

Part 1: Overview

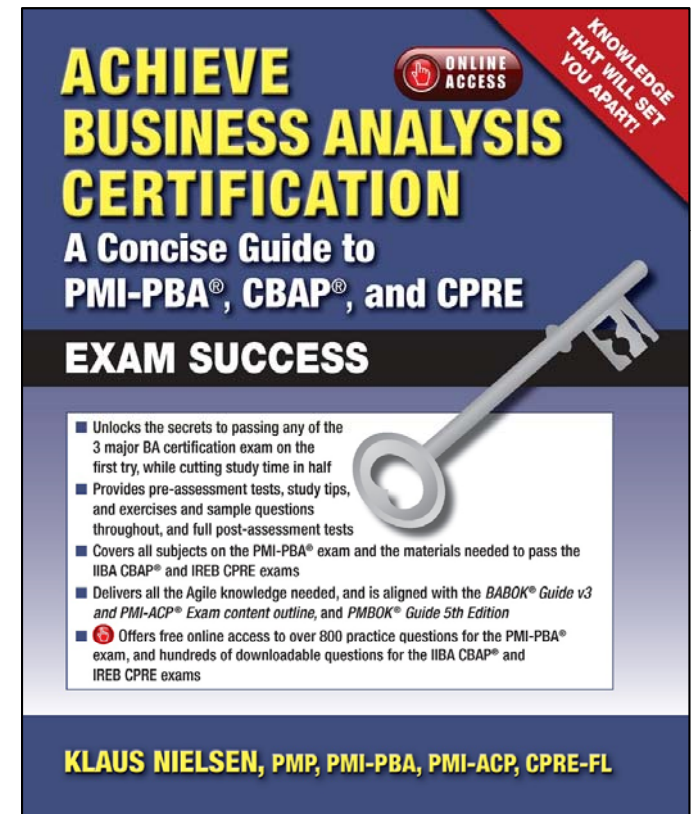
Chapter 1: Business Analysis

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ACHIEVE BUSINESS ANALYSIS CERTIFICATION

A Concise Guide to PMI-PBA[®], CBAP[®], and CPRE

By Klaus Nielsen



You Better Start Reading

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Harvard Business Review (Hillman, 2013) calls the position of business analyst or data scientist, the “sexiest job of the 21st century”

“The first step in filling the need for data scientists, therefore is to understand what they do in businesses”

What is Business Analysis?

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Every project starts with a need. Projects without a need don't fail at the end, they fail at the beginning. This is why we need the business analyst to connect the dots and ensure project success.

What is Business Analysis?

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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 those 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 program or project

Business Analyst Certification Organizations

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PMI



IIBA



IREB



Project Management Institute (PMI)

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"Project Management Institute is the world's leading not-for-profit professional membership association for the project, program and portfolio management profession.

Founded in 1969, PMI delivers value for more than 2.9 million professionals working in nearly every country in the world through global advocacy, collaboration, education and research." (PMI, 2014)

Project Management Institute (PMI)

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PMI delivers a wide range of certifications listed below, with corresponding frameworks including processes, tools and techniques to deliver for project, as well as program and portfolio management:

- Certified Associate in Project Management (CAPM)
- Project Management Professional (PMP)
- Risk Management Professional (PMI-RMP)
- PMI Agile Certified Professional (PMI-ACP)
- PMI Scheduling professional (PMI-SP)
- **Professional in Business Analysis (PMI-PBA)**
- Program Management Professional (PgMP)
- Portofolio Management Professional (PfMP)

The International Institute of Business Analysis (IIBA)

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The International Institute of Business Analysis (IIBA) was founded in Toronto, in 2003, and is globally recognized today, for the 'IIBA standard for practice' for business analysis, which is a generally accepted practice for Business Analysts.

The standard for practices are found and verified in the Certified Business Analysis Professional (CBAP®) designation, which is a professional certification for individuals with extensive business analysis experience.

The International Requirement Engineering Board (IREB)

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Since 2007, the International Requirement Engineering Board (IREB) has certified Business Analysts with the Certified Professional for Requirements Engineering (CPRE) designation which includes Foundation, Advanced and Expert levels.

Currently, the exam is used in 51 countries, with 17,000 certified, and a large number of these in European, and German-speaking countries

The Need for Business Analysis?

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- PMI's 2014 Pulse of the Profession® Study found that:
 - Poor requirements management is a major cause of project failure, second only to changing organization priorities
 - 37 % of organizations reported that inaccurate requirements gathering was a primary reason for project failure
- Business Analysis Benchmark 2009: The Path to Success, a study by IAG consulting found:
 - Poor requirements definition, and management maturity undermines organizational competitiveness
- "Top 5 Project Failure Reasons, or Why My Project Fails", by Eric McConnell, listed poor requirements management as the #2 reason for project failure

The Need for Business Analysis?

