

## PM World Today Book Review



**Book Title:** *Professionalizing Business Analysis: Breaking the Cycle of Challenged Projects*

**Author:** Kathleen B. Hass, PMP

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**Reviewer:** Ronda D. Hayes, PMP

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### Introduction to the Book

The practice of business analysis has been active for many years however, the role of the Business Analyst has been a catalyst for change. This book focuses on the role and responsibility of the ever-changing business analyst and how they fit into the current state of organizations. The author, Kathleen B. Hass is the Project Management and Business Analysis Practice Leader for Management Concepts, and has 25+ years of experience in project management and business analysis, including multiple phases of IT.

This book is a portal into the series of Business Analysis Essential Library that provides insight into distinct areas of business analysis. My main reason for selecting this book was to gain additional insight and a different viewpoint on the study of business analysis, primarily to see how others view this position.

### Overview of Book's Structure

This book is structured in 3 parts, each focusing on core business analyst functions. Part 1 introduces the BA to the reader and explains what they are and how they are used; how the BA fits into an organization and works through the project life-cycle. Part 2 details the functions of a BA in various phases of the project life-cycle, and Part 3 focuses on other considerations, such as grooming the BA and introducing the BA Maturity Model.

### Highlights: What I liked!

This book poses the question "Will the Real Business Analyst Please Stand Up?" I appreciate how the author introduced the Business Analyst, defined their role and function in an organization, and how the added-value of utilizing Business Analyst has a positive impact on projects. Finally, I value the delineation between Project

Managers and Business Analyst, defining the skill-sets needed for each. Some other positive features are:

- BA vs. PM (Who Does What?)
- A BA's journey through phases of the project life-cycle
- What you need to become an effective BA
- An introduction into the Business Analysis Maturity Model

### **Shortfalls: What was Missing!**

This author did a fantastic job of describing the BA's role. However, I felt as though some of the responsibilities of the BA are a little lofty; in other words, certain functions as described for a BA actually fit the role of a PM.

### **Who might benefit from the Book**

The primary audience for this book is the Business Analyst however, this book would have an immediate positive impact on the following:

- Project Managers
- Application Developers
- QA Analysts
- Test Department

### **Conclusion**

I found this book to be an easy and informative read, recommended for the novice through intermediate Business Analyst. I was able to relate my own experiences as a Business Analyst and Project Manager to the various scenarios used in the book. I believe anyone with a BA background or aspiring to become a BA could benefit from this book.

To purchase the book, visit [www.managementconcepts.com](http://www.managementconcepts.com).

**About the Reviewer:**



*Ronda Hayes*



**Ronda Hayes**, PMP has over 11 years of IT experience as well as an IT Contractor focusing on the functionality of project management and business analysis.

Currently, she is the Oracle Coordinator at North Lake College and IT faculty member. In addition, she is co-creating a Risk Management course for the PMI Dallas Chapter. Ronda received her Master of Science degree in Information Systems and Technology from Drexel University, Philadelphia, Pennsylvania, USA.