



THE INTERSECTION OF BUSINESS ANALYSIS AND PROJECT MANAGEMENT: BEST PRACTICES

Amejuma Ebule

MSC, Business Analyst

Business intelligence and Analytics

Business Analysis and Artificial Intelligence, Droytslden, England

Abstract: This research aims to reveal the relationship between business analysis and project management and their significance to project success. It also analyses how effective requirement development and management is fundamental to providing organizational solutions. The study also shows that there is a synergistic relationship between business analysis and project management and that there should be proactive collaboration between the two alongside also providing key recommendations that should be employed when implementing the two disciplines. Examples and actual scenarios are used to explain ways in which these disciplines are combined and show how this leads to fewer failed projects, better satisfaction of stakeholders, and better fulfilment of organizational goals and objectives. Thus, the outcomes support the need to adopt standardized frameworks for integrating business analysis and project management practices while also developing clear roles and responsibilities and embracing innovative tools and approaches.

Keywords: Business analysis, project management, requirements management, stakeholder engagement, risk Management.

I. INTRODUCTION

The collaboration between BAs and PMs is critical to successful project outcomes, particularly in environments where stakeholder needs and project requirements evolve rapidly. While project managers focus on delivering projects within scope, time, and budget, business analysts ensure that requirements align with organizational objectives and stakeholder expectations. This study aims to establish best practices for integrating these roles, identify challenges, and propose actionable solutions to enhance project outcomes.

The importance of effective business requirements and their criticality to the overall project development process has long been a topic of discussion and analysis. Requirement development and the management of requirements are best practice project management functions, and BAs support these critical functions by utilizing technical, organizational, and problem-solving skills to bridge the communication gap between stakeholders and project success. This study explores how BAs complement PMs during both the initiation and execution phases as well as the subsequent role of the BA during project execution, where the PM's planning efforts are at full stride. The majority of the surveyed organizations stated that the requirement management process was critically important in their projects, with more than half indicating it was a work in progress as opposed to a fully functioning process.

There is no doubt a correlation between the lack of effective requirement development and management and project failures. In reviewing the survey, 10% of the organizational project failures were due to poorly defined goal/project objectives, and 32% of these projects failed to meet their original goals, cost, and time to delivery targets. These very critical inputs to the project management process were not done well in over 40% of their projects. Finally, the survey feedback on IT projects showed that for the fifth consecutive year, the top reason

that an organization decided to make changes in their IT projects was due to missed or changed requirements. Clearly, the need to effectively define and manage requirements is a significant success-critical understanding. Failure in these areas is not a "new" concept. To support the importance of clearly stated objectives/results, one must only look at the results obtained from studying the life cycle model and activities maturity levels of the Department of Defense in the late 1970s and since being updated and refined.

1.1. Background and Rationale

What do project management, business analysis, and project success have in common? They are all disciplines of critical importance for successfully delivering projects. Businesses are increasingly demanding that all project professionals know business analysis practices, project management practices, or preferably, both. Simply put, business analysis is the activity of determining business needs. A project is the vehicle for delivering a solution that meets those needs. The approach to business analysis focuses on the business problem and provides requirements that deliver business value. Project management is the discipline that takes the project, including the requirements, and develops the plan, budget, schedule, and the risk and issue management tactics.

Organizations, like corporations, are investing in people who are familiar with business analysis and project management disciplines. This trend from the business side is enhanced by certifications from professional organizations. Alignment of business analysis and project management professional practices and standards also merits organizational attention. However, regardless of the benefits of practitioner exposure, mentorship, training, and certification programs, and particularly when such programs do not exist or are unaffordable, to the patient learner, there remains a best-kept secret. The fundamental skills, techniques, and practices of business analysis and project management are really, for the most part, quite pragmatic and logical. After careful declarations of underlying values and principles, and a *mise en garde*, the path unfolds.

1.2. Research Aim and Objectives

The aim of the study is to investigate the intersection and interaction of corporate business analysis and project management and give recommendations for their effective cooperation and successful completion of projects. The purpose is to identify their role, as well as their mutual and parallel processes and activities, such as early cooperation, common project strategy, risk management, change management, and knowledge transfer. In addition, the purpose of the study is to explain good practices and success factors, following the main research question and the above issues. The research follows the principles conducted in this study.

