | • Project Definition Document |
WHAT - Interview or Workshop?

**Interview when:**
- requirements are detailed
- requirements cover many areas of knowledge that have specific individuals who are the experts
- differing opinions are likely or are sought

**Workshop when:**
- requirements are high level
- requirements are focused on one area of business in which the participants have knowledge
- consensus is being sought
- All stakeholders are available

*Remember – be aware of your objectives*
# WHAT - Sample Agenda

**Objective:** To discuss the requirements surrounding the “AS IS” to “TO BE”

<table>
<thead>
<tr>
<th>Welcome and introductions</th>
<th>What factors will impact the project?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Set the scene</td>
<td>Brainstorm future approach</td>
</tr>
<tr>
<td>Glossary of terms</td>
<td>Review what’s in and what’s out of scope</td>
</tr>
<tr>
<td>What do we want to achieve?</td>
<td>What are the next steps?</td>
</tr>
<tr>
<td>Who is going to be involved?</td>
<td>Identify working party</td>
</tr>
<tr>
<td>How will this change the current model?</td>
<td>Delegate activities</td>
</tr>
<tr>
<td>What needs to be done?</td>
<td>Schedule next meeting</td>
</tr>
<tr>
<td>Identify issues &amp; risks</td>
<td>Wrap – up</td>
</tr>
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### Next Steps
1. Document Discussion outcomes
2. Distribute minutes for comments and actioning
3. Complete Project Definition
4. Continue Business/project requirements articulation

*Remember – be aware of your “objectives”*
Workshop Execution

SOME TIPS FOR HOLDING A WORKSHOP

- Have a ‘Parking Lot’
- Publish outputs for review & comment
- Have a Glossary of Terms
- Understand the next steps
- Make it participative
The Needs Hierarchy

NEEDS HIERARCHY

Each level of the hierarchy must drive the level below; therefore each item must be cross referenced to the level above.

PROJECT / IMPROVEMENT

OBJECTIVE

SCOPE

DELIVERABLE

REQUIREMENT

REQUIREMENT

FUNCTIONAL REQ

FUNCTIONAL REQ

FUNCTIONAL REQ

FUNCTIONAL REQ

FUNCTIONAL REQ

EXPLANATION OF HIERARCHY COMPONENT

A Project or Improvement Idea is driven by an understanding of the current situation and the desire or need to change the future situation.

OBJECTIVES

Objectives establish the goals that the change should achieve, e.g. legislative compliance. Objectives must be measurable.

INITIAL SCOPE

Initial Scope sets the boundaries for the change to ensure the objectives will be addressed – what’s in and what’s out.

DELIVERABLES

Deliverables are what is expected to be achieved by implementing the change, e.g. business processes and procedures to support the introduction of XYZ.

REQUIREMENTS

Requirements are statements which define what needs to be provided by a ‘solution’ to achieve the deliverables.

REFINED SCOPE

Refined Scope is the review and validation of the ‘Initial Scope’. The initial scope may change as a result of formulating requirements during this phase.

FUNCTIONAL REQUIREMENTS

Functional Requirements describe the behaviours of the requirements that the solution needs to manage.

PERFORMANCE CRITERIA

Performance Criteria describe what is to be used to judge the solution’s performance.

BUSINESS RULES

Business Rules describe the governance that must apply to the solution.

PROJECT DEFINITION

This document can guide you in capturing the relevant information required to make an informed decision of whether the proposed change should be implemented. Covering:

IDEA
DRIVERS
STAKEHOLDERS
COMMITMENT
AS IS SITUATION
TO BE SITUATION
BOUNDARIES
TIME OBJECTIVE
BUDGET

REQUIREMENTS
Requirements must be:

SPECIFIC
MEASURABLE
CLASSIFIABLE

FUNCTIONAL REQUIREMENTS

DETAILED
PROCESS
GOVERNANCE
REQUIRED OUTCOME
When do we do it?
## Five Project Management Processes*

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<tr>
<td>1. Project Initiation:</td>
<td>defining and authorising the project or phase</td>
</tr>
<tr>
<td>2. Project Planning:</td>
<td>defining and refining objectives and seeking the best of alternative courses of action to attain these</td>
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<tr>
<td>3. Project Execution:</td>
<td>carrying out the project plan by executing the activities therein</td>
</tr>
<tr>
<td>4. Project Controlling:</td>
<td>ensuring project objectives are met by monitoring and measuring progress regularly and taking corrective action when needed</td>
</tr>
<tr>
<td>5. Project Closure:</td>
<td>formalising acceptance of the project or phase and bringing it to an orderly end</td>
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*Adapted from PMBOK 2000*
A Project Management Process is an example of a project path to improvement. Below is the CSU Project Lifecycle / Project Management Framework.
Project Phases & Effort

Overlap of Process Groups in a Phase
How do we manage it?
Project Management is…

the management of these elements:

- TASKS
- PEOPLE
- EXPECTATIONS
- CONTROL
What are the main pressures on a Project that require constant management?
What is Project Scope?

