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# ***PMI-PBA<sup>SM</sup> Certification***

***2023-05***

**Vito Madaio**



- ✓ **What is Business Analysis**
- ✓ **Business Analysis Certification**
- ✓ **PMI-PBA Prep Course**



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# What is Business Analysis

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# What a Business Analyst does?

**A Business Analyst translates business needs into business solutions**

**Needs**



**Solutions**

## When to use Business Analysis

Business Analysis is conducted in support of

- Any business initiatives  
programs and projects
- Ongoing operational activities  
monitoring  
modeling  
forecasting

Primarily focus portfolios, programs and projects

# What Is Business Analysis?

**Business analysis is the application of knowledge, skills, tools and techniques to:**

- Determine problems and identify business needs
- Identify and recommend viable solutions for meeting needs
- Elicit, document, and manage stakeholder requirements in order to meet business and project objectives
- Facilitate the successful implementation of the product, service or end result of the portfolio, program or project

**Performed to identify **business needs**, recommend **relevant solutions** to elicit, document, and manage requirements**

## About the PMI-PBA

- Business analysis has become a competency of critical importance to project management
- Becoming certified as a business analysis (BA) expert can move your career in a fresh direction while opportunities for BAs are on the rise.



According to the U.S. Bureau of Labor Statistics,  
**Business analysis jobs are predicted to increase 19% by the 2022**

# 2014 PMI Research

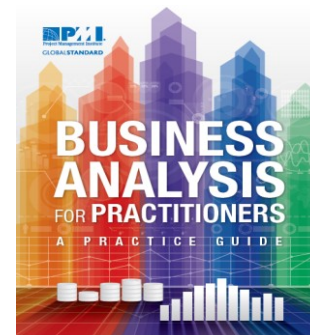
- **64%** of projects met business intent
- **16%** of projects were deemed failures
- **37%** reported failure for
  1. “*inaccurate requirements gathering*”
  2. “*poor requirements management practices*”

**Organizations continue to experience project issues with poor performance on requirements**



## Purpose

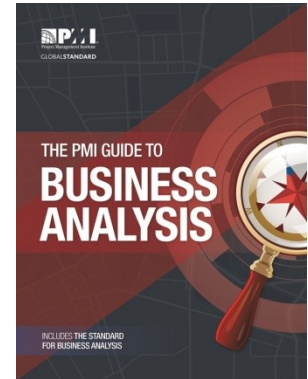
- To address issues associated with **requirements** and **business analysis**
- To improve business analysis practices on *programs and projects*
- To achieve more tangible *business outcomes*
- To help organizations exceed *customer expectations*



Superseded by 2017 PMI Guide to Business Analysis

## Purpose

Guidance on how to effectively apply business analysis processes and practices to drive better business outcomes regardless of the industry, project size, or project type  
(*Waterfall and Agile approaches*)



## Answers of both Guides

- ***What the work of business analysis is***  
Inside programs and projects
- ***Why the work is important***  
Specific examples of how the work is performed  
How project lifecycle types impact timing and type of business analysis work
- ***Areas where business analysts should collaborate with other team roles for improved performance***  
Tasks, knowledge and skills of **Business Analyst**

Identifies tasks, knowledge and skills  
needed to perform BA on PPP



- You want become a Business Analysts ?

**Yes, You can!**

- **Business Analysts can work within any subject matter area**

**You too!**



# Organization and Roles

## Business Analysis is performed by:

- ✓ Agile team members
- ✓ Business architects
- ✓ Business intelligence analysts
- ✓ Business process analysts
- ✓ Business subject matter experts
- ✓ Data, functional, operational, systems, or user experience analysts
- ✓ Enterprise business analysts
- ✓ Product managers or product owners
- ✓ **Project managers**
- ✓ Requirements, software requirements, systems, or value engineers
- ✓ Requirements managers



A crowd world

## PM, BA and other Roles

- Project Manager and Business Analyst **collaborate** in critical leadership roles
  - This relationship - not always optimally aligned – determines a division between BA and PM roles**
- **Confusion**
  - Inconsistent definitions and use of the role across industries, organizations and departments within the same organization
  - **Organizations that recognize the value of business analysis are beginning to employ more business analysts within their organizations**