Objectives:

- Investigate, analyze, structure thinking, and prepare a classification of business analysis and project management.
- Through objective 1, understand different types of projects and their influence on effective completion, such as knowledge, software, manufacturing, and organizational projects.
- Conceptualize the main issues and the main phases of business analysis and project management.
- Conduct a structured literature review with good practice descriptions and deliver the concepts from objectives 1, 2, and 3.

II. METHODOLOGY

This research utilizes a qualitative approach, including:

- **Literature Review:** Analysis of existing research on BA and PM collaboration.
- **Case Studies:** Examination of three projects where BA-PM integration was applied.
- **Interviews:** Insights from industry professionals.
- **Document Analysis:** Review of project plans, requirement documents, and stakeholder feedback.

The findings are triangulated to ensure validity and provide comprehensive insights.

2.1. Understanding Business Analysis and Project Management

Business analysis and project management are two separate disciplines with a common objective: delivering successful organizational solutions. Successful organizational solutions are defined as meeting or exceeding the needs of the stakeholders. Using a combined approach can help ensure that more comprehensive solutions are delivered. Organizations traditionally view business analysis and project management separately and sometimes at odds with each other. They believe that BAs represent the business user community while PMs run the day-to-day operations of delivering the organization's solutions.

A BA is dedicated to discovering and developing the best solution for the organization. The solution could be software-based or involve effortless procedures. The BA has a key role in developing the solution that is of value to the organization, and the PM ensures the solution is delivered on time and on budget. Each plays a key role in finding and delivering solutions. These two key roles have responsibilities that could be perceived as conflicting. The challenge appears to be that PMs and BAs both represent the right thing to do. With so much common ground, BAs and PMs need only to agree on one thing: that they are there to deliver a successful solution, agreeing on the single objective that necessitates the partnership.

BAs work diligently to determine the authentic, underlying, and unmet need of the organization. Once they believe they have a feasible solution to deliver, they pass this off to the PM. The PM then uses the business-as-usual tools of on-time, on-budget, deliverables-based management philosophies to deliver the solution. The BA's charter is to discover and cultivate the solution, whereas the PM's scope is to deliver the solution. And it is through this definition and division of the roles, which are complementary and not competitive, that both articulate the beginnings of a partnership.

2.2. Definition and Scope of Business Analysis

Business analysis is a research perspective in the sense that the BA must develop a deeper understanding of the underlying themes and patterns of a business problem, then use this understanding to discover imaginative and practically useful solutions. A foundational tenet of business analysis is to ensure that we design and develop creative new business products and services for the future and renew current services by creating more effective business processes and operations. Business analysis is also a problem-management approach whose primary concern is the exploration and analysis of those things that largely determine the effectiveness, success, and sustainability of an organization. It is about how people, systems, and projects work collectively to complete the work. Business analysis is a collection of tasks and techniques used to work as a liaison among stakeholders to understand the structure, funding, policies, and operations of an organization, and recommend the value-added solutions that will enable the organization to achieve its goals. Business analysis also entails an acceptance journey, which means that the BA must ensure the stakeholders will accept the solutions produced. BAs use stakeholder influence and communication capabilities to solve elusive business problems, get products to market faster at a lower cost, increase the value realized, enhance customer satisfaction, negotiate new business opportunities and mandates in the best interest of the company and its brand, and increase and optimize company capital.