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- Companies with poor business analysis will have three times as many project failures as successes (Ellis, BA Benchmark Report, 2009)
- Companies pay a premium, as much as 60%, on time and budget when they use poor requirement practices on their projects (Ellis, BA Benchmark Report, 2009)
- 50% of defects are related to requirement errors (Schwabber, 2006)

The Need for Business Analysis?

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- Getting requirements right early in the project can save one-third or more of your overall project budget (Hooks and Farry, 2001)
- 90% of projects that deliver on time and on budget did not deliver expected business outcomes (Burdette, 2013)
- Large IT projects, on average, run 45% over budget and 7% over time, while delivering 56% less value than predicted (Forrester, 2012)

40 Skill Sets and Expertise Needed for BA role

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- Analytic tools and techniques
- Backlog management
- Business rule analysis tools and techniques
- Change control tools and techniques
- Collaboration tools and techniques
- Communication skills, tools and techniques
- Conflict management and resolution tools and techniques
- Contingency planning
- Data analysis tools and techniques
- Decision making tools and techniques
- Development methodologies
- Document management tools and techniques
- Elements of a requirement management plan
- Elicitation tools and techniques
- Estimating tools and techniques
- Facilitation tools and techniques
- Interface analysis
- **Leadership principles and skills**
- Lesson learned and retrospectives
- Measurement tools and techniques
- Negations tools and techniques

40 Skill Sets and Expertise Needed for BA Role (continued)

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- Organization assessment
- Planning tools and techniques
- Political and Cultural awareness
- Prioritization tools and techniques
- Problem solving and opportunity identification tools and techniques
- Process analysis tools and techniques
- **Project methodologies**
- Quality management
- Reporting tools and techniques
- Requirement traceability tools and techniques
- **Requirement types**
- Root cause analysis
- Scheduling tools and techniques
- Stakeholders analysis
- Systems thinking
- Validation tools and techniques
- Valuation tools and techniques
- Verification tools and techniques
- Version control tools and techniques

The Value of Business Analyst Certifications for Individuals

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Table 1.1 Value of the certification for individuals

Demonstrates knowledge of the skills necessary to be an effective business analyst	Recognition of professional competence by peers and management
Develops a professional level of competence in the principles and practices of business analysis	Advances career potential by creating a separate and distinct career path within the IT industry and business community
Participates in a recognized professional group	Demonstrates dedication to the business analysis profession
May obtain an increase in salary with certification	May follow market demands and job requirements more effectively
May apply the knowledge and skills to a higher degree than non-certified professionals	Increases professional versatility in business analyst knowledge and skills

The Value of Business Analyst Certifications for Organizations

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Table 1.2 Value of the certification to organizations

Certificate holders are acknowledged as competent individuals who perform a role that is increasingly recognized as a vital component of any successful project	Certificate holders can demonstrate the ability to transfer knowledge across the organization
Global knowledge of the working methods and standards of the organizations	Certificate holders can be identified as individuals with an advanced level of knowledge and qualifications
Certifications follow established standards outlined by PMI, IIBA, and IREB	Certificate holders demonstrate a commitment to quality and may increase the attractiveness of working for the organization
Certificate holders obtain a high relative value, as the effort to pass the certification and the costs associated with it are exceeded by the gains	Certificate holders produce reliable, quality results with increased efficiency and consistency

Target Groups for the Business Analyst Certifications

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The PMI-PBA Domains

Table 1.3 PMI-PBA Domains

Domain	Tasks	Percentage of Items on the Test
Domain 1 – Needs Assessment	5	18%
Domain 2 – Planning	6	22%
Domain 3 – Analysis	8	35%
Domain 4 – Traceability and Monitoring	5	15%
Domain 5 – Evaluation	4	10%

