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PMI-PBASM Certification
2023-07

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

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.



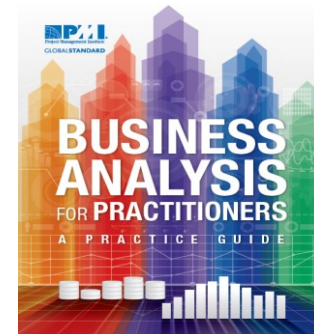
According to the U.S. Bureau of Labor Statistics,
Business analysis jobs are predicted to increase 19% by the 2022

- **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

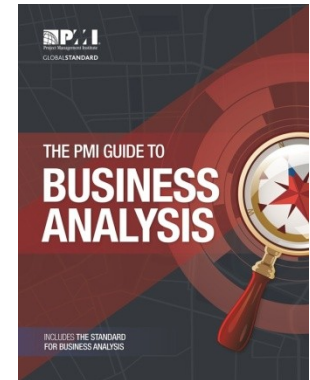
- To address issues associated with **requirements** and **business analysis**
- To improve business analysis practices on *programs and projects*
- To achieve more tangible *business outcomes*
- To help organizations exceed *customer expectations*



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!



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

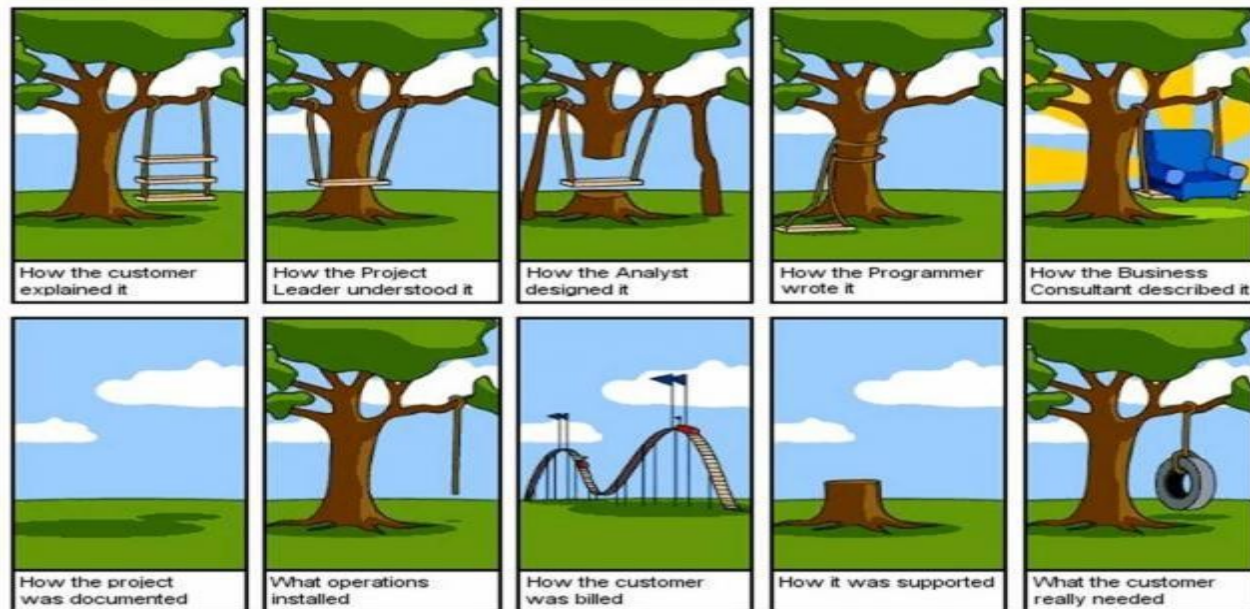
Actionable steps to bridge the gaps between the roles can provide positive impacts to project performance and organizational success