2.3. Definition and Scope of Project Management

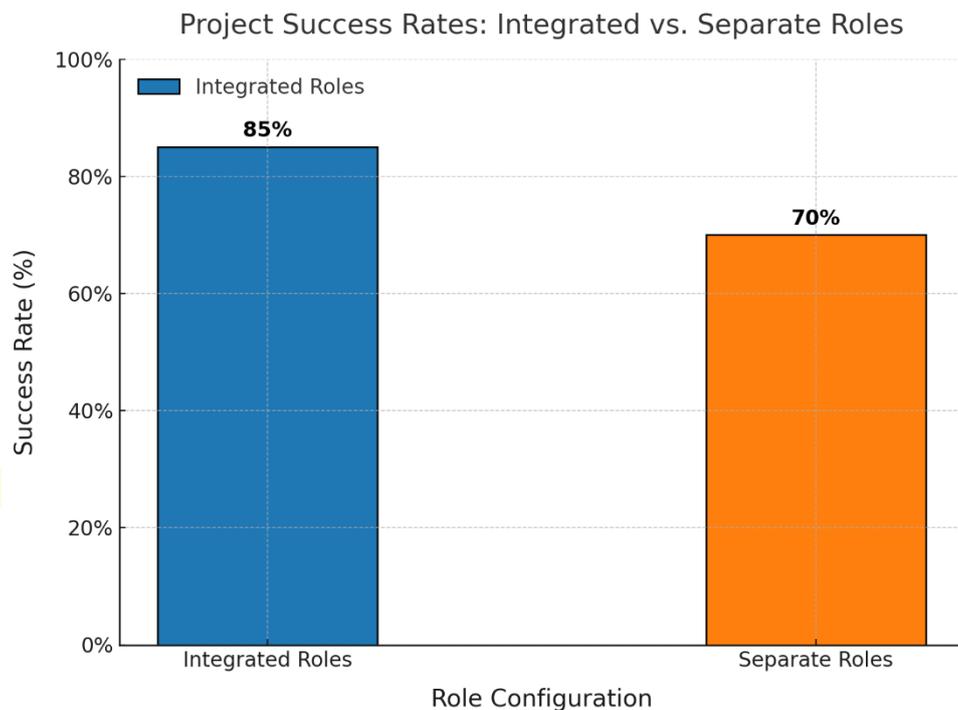
In Chapter 1, we talked about "Who is the BA. And now, the second question arises: "What is project management?" Project management includes the necessary structured approach to business analysis or "requirements." It includes initial requirements management as proposed in classic business analysis "V" or "Water" lifecycle processes while simultaneously delving into technology analysis or design. Business analysis uncovers "what" the business needs, and project management plans and determines "how" the business will reach the goal. Business analysis emphasizes the business-related initiatives within the scope of the project, while project management ensures the alignment of the projects with the business goals. They essentially require the same skill set. However, business analysis and project management are really two sides of a coin. Broadly speaking, and with interchangeable borders, business analysis accomplishes project activities using a logical approach, and project management activities marshal the workforce toward a successful conclusion of a business venture.

Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. It is a collection of skills and tools required to finalize goals and objectives within the pre-specified constraints. Since project management is such a multi-discipline, it is not uncommon for a Project Management Professional to be one of the most versatile, capable, and friendly individuals you will ever meet. The professional will have been exposed to most of the 10 knowledge areas and a wide variety of discussions on those topics. If you want to visualize the soundness of an idea, PMs are good starting points to communicate with. They know how to listen too. But this is not to say that working relationships are always perfect. If left to their own devices, PMs might have a somewhat different approach. Let's take a look at what project management is and how it differs from business analysis.

III. SYNERGIES BETWEEN BUSINESS ANALYSIS AND PROJECT MANAGEMENT

In an age of insights, business stakeholders are looking to business analysis professionals and PMs to provide more thorough and meaningful analysis and partnership to more clearly align project investments with business strategy. A lack of thorough and meaningful business analysis is leading to scope creep, incomplete

requirements, and software that does not meet the needs of the business. As a result, business stakeholders are getting involved at a much more detailed level than they should be so that the quality of the overall project is not compromised. This can lead to increases in project time, cost, and/or shallower business value. Certainly, the BA provides a critical role in identifying and solving the organizations' business problems, but the overall profession of business analysis is not limited to BAs performing business analysis. Business analysis is about understanding business needs, identifying business problems, exploring solutions, and ensuring that the solution aligns with the business needs. Similarly, the PM plays a significant role in the successful delivery of a beneficial business solution by defining the project goals, objectives, benefits, schedule, and budget. The quality of the PM can play a significant role in the success or failure of a particular project. The quarterly research on IT project management and business systems projects still indicates that over 30% of projects fail. The typical project overruns its schedule by 400% and exceeds its budget by a similar percentage. These statistics are similar from research performed in the early 20th century to all software projects.



Graph: Below is a bar graph comparing the success rates of projects with integrated vs. separate roles of BAs and PMs.

