

PMI Professional in Business Analysis (PMI-PBA)®

About the PMI-PBA

With its emphasis on requirements management, 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.

Inaccurate requirements gathering is the second highest cause of project failure yet only half of organizations have the resources in place to perform this function properly, according to our Pulse of the Profession® research. Through 2019, over half of organizations expect to see an increase in their demand for BAs and the integration of requirements management and business analysis with project management.

It's time to become the certified expert your organization needs. If you work with stakeholders in defining requirements, shaping project outputs and driving intended business outcomes, the PMI Professional in Business Analysis (PMI-PBA)® will spotlight your valuable skills.

Who should apply?

If you work with project teams and manage requirements or product development, or if you're a project or program manager who performs business analysis in your role, then the PMI-PBA® certification is right for you.

About the Exam

The certification exam has 200 multiple-choice questions and you have four hours to complete it.

To maintain your PMI-PBA, you must earn 60 professional development units (PDUs) in business analysis topics every three years.

Prerequisites

Option One	Option Two
Secondary degree (high school diploma, associate's degree or the global equivalent)	Bachelor's degree or the global equivalent
7,500 hours of business analysis experience	4,500 hours of business analysis experience
2,000 hours working on project teams*	2,000 hours working on project teams*
35 contact hours of education in business analysis	35 contact hours of education in business analysis

**Project experience can include your business analysis experience. A current PMP® or PgMP® will satisfy this requirement but is not required for the PMI-PBA.*

DOMAIN 1: Needs Assessment

The Needs Assessment includes activities related to understanding a business problem or opportunity and evaluating various inputs to help develop an effective solution.

Tasks	Needs Assessment (18%)
Task 1	Define or review a business problem or opportunity using problem and opportunity analysis techniques in order to develop a solution scope statement and/or to provide input to create a business case.
Task 2	Collect and analyze information from a variety of sources using valuation tools and techniques to contribute to determining the value proposition of the initiative.
Task 3	Collaborate in the development of project goals and objectives by providing clarification of business needs and solution scope in order to align the product with the organization's goals and objectives.
Task 4	Identify stakeholders by reviewing goals, objectives, and requirements in order that the appropriate parties are represented, informed and involved.
Task 5	Determine stakeholder values regarding the product, using elicitation techniques in order to provide a baseline for prioritizing requirements.

DOMAIN 2: Planning

The Planning domain focuses on the preparation to effectively manage the business analysis activities that will occur within the project. This includes establishing tools, policies, and procedures for the requirements management plan, requirements traceability, change management , document control , and acceptance criteria.

Tasks	Planning (22%)
Task 1	Review the business case, and the project goals and objectives, in order to provide context for business analysis activities
Task 2	Define strategy for requirements traceability using traceability tools and techniques in order to establish the level of traceability necessary to monitor and validate the requirements.
Task 3	Develop requirements management plan by identifying stakeholders, roles and responsibilities, communication protocols , and methods for eliciting . analyzing, documenting, managing , and approving requirements in order to establish a roadmap for delivering the expected solution.
Task 4	Select methods for requirements change control by channels for communicating requests and processes for managing changes in order to establish standard protocols for incorporation into the change management plan.
Task 5	Select methods for document control by using documentation management tools and techniques in order to establish a standard for requirements traceability and versioning.
Task 6	Define business metrics and acceptance criteria by collaborating with stakeholders for use in evaluating when the solution meets the requirements.

DOMAIN 3: Analysis

The analysis domain centers on requirement activities. Tasks include the elicitation, analysis, Decomposition, acceptance, approval, specification, and validation of the requirements for a product or project.

Tasks	Analysis (35%)
Task 1	Elicit or identify requirements, using individual and group elicitation techniques in order to discover and capture requirements with supporting details (e.g., origin and rationale)
Task 2	Analyze , decompose , and elaborate requirements using techniques such as dependency analysis, interface analysis, and data and process modeling in order to collaboratively uncover and clarify product options and capabilities
Task 3	Evaluate product options and capabilities by using decision-making and valuation techniques in order to determine which requirements are accepted, deferred, or rejected.
Task 4	Allocate accepted or deferred requirements by balancing scope schedule, budget, and resource constraints with the value proposition using prioritization, dependency analysis, and decision –making tools and techniques in order to create a requirements baseline.
Task 5	Obtain sign-off on requirements baseline using decision-making techniques in order to facilitate stakeholder consensus and achieve stakeholder approval.
Task 6	Write requirements specifications using process (such as use cases , user stories), data, and interface details in order to communicate requirements that are measurable and actionable (that is, suitable for development.)
Task 7	Validate requirements using tools and techniques such as documentation review, prototypes, demos, and other validation methods in order to ensure requirements are complete, accurate and aligned with goals , objectives, and value proposition.
Task 8	Elaborate and specify detailed metrics and acceptance criteria using measurement tools and techniques for use in evaluating whether the solution meets requirements.

Domain 4: Traceability and Monitoring

The traceability and monitoring domain includes the activities related to managing the life cycle of requirement. The tasks within this domain comprise the continuous monitoring and documenting of requirements as well as the communication of the requirements status to stakeholders.

Tasks	Traceability and Monitoring
Task 1	Track requirements using a traceability artifact or tools, capturing the requirements' status, sources and relationships (including dependencies), in order to provide evidence that the requirements are delivered as stated.
Task 2	Monitor requirements throughout their life cycles using a traceability artifact or tool in order to ensure the appropriate supporting requirements artifacts (such as models, documentation, and test cases) are produced , reviewed and approved at each point in the lifecycle.
Task 3	Update a requirement's status as it moves through its lifecycle states by communicating with appropriate stakeholders and recording changes in the traceability artifact or tool in order to track requirements towards closure
Task 4	Communicate requirements status to project manager and other stakeholders using communication methods in order to keep them informed of requirements issues, conflicts, changes, risks, and overall status
Task 5	Manage changes to requirements by assessing impacts, dependencies, and risks in accordance with the change control plan, and comparing to the requirements Vaseline in order to maintain the integrity of the requirements and associated

Progress Academy

Domain 5: Evaluation

The Evaluation domain includes activities that relate to the assessment of how well the delivered solution fulfills the requirements and meets the business need. Tasks within this domain include testing the solution, determining if there are gaps, and obtaining sign-off.

Tasks	Evaluation (10%)
Task 1	Validate the solution's test results, reports, and other test evidence against the requirements acceptance criteria in order to determine whether the solution satisfies the requirements
Task 2	Analyze and communicate the solutions identified gaps and deltas using quality assurance tools and methods in order to enable stakeholders to resolve discrepancies between solution scope, requirements, and developed solution.
Task 3	Obtain stakeholders sign-off on the developed solution using decision-making techniques in order to proceed with deployment
Task 4	Evaluate the deployed solution using valuation techniques in order to determine how well the solution meets the business case and value proposition.