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



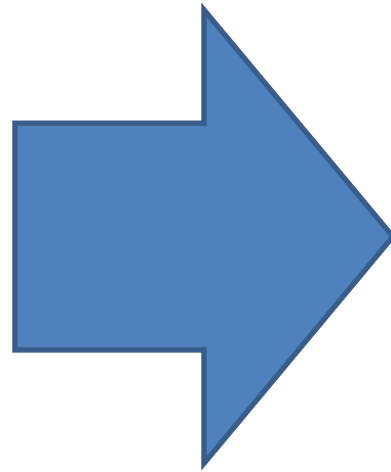
Requirement Types

- *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**



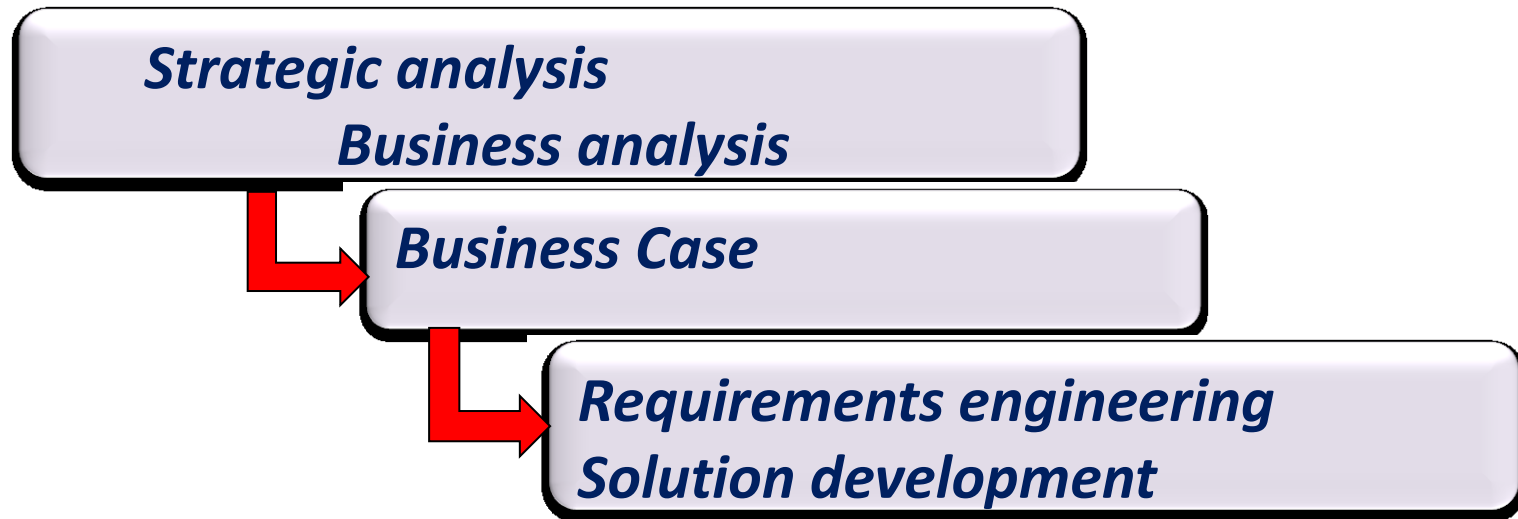
Conducting investigation and analysis

To document functions and processes of a system

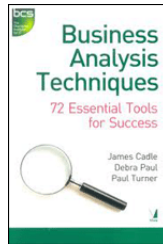
Collecting requirements for improvements

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)SM

- **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%
Total	100%

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

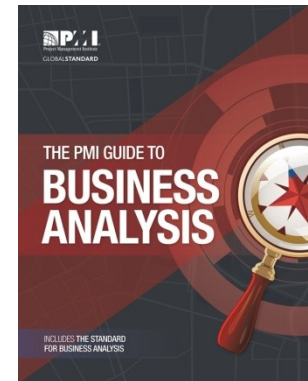
35 contact hours

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

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

- **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 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**

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](#) or
- **Standard Training** in 4 or 5 days
- **BA Techniques PDF** can be given alone too

We have seen in short:

- What is Business Analysis
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Any Questions?

You can email to: info@pmtsi.com

Thanks

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