3.1. Overlapping Tasks and Responsibilities

Any tasks remaining non-allotted are likely to be performed by either the BA or the PM without specific arrangement. This could result in multitasking and stress and possibly impact negatively on the project. In addition, the dual performance could lead to a lack of clarity, accountability, and ownership. Given that the business analysis role is seen as a transitional one and that the PM role is seen as a permanent one with regard to the concerned project, the BA needs to make explicit in the business case or project brief the possibility of helping with the implementation functions due to the unrealistic optimism of the various stakeholders participating in project selection. Setting appropriate expectations in the early stage of the project will increase the probability of project success, identify any developmental needs for the BA, provide learning opportunities for the BA during the project, increase the chances for promotion or additional responsibilities after the project, and show that the BA has taken a broader view than the business case, project scope, or task description permit. It is important to distinguish between the roles concerned in order to ensure that they have equal priority, leadership, and accountability. This will undoubtedly lead to a higher-quality outcome while providing organizational and professional credibility. The success of a project requires that it fulfills a real business need and creates sustainable business benefits. However, projects can and do fail to deliver those benefits as a result of scope changes, the 'iron triangle' of cost, schedule, and technical result, unacceptable quality, poor communication, inadequate resourcing, lack of stakeholder involvement, issues relating to commitment, management and organization, underestimation of project size and complexity, inappropriate approach, other factors, and frequent change.



Figure 1: The overlapping responsibilities of BAs and PMs.

3.2. Benefits of Integrating Both Disciplines

The benefits of using a common set of definitions and business analysis and project management practitioners overlap in four primary areas:

- Organizational best practices for delivering projects.
- Effective requirements management and control through the project life cycle.
- Preparing for the difficulties and changes that will occur.
- The importance of understanding the approach used by the PM.

There is no approach that is consistent and usable by business analysis and project management. Considering the changes that occur during the project’s life, the differences must be integrated in a manner acceptable to the stakeholders. The agreed-upon roles and responsibilities allow both disciplines to mold the requirements into specifications, lead to increased stakeholder satisfaction, and deliver the project on time and within budget. As soon as the stakeholders agree on the organization’s culture for implementing the business analysis-defined requirements, the better chance the project will have for success.

IV. BEST PRACTICES FOR INTEGRATING BUSINESS ANALYSIS AND PROJECT MANAGEMENT

Integrating business analysis and project management work is typically specific to each project, organization, and individual situation. Since practitioners in both disciplines perform work that affects one another, it is important that they frequently communicate, are open to coaching, and foster effective relationships. The following suggestions from practitioners are based on the experiences of those interviewed for this research. In general, the best practices for doing work that integrates business analysis and project management are to:

- Clarify roles and responsibilities as early in the project effort as possible.
- Document requirements so that they can be easily used and reused by all project stakeholders.
- Use requirements traceability to prove that business needs have been satisfied.
- Establish and foster a common sense of ownership and trust between team members.

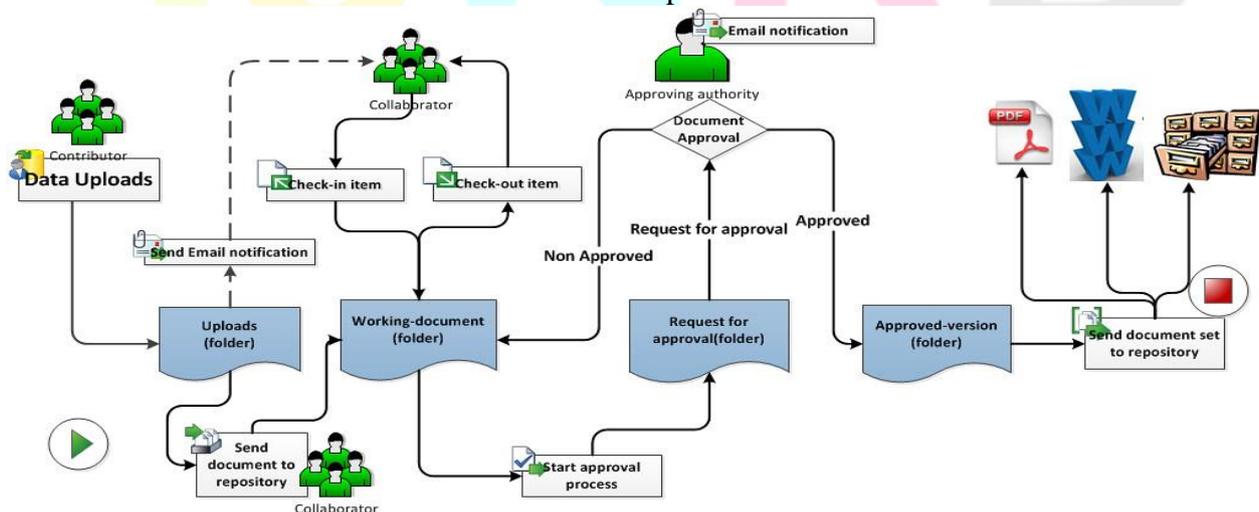


Figure 2: Here is an example of a project workflow diagram with an ANSI flowchart:

