



Ethnography Under the Corporate Radar: Aliases for Business Careers

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Organizational roles

- Business analysis
- Project management
- Quality assurance



Business analysis activities

- Justifies new initiatives with a business case
- Identifies organizational structures and functions affected
- Documents current situation and desired state
- Elicits requirements and specifications
- Sets priorities for implementation of features
- Resolves conflicts over requirements
- Establishes acceptance criteria



Business analysis tools

- Use cases
- User profiles
- Affinity diagram
- Storyboards
- Requirements documents
- Traceability matrices
- Flowcharts
- Prototypes
- Business rules



Business analysis pros and cons

■ Pros

- Most opportunities for research
- Widest range of ethnographic methods
- Insights into complex processes over longer time
- Fun work with designers, developers, engineers

■ Cons

- Never enough time or resources
- Pressure to oversimplify and fit existing models
- Implicit advocacy role
- Effort to maintain and organize detailed records

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International Institute of Business Analysis

www.theiiba.org

Business Analysis Body of Knowledge (BABOK)



Project management activities

- Mobilizes people and resources
- Moves the organization from Point A to Point B
- Controls scope, budget, and schedule
- Manages risk, quality, communications, human resources and procurement
- Negotiates with stakeholders
- Leads implementation team
- Selects implementation methodology
 - waterfall, iterative, agile



Project management tools

- Project charter
- Scope document
- Responsibility allocation matrix
- Work breakdown structure
- PERT chart
- Critical path analysis
- Resource plan
- Gantt chart
- Schedule and budget
- Change control procedures



Project management pros and cons

■ Pros

- Projects cause change
- PM makes things happen
- Language skills useful in a technical environment
- Kinship expertise helpful in managing stakeholders
- Understanding of ritual can solidify a diverse team

■ Cons

- Organizational roadblocks
- Workable solution rather than optimal one
- Few personal accomplishments or artifacts
- Discomfort over directive role

Project Management Institute

www.pmi.org

Project Management Body of Knowledge (PMBOK)

The screenshot shows the Project Management Institute (PMI) website homepage. At the top, there is a navigation bar with the PMI logo and links for Home, About, Join, Contact, Help, My Profile, and Log In. Below the navigation bar is a main banner with the headline "Making project management indispensable for business results." and a sub-headline "We serve practitioners and organizations with standards that describe good practices, globally recognized credentials that certify project management expertise, and resources for professional development, networking and community." Below this banner is a section titled "Public Review of the Latest PMI Standard" with a sub-headline "Exposures that passed the Practice Standard for Scheduling - Second Edition began 21 October 2010 and will remain open until 9 December 2010." To the right of this section is a book cover for "PRACTICE STANDARD FOR SCHEDULING". Below the public review section is a "News" section with three items: "Announcement: CEO and President Named", "PMI Distinguished Project Award: Congratulations to This Century Insurance", and "Exposure Draft: Latest PMI Standard". Below the news section is a "Join PMI and get involved in our chapters and communities of practice" section. Below that is a "Learn more about project management" section with tabs for Marketplace, From Our Blogs, Manage India, and Case Study. The Marketplace tab is active, showing a book cover for "Interpersonal Skills for Portfolio, Program, and Project Managers" by Ginger Levin, CPA, PMP, PgMP. Below the book cover is a description of the book and a link to "See more in the Marketplace, where PMI members get discounted prices." To the right of the Marketplace section is a "Share, Network and Connect" section with social media icons for Facebook, Twitter, LinkedIn, YouTube, and RSS. Below the social media section is a "Sponsorships" section with links for Terms of Use, Privacy Policy, and Sitemap. At the bottom of the page, there are three advertisement banners: "LEARN TO SEE INNOVATION OPPORTUNITIES AT EVERY TURN", "Project Management for Social Good", and "Manage your most important programs".



Quality assurance activities

- Acts as an advocate and community organizer
- Protects customers, end-users, workers, and environment
- Identifies, documents and monitors risk
- Establishes quality goals for products and services
- Determines technical methods and resource requirements for meeting goals
- Creates validation and verification procedures
- Performs forensic analysis of failures



Quality assurance tools

- Quality metrics
- Test plans
- Test logs
- Failure mode and effect analyses
- Pareto charts
- Histograms
- Cause-and-effect diagrams
- Control charts – baseline and variance



Quality assurance pros and cons

■ Pros

- Clear advocacy role
- Important and meaningful work
- Intermediary between people and technology
- Focus on culture-specific myths, taboos, risks

■ Cons

- High pressure role
- “Nobody loves QA”
- Methodology conflicts
- Always teaching

American Society for Quality

www.asq.org

The screenshot shows the ASQ website homepage with a navigation bar at the top containing links for Shopping Cart, Quality Programs, Log In, and Register. The main header features the ASQ logo and a welcome message. Below this, there are several content blocks: a search bar, a Knowledge Center with categories like Learn About Quality and Hot Topics in Quality, and Areas of Use including Education, Government, Healthcare, Manufacturing, and Service. A 'You Need...' section lists various services like Membership, Certification, and Training. The main content area is divided into three columns: 'Quality for Life' with a video player, 'Quality News Today' with a list of news items, and 'Products & Events in the Spotlight' featuring ISO 9001:2008 Certification and a World Conference on Quality and Improvement. A sidebar on the left contains a 'TrackWise' logo, a webinar series announcement, and a 'Leaders in Business and QMS Software' section with the phone number 800-ISO-9000. The footer includes a site map and links for Home, Contact ASQ, Customer Service, Copyright, Privacy Policy, and Advertising & Sponsorship.

Shopping Cart | Quality Programs | Log In | Register

American Society for Quality

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Conclusions

- Career paths exist from individual team member to executive manager
- Qualitative and quantitative research expertise is used and valued
- Global organizations and diverse teams need communicators and intermediaries
- Anthropologists can take action, make a difference, and see the results