PMI-PBA

Introduction: -

The essence of value in a business context centers around Return on Investment (ROI). ROI is the weight of the business value or benefits, typically captured as increases in revenue or decreases in cost, over the cost of implementation the change. Business analysis reduces the overall costs for the project. Inaccurate requirements gathering consistently ranks in the top causes of project failure. By actively discovering requirements, the business analyst helps the business come to an improved understanding of what is needed from the solution to be successful.

Table of Content

Chapter 1:- INTRODUCTION

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

Chapter 2:- NEEDS ASSESSMENT

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

    f) 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
5. Plan the Business Analysis Work
    a) Determine Who Plans the Business Analysis Effort
    b) Build the Business Analysis Work Plan
    c) Assemble the Business Analysis Work Plan
    d) Document the Rationale for the Business Analysis Approach
    e) Review the Business Analysis Plan with Key Stakeholders
    f) Obtain Approval of the Business Analysis Plan

Chapter 4:- REQUIREMENTS ELICITATION AND ANALYSIS

1. Purpose of this Section
2. What it means to Elicit Information
    a) Elicitation Is More than Requirements Collection or Gathering
    b) Importance of Eliciting Information
3. Plan for Elicitation
    a) Develop the Elicitation Plan
    b) Finding Information
    c) Techniques for Eliciting Information
    d) Sequencing the Elicitation Activities
4. Prepare for Elicitation
    a) Conduct Elicitation Activities
    b) Document Outputs from Elicitation Activities
    c) Complete Elicitation
    d) Elicitation Issues and Challenges
    e) Analyze Requirements
    f) Model and Refine Requirements
    g) Document the Solution Requirements
    h) Validate Requirements
    i) Verify Requirements
    j) Approval Sessions
    k) Resolve Requirements-Related Conflicts

Chapter 5:- TRACEABILITY AND MONITORING

1. Overview of this Section
2. Traceability
3. Relationships and Dependencies
4. Approving Requirements

5. **Base lining Approved Requirements**
6. **Monitoring Requirements Using a Traceability Matrix**
7. **The Requirements Life Cycle**
8. **Managing Changes to Requirements**

Chapter 6:- SOLUTION EVALUATION

1. **Overview of this Section**
2. **Purpose of Solution Evaluation**
3. **Recommended Mindset for Evaluation**
4. **Plan for Evaluation of the Solution**
5. **Determine What to Evaluate**
6. **When and How to Validate Solution Results**
7. **Evaluate Acceptance Criteria and Address Defects**
8. **Facilitate the Go/No-Go Decision**
9. **Obtain Signoff of the Solution**
10. **Evaluate the Long-Term Performance of the Solution**
11. **Solution Replacement/Phase out**