4.1. Establishing Clear Communication Channels

On any given project, a savvy BA is likely to confer with PMs, project teams, managers, or other stakeholders. The business analysis professional needs efficient and effective means to receive and communicate critical project information to remote stakeholders in far-off departments, countries, or time zones. While email may be the most expedient tool, it is not the most effective. When exploring Business Relationship Management, a diagram is the basis for the "RACI," the project management communication requirements matrix observed as the most effective method to keep stakeholders in daily touch with the project and the BA apprised, daily, of stakeholder needs.

Stakeholders are divided into four broad types: business stakeholders, project work, project group, and service group that correspond to levels of a matrix. Each stakeholder is located on the matrix in terms of their relationship to the project, supportive and affirming "RACI" roles. By easily designating the needs or constraints specific to each project, the "RACI" matrix (Responsible, Accountable, Supportive, Consultative, Informed) coordinates into an array of responsibilities and deliverables along the rows and columns, indicating what the customer or stakeholder wants relative to what the requirement or project offers. Successful organizations also employ formalized project work procedures that use a case file to govern the flow of information, phase completion, and business analysis completeness and accuracy.

4.2. Utilizing Stakeholder Analysis Techniques

The manner in which BAs communicate with project stakeholders influences the requirements and design of the project. An essential technique of BAs in understanding stakeholder interest in, requirements of, and impacts on projects is stakeholder analysis. As a fundamental concept in effective project management, stakeholder analysis includes identifying project stakeholders, understanding the stakes and interests of these individuals in the project, assessing the impacts of their involvement, and identifying strategies for engaging these stakeholders within the framework of the project. Utilizing stakeholder analysis techniques, BAs can identify key project players and incorporate stakeholder needs and requirements within project solutions in a manner that is relative to each stakeholder's personal goals, while allowing optimization of project results, achievement of project business objectives, and, consequently, realization of long-term business-added value. Stakeholder analysis is a technique for breaking through personal biases that impede the discovery of the truth about a situation. The identification of every stakeholder is required to effectively understand their interest in the project and recognize how these are influenced by the project and how they will, in turn, influence the progress and course of the project. The inputs the BA should consider when evaluating the impacts of project stakeholders include the relationships between the project and each stakeholder, the position from which each stakeholder is acting, the strengths, knowledge, or ability of each stakeholder, and the stakeholder's ultimate power to influence project outcomes. Recognizing the impact of involvement and influence of each relevant project stakeholder allows a BA to coordinate communications appropriately and determine the methods that garner stakeholder credibility in order to resolve ongoing conflicts or address perceived business needs.

4.3. Effective Requirement Management Strategies

Effective requirement management strategies are those that ensure consistency and provide stable baselines and protections against scope creep or gold plating. These strategies include the following: mapping software requirements to business functions and processes, both initiating and analyzing change impact, and taking static snapshots of user training materials to collect business rules. The mapping strategy delivers an explicit understanding of who uses what system features and under what circumstances, an occurrence of business services. The change impact analysis process can be very effective at stopping gold plating or indeed feature creep, a project killer wherein increased feature richness adversely impacts product quality.

Capturing business rules and system features end to end, from inception through user interfaces and reports, instructs all instruction, all training material development, and knowledge transfer initiatives that require a snapshot of end user impact. Post-release change control forums that govern updates and system improvements are able to match the business rules that were in place at the time of training and user interface development and to control updates from both user and system processes that determine commitment to exclusive business services. Sharing requirements among architects, designers, and testers fosters collaboration that ensures that all customer expectations are clear and consistent. The value of requirements cutting across organizations can apply equally within blocks of tasks for one person or small groups as much as among blocks of layers of vertical organizations.

V. CASE STUDIES AND EXAMPLES

This section is devoted to practical examples of business analysis and project management. It identifies three reports of companies that successfully combined business analysis and project management activities in their projects.

- **Business Analysis Activities: A Case Example** When it comes to identifying the business requirements related to Aeon's "Storefront enhancement through AOS", several factors are considered given the content of the requirement, AOS constraints that IT needs to know about, and any operational boundary that needs to be clarified. The Aeon Business Planner (ABP), the person who serves as the middle bridge between business operations, marketing, PMs, and the IT department, first heard of the retail benchmarking initiatives by receiving direction from the business side. Specifically, the ABP received clarity around the company's revenue strategy to target a five percent growth rate from the Marketing Planner.