### **Collaboration Point**

*BA and PM roles overlap - the work is similar but not the same*  
*The guide defines when it is useful to work together*



- **Project Manager**

Responsible for delivering the content of the selected options, such as new or enhanced information technology (IT) systems, or improved business processes

- **Business Analysts**

Need understand strategic analysis techniques, given the increasing emphasis on early-engagement and the need to align with the business strategy and objectives

*Source: Business Analysis Techniques: 72 Essential Tools for Success*

## The Need to Build Relationships

- Understand the work performed within business analysis
- Explain how it is essential to the overall project
- **Improve the collaboration between critical roles**

### **If PM and BA are not in sync:**

- ✓ There are tangible and intangible impacts to project success
- ✓ There are project inefficiencies
- ✓ Critical work is overlooked or duplicated
- ✓ Stakeholders are confused
- ✓ Project team fails to operate at an optimum level of efficiency

**Actionable steps to bridge the gaps between the roles can provide positive impacts to project performance and organizational success**

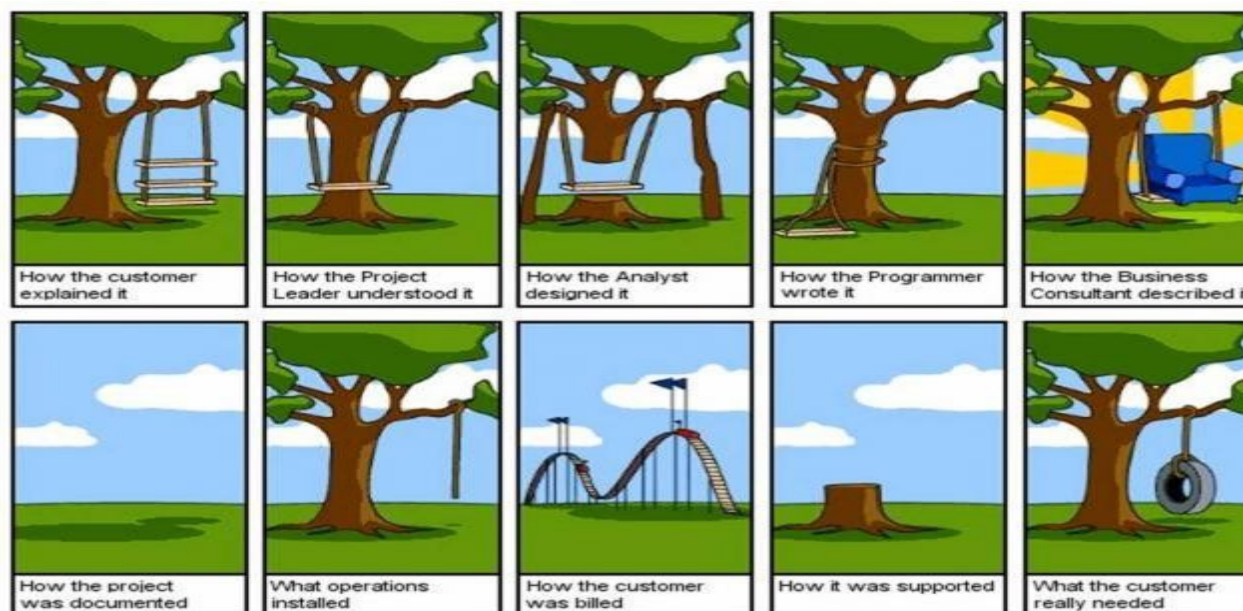




## Definition of Requirement

**A requirement represents something that can be met by a product or service, and can address a need of the business, person, or group of people**

*Normally, the term “requirement” is preceded by a qualifier:  
**stakeholder, business, or solution***



