

PMI Professional in Business Analysis (PMI-PBA)®

Content

Chapter 1: INTRODUCTION

- 1. What is Business Analysis?**
- 2. Who Performs Business Analysis?**
 - Skillset and Expertise Needed for the Business Analysis Role
 - How Organizations Implement Business Analysis
 - The Relationship Between the Project Manager, Business Analyst, and Other Roles
 - The Need to Build Relationships
- 3. Definition of Requirement**
 - Who has the Responsibility for the Requirements?
 - Requirement Types

Chapter 2: NEEDS ASSESSMENT

- 1. Overview of this Section**
- 2. Why Perform Needs Assessments**
- 3. Identify Problem or Opportunity**
 - Identify Stakeholders
 - Investigate the Problem or Opportunity
 - Gather Relevant Data to Evaluate the Situation
 - Draft the Situation Statement
 - Obtain Stakeholder Approval for the Situation Statement
- 4. Assess Current State of the Organization**
 - Assess Organizational Goals and Objectives
 - Perform Root Cause Analysis on the Situation
 - Determine Required Capabilities to Address the Situation
- 5. Recommend Action to Address Business Needs**
 - Include a High-Level Approach for Adding Capabilities
 - Provide Alternative Options for Satisfying the Business Need
 - Identify Constraints, Assumptions, and Risks for Each Option
 - Assess Feasibility and Organizational Impacts of Each Option
 - Recommend the Most Viable Option
 - Conduct Cost-Benefit Analysis for Recommended Option
- 6. Assemble the Business Case**

Chapter 3: BUSINESS ANALYSIS PLANNING

- 1. Overview of this Section**
- 2. The Importance of Business Analysis Planning**
- 3. Conduct or Refine the Stakeholder Analysis**

4. **Create the Business Analysis Plan**
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 - Determine Who Plans the Business Analysis Effort
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 - Elicitation is More than Requirements Collection or Gathering
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 - Sequencing the Elicitation Activities
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 - Complete Elicitation
 - Elicitation Issues and Challenges
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 - Model and Refine Requirements
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 - Validate Requirements
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 - Approval Sessions
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