- **The Convergence of Business Analysis Activities** In structured environments or organizations where business roles are predefined, business planning in IT projects that aim to produce business value is usually left open by business planners. However, if IT department personnel, as functional staff members of the business planner, are responsible for developing the business report and then providing it to the broader business side, the operational boundaries of an IT solution will change. Further, the capabilities and opportunities for strategic growth also change when the results of IT support and future IT opportunities are perceived. As a consequence, the business side ought to have faith in their business planners within IT departments such that strategic growth capabilities are created and then recognized by the business side. Through case studies on the Aeon business enhancement project, the business planners' perceived value was recognized by the business.

The following case studies illustrate how integrating the roles of Business Analysts (BAs) and Project Managers (PMs) can address specific project challenges and improve outcomes:

Case Study 1: Healthcare IT Implementation

- **Initial Challenges:** Misalignment in stakeholder requirements caused delays and confusion during project execution.
- **Outcome:** The integration of BA and PM roles facilitated better communication and requirement alignment, reducing rework by 30% and significantly improving stakeholder satisfaction scores.

Case Study 2: Financial Software Development

- **Initial Challenges:** Inconsistent prioritization of requirements led to delays in the project timeline.
- **Outcome:** Collaborative sprint planning sessions led by both the BA and PM roles ensured proper requirement prioritization, reducing delivery time by 20% and improving team efficiency.

5.1. Real-World Applications of Integrated Business Analysis and Project Management

There has been increasing attention to the intersection between business analysis and project management in practice. Academia has also recognized the curricula overlap in subjects taught in business analysis and project management programs and is integrating courses. An example of a real-world business analysis and project management approach that embodies best practices for each discipline is presented. The approach leverages both disciplines to increase project success by decreasing requirements volatility, which is the number one challenge and threat to project success. This intersection approach provides practitioners with best practice tools, templates, and techniques to assist with overcoming challenges associated with requirements elicitation and documentation. By stressing the importance of correctly identifying and prioritizing the project work, the intersection approach involves the PM and BA earlier in the project life cycle. This is critical to empower project success.

VI. CHALLENGES AND SOLUTIONS

Problems with requirements cause more project failures than anything else. The PM typically feels the brunt. Pressure begins early as time spent on requirements definition is often seen as time wasted. The PM is then handed a requirements document indicating time-to-market constraints and told to proceed. When problems arise, the BA is accused of not asking the right questions. The PM is criticized for lack of proper follow-up. The actual underlying causes may be lack of business policy analysis and requirements validation.

The challenge facing projects of any size is to produce meaningful requirements. This requires a team effort by both the PM and the BA. They must be knowledgeable of the proper elicitation techniques, skilled at requirements validation, able to address scope creep, and ensure business policies are in place to guide the

BAs' work. This chapter has provided milestones to consider in the business analysis process and techniques illustrating best practices. Process flows and workflows have been depicted, business rules and points of control specified, and the components and techniques of project success have been examined. This chapter has also provided meaningful case studies of organizational shortcomings relative to the business analysis process. The next chapter will explain how to construct meaningful business policies to guide your projects to success.