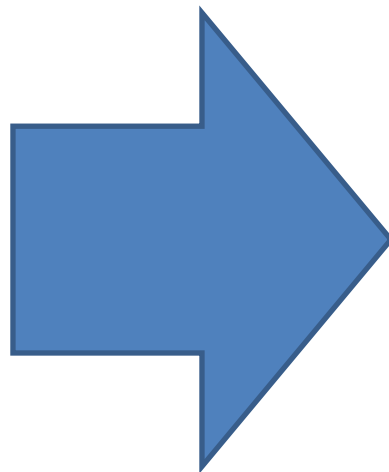
# Requirement Types

- *Business requirements*
  - *The higher-level needs of the organization as a whole (project Justification)*
- *Stakeholders requirements*
  - *Needs of a stakeholder or group (anyone interested to the project)*
- *Solution requirements*
  - *Features, functions, and characteristics of a product, service or result to meet business and stakeholder requirements*
  - **Functional requirements**
    - *Behaviors of the product*
  - **NON functional requirements**
    - *Environmental conditions or qualities required for the product to be effective*
- *Transition requirements*
  - *Temporary capabilities (data conversion, training, operational changes – current state => future state)*

## *Domains in:*

### BA: Practice Guide(2015)

- 2. Needs Assessment**
- 3. Planning**
- 4. Analysis**
- 5. Traceability and Monitoring**
- 6. Evaluation**



### Guide to BA (2017)

- 4. Needs Assessment**
- 5. Stakeholder Engagement**
- 6. Elicitation**
- 7. Analysis**
- 8. Traceability and Monitoring**
- 9. Solution evaluation**



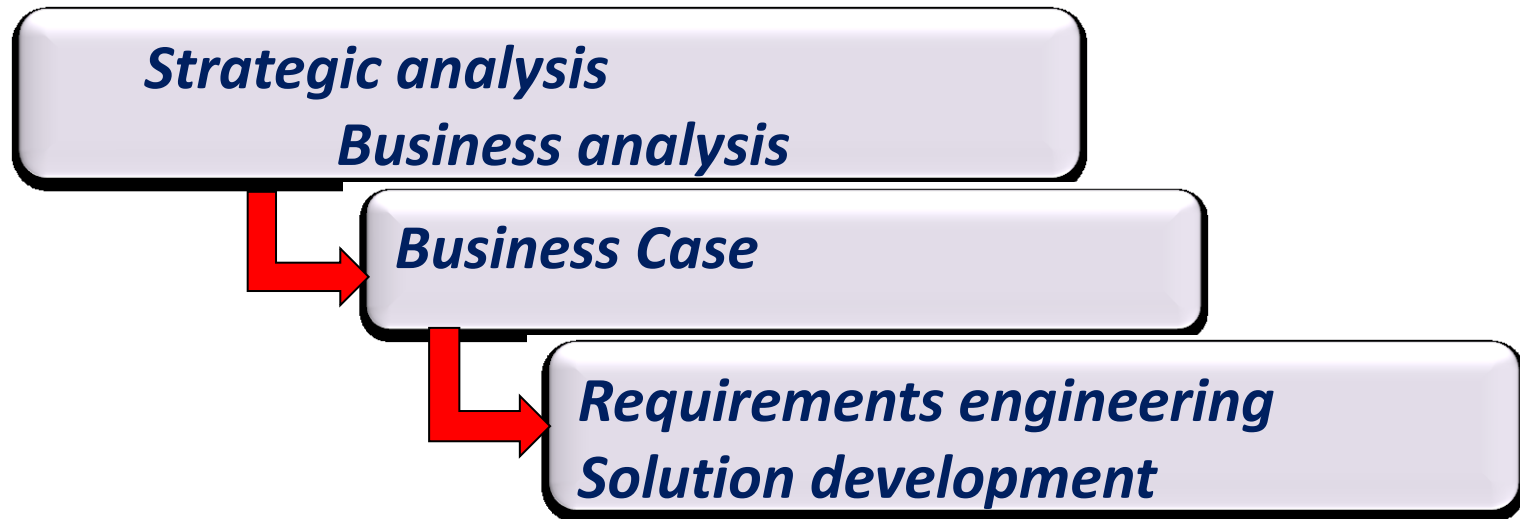
**Conducting investigation and analysis**

**To document functions and processes of a system**

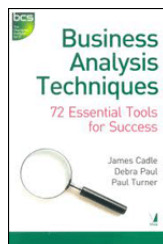
**Collecting requirements for improvements**