- **Initial Scope** sets the parameters for the change to ensure the objectives will be addressed - what areas are included in the change and what areas are not included in the change.

- **Refined Scope** is the review and validation of the ‘Initial Scope’. The initial scope may change as a result of formulating requirements during this phase.
Managing the Project Scope

- “Scope creep” occurs if project work does not address the Scope items which are captured in the Project Definition (refer to Needs Hierarchy).

- “Out of Scope” items assist in managing expectations and tasks.

- Project Managers are required to ensure that all tasks performed by the project is “In Scope” and work that is “Out of Scope” is not performed.

- If the Scope needs to change, the Project Manager uses a “Change Request” to identify what impact the Scope change will have on the original plan.

- Change Requests must be authorised by the Project Sponsor/Owner.

- Maintain a Change Request Register to manage overall project expectations.
Tools, Templates & Resources

Project Lifecycle Framework ➔

Tools, Templates and Resources are all found at: www.csu.edu.au/division/psc

Project Control Kit ➔
The Control Kit

- The Control Kit provides a means of managing the project / improvement
- It also provides team members with a one-stop shop for information

A RISK is something that MAY happen

An ISSUE is something that HAS happened AND NEEDS TO BE Addressed
Team Meetings

Write up notes as soon as possible after the meeting.
Techniques
People Management - Common Factors

- Assumptions
- Situational Factors
- Workplace Culture
- Emotional Factors
- Semantics
- Ethics
- Organisational Status
- Knowledge-Base
Be aware of communication barriers

i.e. obstacles that restrict effective communication

- Prejudices
- Emotional sensitivity
- Absence of appropriate channels
- Management by memo
- Hidden agendas
- Information withholding
- Background noise / clutter
- Geographical separation
Identifying Significance

To determine **overall** significance:

Ask *what* is important to you in ABC?

To determine **relative** significance:

Ask *which* is more important to you – X, Y or Z?
Reaching Consensus

1/ IDENTIFY AREAS OF AGREEMENT & CLEARLY STATE DIFFERENCES
   - State positions and perspectives as neutrally as possible
     - Document a summary of concerns

2/ FULLY EXPLORE DIFFERENCES
   - Explore each perspective and clarify
     - Involve everyone in the discussion – avoid one-on-one debates
     - Identify common ground and attempt to develop a compromise

3/ REACH CLOSURE AND ARTICULATE THE DECISION
   - Ensure all team members have expressed their perspective
     - Detect when the team is approaching consensus
   - Ask each member if they agree and will they support the decision
     - Document the decision
The 6 Interrogators

“I keep six honest serving men
(They taught me all I knew);
their names are
What and Why and When
and How and Where and Who.”
...Rudyard Kipling.
The 5 Whys

Moving from symptom through to root cause

The goal of applying “The 5 Whys” method is to get to the cause / effect relationships underlying a particular problem

SYMPTOM

1/ WHY?

2/ WHY?

3/ WHY?

4/ WHY?

5/ WHY?

ROOT CAUSE
The Magic Qualifier

Specifically...

To elicit better quality information add this word to the question.

We then approve the application...

Specifically how do you approve the application?
The Alternate Close

Lock in a Commitment by…

using the Alternate Close technique by offering option A or option B

When can you get that to me?
Early or late in the week?

Thursday or Friday?

Morning or afternoon?

10 or 11am?
Summary & Wrap Up
CHANGE WILL HAPPEN!!!!!!!!!!!!

- Change is inevitable.
- Changing the scope may change the objectives.
- Changing the objectives may change the stakeholders.
- Make sure you have clearly documented and cross referenced these changes against the Needs Hierarchy.
Once you have it all planned...

EXPECT IT TO CHANGE!!!!!!!!

You now have tools to kick off a project and manage change within the project!
Recap

- Speak to the Sponsor/Owner
- Identify your Stakeholders
- Organise a Kick Off meeting
- Create the Project Definition
- Set up your Control Kit
- Use the Templates & Techniques
- Ask for help when needed
Manage the Balloon

- Control
- Expectations
- People
- Tasks
- Environment
- Resources
- Quality
- Scope
- Budget
- Issues
- Risks
- Time
Course Objectives

Understand the importance of project management and business analysis to CSU

Develop project management and business analysis skills

Obtain a framework for project management and business analysis

Familiarise with project management and business analysis principles

COURSE OBJECTIVES
For further information…

- Contact the Manager, Project Service Centre in Albury on (605) 19908

- Access the PSC web site at:
  http://www.csu.edu.au/division/psc