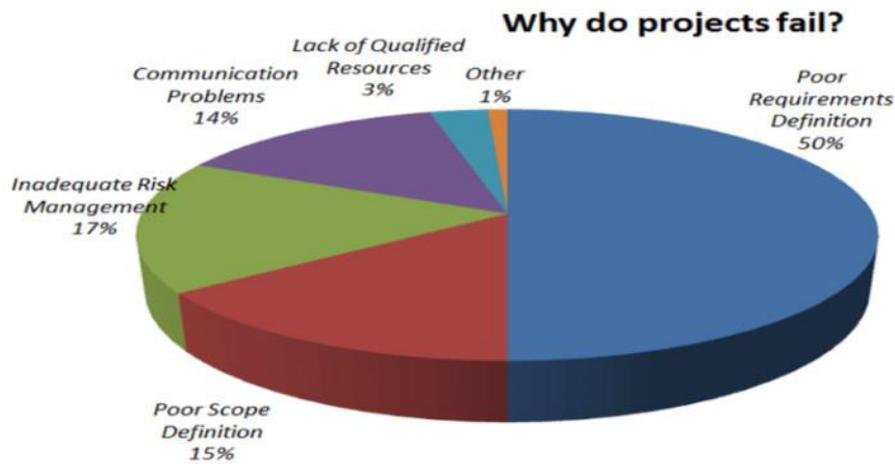


Chart: Project failure factor

6.1. Common Challenges Faced in Integration

Common challenges faced in integration

The integration of business analysis and project management into ongoing activities is not always plain sailing. Creating the BA position is step one; the professionalization of the role is step two. As it stands at present, perhaps the most widespread occurrence of business analysis comes with the project management role, where a very valuable synergy exists with general problem-solving, gap identification, and the creation of requirements. The two roles inherently require different skills, and though there is some commonality, there is insufficient to suggest that one role can incorporate the other. The common objective of delivering successful projects requires mutual understanding, especially in the relationships between BAs, business subject matter experts, PMs, and technology staff. Today's BAs move over time into the project management role and make the transition more effectively for having had that previous role.

To facilitate this, awareness of the roles is crucial, and integration problems arise when PMs fail to recognize the importance of having qualified BAs involved in project planning and execution, and also when they think they can do the BA's role without help. The first issue typically results in the underutilization of BA skills, given PMs may overlook the vital importance of good business analysis, leading to development blindness or inadequate communication of project objectives. When the PM thinks that they can oversee all, the result is confusion and missed project objectives. Confusion also arises where the two roles are joined and not baited. Novel recommendations provided include the formal creation of centralized project knowledge under a committee or advisory board, training programs, and both role definition and essential education, all of which point to the value of an integrated handbook that can provide the young profession with the necessary best practices.

VII. TOOLS AND TECHNOLOGIES

The tools and devices used by BAs and PMs are quite different, although they typically are designed to serve a similar objective. These devices assist in the establishment of methodologies as well as in project portfolio management administration. Others are used to handle conflicts, risks, and change, to assign calendar resources, to monitor assessment metrics, and to establish solutions and request requirements. They assist the BA in understanding and communicating with greater ease. Employees at the senior level may benefit from having a basic comprehension of how these tools work. Although any given individual specializes in only a very few, one should value a good comprehension of the whole toolset.

Primarily, any instruments that facilitate the improvement in project performance, such as lowering the relation between the prescribed activities and the effective duration, as well as high reporting accuracy, should be considered. Managers must also be sure that information flow is consistent throughout the team. More

complexity could be achieved by implementing additional capabilities. Luxuries amplify the company's commitment to pursuing best practices.

Table: Here's a comparison table of popular tools used in business analysis and project management:

Tool	Features	Cost	Benefits
JIRA	Task tracking, agile project management, workflow customization, reporting	\$7.75/user/month (basic)	Great for managing agile workflows, customizable for teams of all sizes, integrates with other tools
Microsoft Project	Project scheduling, task prioritization, Gantt charts, resource management	\$10/user/month (basic)	Ideal for complex project schedules, integrates with MS Office suite, user-friendly interface
Trello	Kanban boards, task assignments, checklists, activity tracking	Free (basic), \$5/user/month (pro)	Easy to use, suitable for small teams, visual task management
Lucidchart	Diagram creation, process modeling, collaboration features	\$7.95/user/month (basic)	Excellent for creating process maps, visualizing workflows, and collaborating in real-time
Tableau	Data visualization, interactive dashboards, analytics	\$70/user/month (creator)	Powerful for analyzing and visualizing data, useful for stakeholder presentations
Confluence	Document collaboration, knowledge sharing, integration with JIRA	\$5.75/user/month (basic)	Centralized knowledge management, facilitates team collaboration
Asana	Task management, project tracking, workload monitoring	Free (basic), \$10.99/user/month (premium)	Intuitive interface, great for organizing tasks, suitable for cross-functional teams

7.1. Software and Platforms for Business Analysis and Project Management

Having covered numerous best practices in both business analysis and project management, it is time to turn the conversation to how software and platforms can assist. In state-of-the-art organizations, business analysis and project management teams rely heavily on software to help them in their important work. Some of the critical business analysis techniques can be tedious and time-consuming when completed manually. As a result, many BAs and developers rely heavily on prototyping tools and Business Process Model and Notation platforms.