**Quantifying needs and benefits of a viable solution**

**Using many techniques to produce**



# Business Analysis Techniques



1. [PESTLE Analysis](#)
2. [Porter's Five Forces Framework](#)
3. [MOST Analysis](#)
4. [Resource Audit](#)
5. [Boston Box](#)
6. [SWOT Analysis](#)
7. [Ansoff's Matrix](#)
8. [McKinsey 7-S Model](#)
9. [The Four-View Model](#)
10. [Critical Success Factors \(CSF\)](#)
11. [Key Performance Indicators \(KPI\)](#)
12. [Balanced Business Scorecard \(BBs\)](#)
13. [Interviewing](#)
14. [Workshops](#)
15. [Observation](#)
16. [Questionnaires \(or Surveys\)](#)
17. [Sampling](#)
18. [Special-purpose records](#)
19. [Document analysis](#)
20. [Rich pictures](#)
21. [Mind Maps](#)
22. [Context Diagrams](#)
23. [Stakeholder Nomination](#)
24. [Background Research](#)
25. [The Stakeholder Wheel](#)
26. [Power/Interest Grid](#)
27. [CATWOE](#)
28. [Business Activity Modeling](#)

29. [RASCI/RACI](#)
30. [Stakeholders Management Planning](#)
31. [The Thomas—Kilmann Conflict Mode Instrument](#)
32. [Principled Negotiation](#)
33. [Value Proposition Analysis](#)
34. [Value Chain Analysis](#)
35. [Organization Diagram](#)
36. [Business Event Analysis](#)
37. [Business Process Modeling](#)
38. [Business Rules Analysis](#)
39. [Decision Tables and Decision Trees](#)
40. [Gap Analysis](#)
41. [Option Identification](#)
42. [Feasibility Analysis](#)
43. [Force-Field Analysis](#)
44. [Cost benefit Analysis](#)
45. [Impact Analysis](#)
46. [Risk Analysis](#)
47. [Investment Appraisal](#)
48. [Business Case Report Creation](#)
49. [Business Case Presentation](#)
50. [Scenarios](#)
51. [Storyboarding](#)
52. [Prototyping](#)
53. [Hot Housing](#)
54. [Timeboxing](#)
55. [MoSCoW prioritization](#)

56. [Requirements Organization](#)
57. [Requirements Documentation](#)
58. [Acceptance Criteria Definition](#)
59. [Requirements Validation](#)
60. [Requirements Management](#)
61. [Requirements Traceability Matrix](#)
62. [Use Case Diagrams and U. C. Descriptions](#)
63. [Entity Relationship Modeling](#)
64. [Class Modeling](#)
65. [CRUD Matrix](#)
66. [Cultural Analysis](#)
67. [Kurt Lewin's Model of Organizational Change](#)
68. [The SARAH Model](#)
69. [The Learning Cycle](#)
70. [The Conscious Competence Model](#)
71. [Benefits Management](#)
72. [Benefits Realization](#)

## More Combined Techniques

1. [Internal Capability](#)
2. [Situation Analysis](#)
3. [Swim Lane](#)
4. [Configuration Management in Agile Env.](#)

—72 Essential Tools for Success - © 2010 James Cadle, Debra Paul and Paul Turner

- **Business analysis helps to work with stakeholders**
  - To define business requirements
  - To shape the output of projects and drive successful business outcomes
- **Business analysis may be a dedicated position or a hybrid (*one person performs multiple functions*)**
- **Managing requirements is instrumental in the overall success of projects**





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## **Business Analysis Certification**

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- *The PMI-PBA credential recognizes an individual's expertise in business analysis and using tools and techniques to improve the overall success of projects*
- It requires a combination of
  - business analysis training
  - experience working on projects
  - examination on business analysis
    - principles, practices, tools and **techniques**
- The 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

[PMI-PBA Handbook](#)



## PMI PROFESSIONAL IN BUSINESS ANALYSIS (PMI-PBA)<sup>SM</sup>

- **175 questions distribute on domains**
- Plus 25 questions as pretest questions not counting in the candidates' scores

	Percentage of Questions
Domain 1: Needs Assessment (5 tasks)	18%
Domain 2: Planning (6 tasks)	22%
Domain 3: Analysis (8 tasks)	35%
Domain 4: Traceability and Monitoring (5 tasks)	15%
Domain 5: Evaluation (4 tasks)	10%
<b>Total</b>	<b>100%</b>

