



Course Overview:

Business analysis is a topic of growing importance in project management. The marketplace reflects this importance, as project management practitioners increasingly embrace business analysis as a technique for uncovering business needs, managing requirements, and creating effective solutions to business problems.

The PMI-PBA credential recognizes an individual's expertise in business analysis, and using these tools and techniques to improve the overall success of projects.

In addition, the PMI-PBA credential carries a high level of professional credibility. It requires a combination of business analysis training, experience working on projects, and examination on business analysis principles, practices, tools, and techniques.

This global credential also supports individuals in meeting the needs of Organizations that rely on business analysis practitioners to play key roles on their project teams.

Course Outline:

Introduction: Identifying Key Requirements Management Definitions

The field of business analysis is rich with terms, concepts, tools, techniques, and processes. This beginning section sets the foundation of key terms to know in order to prepare you for the five domain areas and forty knowledge and skills areas that are part of the exam:

- What is Business Analysis?
- What are the Roles of the Business Analyst?
- The Requirements Management Process
- Project Methodologies
- PMI's Code of Ethics

In the Introduction section you will gain skills from the following Knowledge Areas:

- Leadership principles and skills
- Project methodologies and how they impact requirements and business analysis practices
- Requirements types

- Systems thinking

Needs Assessment

The first domain of the exam is where people begin their requirements process and the activities that lead to project success. Emphasis is placed on the processes used to define the business problem or opportunity. The Needs Assessment Domain encompasses 18 percent of the exam. In this section we review how to effectively perform these five tasks:

- Defining Business Problems or Opportunities
- Developing a Solutions Scope Statement or Business Case
- Determining the Business Problem or Opportunity Value
- Identifying Business Needs
- Identifying Stakeholders and Stakeholder Values

In the Needs Assessment section, you will gain skills from the following Knowledge Areas:

- Political and cultural awareness
- Problem solving and opportunity identification tools and techniques
- Stakeholder analysis
- Valuation techniques

Planning

In the Planning Domain your focus will shift to putting the proper requirements management activities in order. The person performing business analysis work will determine which tools, techniques, policies, or procedures are necessary to prepare the requirements management plan. The Planning Domain includes 22 percent of the exam. Attention is also given to planning for traceability, managing changes, controlling documents, and identifying acceptance criteria. In this section we cover these six planning tasks:

- Determining Business Analysis Activities
- Establishing Requirements Traceability
- Preparing the Requirements Management Plan
- Defining Requirements Change Control and Communication Processes
- Identifying Document Control Processes
- Specifying Business Metrics and Defining Acceptance Criteria

In the Planning section you will gain skills from the following Knowledge Areas:

- Collaboration tools and techniques
- Contingency planning
- Development methodologies

- Documentation management tools and techniques
- Elements of a requirements management plan
- Estimating tools and techniques
- Measurement tools and techniques
- Planning tools and techniques
- Quality management
- Scheduling tools and techniques
- Version control tools and techniques

Analysis

Analysis of the requirements involves eliciting requirements from stakeholders and making sense of what has been revealed. This domain includes performing the following requirements activities: eliciting, analyzing, decomposing, accepting, approving, specifying, and validating. The Analysis domain contains 35 percent of the exam. In this section we'll cover the following eight tasks:

- Eliciting and Identifying Requirements
- Analyzing, Decomposing, and Elaborating Requirements
- Evaluating Options and Decision-Making
- Allocating Requirements and Creating a Requirements Baseline
- Facilitating Stakeholder Consensus in order to Obtain Sign-off
- Creating Requirements Specifications
- Validating Requirements with Stakeholders
- Elaborating and Specifying Detailed Business Metrics and Detailed Acceptance Criteria

In the Analysis section you will gain skills from the following Knowledge Areas:

- Analytic tools and techniques
- Business rule analysis tools and techniques
- Data analysis tools and techniques
- Decision making tools and techniques
- Elicitation tools and techniques
- Facilitation tools and techniques □ Interface analysis
- Negotiation tools and techniques
- Prioritization tools and techniques
- Process analysis tools and techniques
- Root cause analysis

Traceability and Monitoring

Identifying the status of requirements throughout the lifecycle of the project and communicating critical information related to requirements is an important

factor for project success. This domain is concerned about managing, examining, and sharing requirements information with the project stakeholders. The Traceability and Monitoring Domain comprises 15 percent of the exam. This domain includes the following five tasks:

- Tracking the Status, Sources, and Relationships of Requirements
- Monitoring the Lifecycle of Requirements
- Updating the Status of Requirements and Communicating Requirements States to Stakeholders
- Using Communication Methods to Share Important Requirements Information and Status with Stakeholders
- Determining and Managing Change Impacts to the Requirements

In the Traceability and Monitoring section you will gain skills from the following Knowledge Areas:

- Backlog management
- Change control tools and techniques
- Communication skills, techniques, and tools
- Conflict management and resolution tools and techniques
- Organization assessment
- Reporting tools and techniques
- Requirements traceability tools and techniques

Evaluation

The final domain topic examines if the delivered solution achieves the business need and satisfies the requirements. These activities could include solution testing, gaps analysis, and final sign-off. The Evaluation Domain comprises 10 percent of the exam. In this section we will explore the following four tasks:

- Comparing Solutions Test Results to Defined Requirements Acceptance Criteria
- Analyzing, Communicating, and Resolving Solution Gap Analysis
- Obtaining Stakeholder Sign-off and Moving Toward Deployment
- Measuring How Well the Solution Met Business Needs and Values

In the Evaluation section you will gain skills from the following Knowledge Areas:

- Lessons learned and retrospectives
- Validation tools and techniques
- Valuation tools and techniques
- Verification methods and techniques