Business analysis is closely related to system/developer analysis, so they need the same prototyping tools and BPMN as well. Before prototyping tools, analysis was performed graphically on paper. However, these days, there is a much larger variety of software. These software range from free tools to some very expensive tools that feature just about all graphical capabilities that their users might fancy. One significant advantage most development teams realize is that utilizing such software tools helps business stakeholders better visualize the proposed end product, as the visual representation has very little ambiguity about the final product.

VIII. TRAINING AND SKILL DEVELOPMENT

We originally compiled the primary list of needed skills at a meeting of PMs, BAs, functional managers, and individuals who develop and administer career path programs for PMs and BAs. This diverse group identified the need for a variety of soft skills, the importance of specific business and industry knowledge, and expert-level roles that require intimate knowledge of project management or business analysis methodologies. Past experience and interest in the business and the project also factored into many of the listings. We are now sharing ideas with others and gathering additional information to clarify the roles and identify the core competencies of PMs and BAs. Our first step toward determining these core competencies is the duties that PMs and BAs perform and the common core of fundamental skills that are required to perform these duties. Based on information and materials that we have gathered from both allies and those in and about the disciplines of project management and business analysis, we are in the process of defining various career paths and identifying the levels of knowledge and skill that are required to perform the tasks associated with each role. This baseline level of knowledge is what we refer to in this handbook as the core competencies of PMs and BAs. While we will delve into each role, the foundations of project management and business analysis, and methods and techniques used for each, we will first briefly describe a training program that initiates intense learning by establishing a common core of understanding of project management, business analysis, and the project business. Small formal classroom and onsite training resume small class sizes, an interactive learning strategy, where theory is augmented with hands-on practice and examples that make the material easier to learn and understand the kind of professional development that is needed to break the cycle and create a new career path.

8.1. Professional Development Opportunities

Throughout the practice guide, there are many references to professional organizations, standards, and certification in business analysis and project management. For project and business professionals, as well as organizations, having professionals certified in both business analysis and project management accelerates the impact of business analysis activities, increases project and portfolio success, and supports successful change initiatives.

In 2004, an organization was founded with the purpose of consolidating the critical skills of the BA profession into one distinct competency-based certification. This organization has more than 26,000 members in over 150 chapters. They have also developed a guide that is the preeminent source of the principles and practices of business analysis. In 2006, another organization recognized the profession of business analysis as relevant within the project management community and introduced a credential designating the appropriate education and professional experience criteria for recognition in both the BA and project management domains.

IX. CONCLUSION

This study underscores the importance of integrating business analysis and project management to achieve project success. By adopting collaborative planning, standardized tools, and consistent terminology, organizations can bridge gaps between requirement development and project execution. Future research should explore hybrid methodologies to further enhance BA-PM synergy.

The intersection of business analysis and project management is critical for project success, yet critical challenges exist in achieving this ideal. Addressing these challenges requires buy-in from senior management, the appropriate governance structures and coordination, an investment in human resources, and the development and use of effective methodologies and specifications. As organizations continue to pursue increased focus and regulatory control within the business analysis and project management discipline, ensuring a sound and proven framework will lead to improved success. The tools and techniques that are a part of the business analysis and project management discipline provide best practices that can be used to coordinate business analysis functions with a project management office. The disciplines overlap in areas where both provide value. Together they provide a means for an organization to execute their strategy and deliver a significant and necessary project to meet the desired objective. Organizations need to find the intersection between business analysis and project management. When this occurs, there will be no intersection; each will be a part of the other.

Organizations should prioritize training programs that emphasize the complementary skills of BAs and PMs to drive successful project outcomes.

9.1. Key Takeaways and Recommendations

This chapter provides several tips and techniques that support the best practices and our exploration. They focus on integrating business analysis and project management practices in a way that respects the distinctions and supports collaboration. We see very few companies in the industry doing the work in the best way. This provides opportunities for those of us who see the big picture to recommend and implement better ways to carry out the work efficiently. Our focus in each recommendation is to support finding the right balance of business analysis and project management practices to support the efficient flow of effective business value that is our common goal.

This report does not delve into the details of business analysis or project management. Instead, it examines both practices, the collaboration of business analysis and project management, and provides high-level best practices recommendations for integrating business analysis and project management. Given the timing of the research, business process management was not included as a specific consideration. However, our research did reveal strong interest in the intersection among business analysis, project management, and business process management disciplines and some guidance in how to best support the related qualification programs.

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