# Eligibility Overview

- **Option 1**
  - High school diploma, associate's degree or global equivalent
  - Five years (7,500 hours) within the past eight consecutive years
  - 2,000 hours working on project teams within the past eight consecutive years\*
- **Option 2**
  - Bachelor's degree or global equivalent
  - Three years (4,500 hours) within the past eight consecutive years
  - 2,000 hours working on project teams within the past eight consecutive years\*
  - \*The project experience requirement can be inclusive of the 7,500/4,500 hours of business analysis experience noted
  - **Active PMP® or PgMP® will satisfy this requirement.**
  - **All applications require “35 contact hours” of business analysis education or training**



[PMI-PBA Handbook](#)

# Training Requirement

## 35 contact hours

### Courses, workshops and educational sessions offered by:

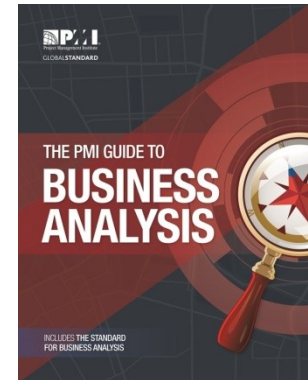
- ✓ **PMI REP (Registered Education Providers) \***
- ✓ PMI Chapters or communities of practice \*
- ✓ Employer/company- sponsored programs
- ✓ **Training companies o consultants**
- ✓ **Distance –learning companies**
- ✓ University/college academic and continuing education programs

## PMI-PBA Fee

Exam Administration Type	PMI Member Status	US Dollars	Euros
Computer-based testing (CBT)	member	\$405	€ 340
Computer-based testing (CBT)	nonmember	\$555	€ 465
Paper-based testing (PBT)	member	\$250	€ 205
Paper-based testing (PBT)	nonmember	\$400	€ 335
Reexamination CBT	member	\$275	€ 230
Reexamination CBT	nonmember	\$375	€ 315
Reexamination PBT	member	\$150	€ 125
Reexamination PBT	nonmember	\$300	€ 250
CCR certification renewal	member	\$60	USD Only
CCR certification renewal	nonmember	\$150	USD Only

[PMI-PBA Handbook](#)

- **To Solve Business Problems and Provide Business Value**
  - To elicit and analyze competing stakeholder needs,
  - To solve underlying business problems, and
  - To provide value to your organization





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# PMI-PBA Prep Course

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**It is an eClass to prepare the PMI-PBA Exam Certification, including:**

- ✓ Initial Assessment
- ✓ **Material for self studying**
- ✓ **Exercises (Quizzes) to verify progresses**
- ✓ **Final test**
- ✓ Assistance of a Mentor
- ✓ **Release of 35 contact hours at completion**

PMI-PBA Prep Online includes:

1. PMI-PBA Certification Orientation
2. Introduction to BA
3. Needs Assessment
4. Stakeholder Engagement
5. Elicitation
6. Analysis
7. Traceability and Monitoring
8. Solution evaluation
9. Verification Tests *(mandatory for receiving 35 contact hours)*
10. Business Analysis Techniques
11. Report and Feedback *(mandatory for receiving 35 contact hours)*
12. Mentoring and Assistance



# Exercises (Quizzes)

## *Verification Tests*

- ✓ Test-01 - n. 10 Questions - BA Definitions
- ✓ Test-02 - n. 10 Questions - BA Needs Assessment
- ✓ Test-03 - n. 10 Questions - BA Planning
- ✓ Test-04 - n. 10 Questions - BA Analysis
- ✓ Test-05 - n. 10 Questions - BA Traceability and Monitoring
- ✓ Test-06 - n. 10 Questions - BA Evaluation
- ✓ Final Test - n. **100 Questions** on Business Analysis Practice

Tests need be completed at the end of each self study phase, and sent to the mentor

**This material can be used for**

- **Self study** => [PMI-PBA Prep Online](#) or
- **Standard Training** on 4 or 5 days
- **BA Techniques PDF** can be given alone too

**We have seen in short:**

- **What is Business Analysis**
- **Business Analysis Certification**
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## **Any Questions?**

*You can email to: see below*



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# Thanks

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