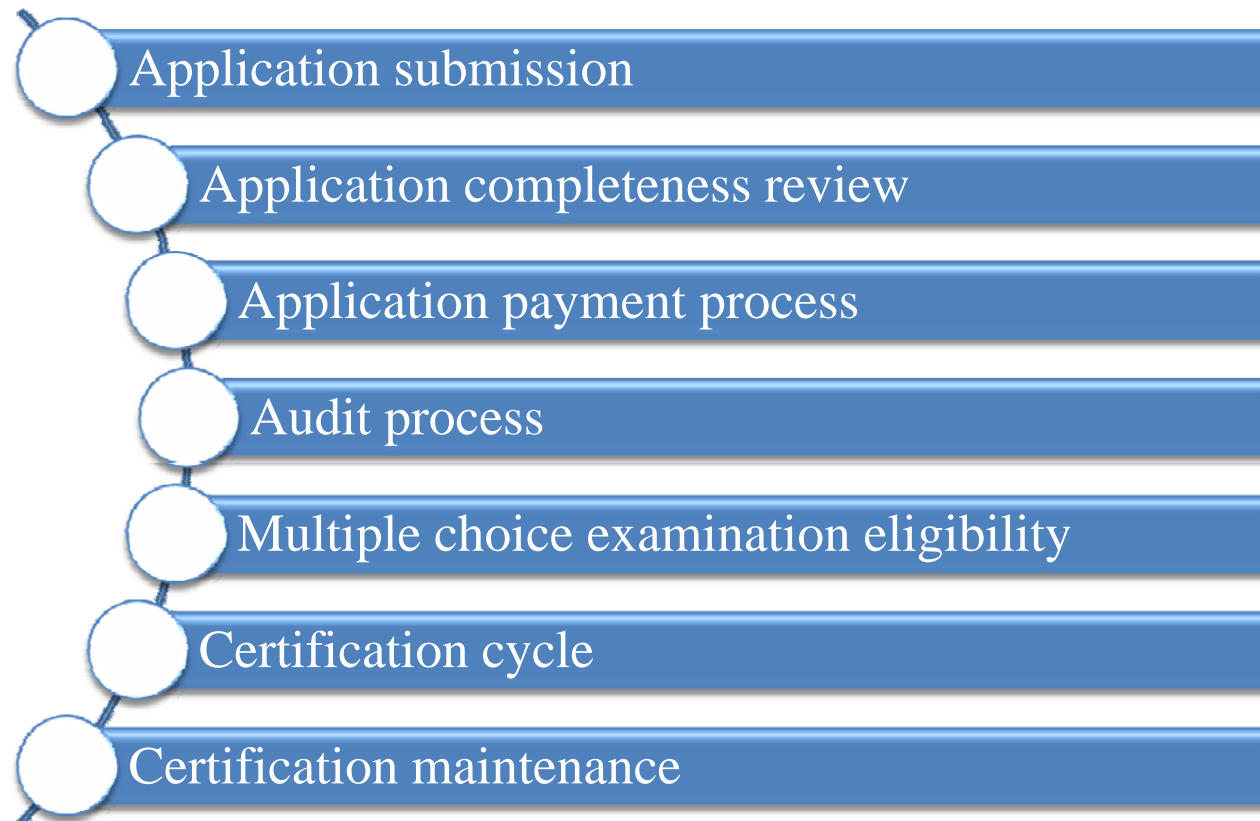
The PMI-PBA Domains

Table 1.4 PMI-PBA Exam Blueprint

Domain	Exam Questions	Pretest Questions
Domain 1 – Needs Assessment	32	4
Domain 2 – Planning	38	5
Domain 3 – Analysis	61	9
Domain 4 – Traceability and Monitoring	26	4

The PMI-PBA Credential Process

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PMI-PBA Eligibility Requirements

Table 1.5 PMI-PBA Eligibility requirements

Educational Background	Business Analyst Experience	General Project Experience	Training in Business Analysis
Secondary degree	7,500 hours earned within the last eight years	2,000 hours earned within the last eight years	35 contact hours
Bachelor or higher degree	4,500 hours earned within the last eight years	2,000 hours earned within the last eight years	35 contact hours

The PMI Talent Triangle

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PMI's Talent Triangle



Professional Development Units (PDU) Activities

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Examples of activities that can be considered by PMI for PDUs. The amount may vary; PDUs are not necessarily costly or bound to PMI, it's all about ongoing professional development and fostering learning opportunities in order to sustain the global recognition and value of the certification

- Attending a conference on IT practices?
- At work meeting on business analyst?
- Reading a book on business analyst practices?
- Taking part in a free online Webinar?
- E-learning from IEEE or ACM?
- Traditional business analyst 2-day course?
- Doing extra work on a project?

PMI-PBA References

Title	Author	Publisher
<i>A Guide to the Project Management Body of Knowledge (PMBOK® Guide)</i>	Project Management Institute	Project Management Institute
<i>Business Analysis: Best Practices for Success</i>	Steven Blais	Wiley
<i>Business Analysis Techniques: 72 Essential Tools for Success</i>	James Cadle, Paul Turner, and Debra Paul	British Informatics Society Ltd.
<i>Seven Steps to Mastering Business Analysis</i>	Barbara Carkenord	J. Ross Publishing
<i>The Software Requirements Memory Jogger: A Pocket Guide to Help Software and Business Teams Develop and Manage Requirements</i>	Ellen Gottesdiener	Goal QPC Inc.
<i>Unearthing Business Requirements: Elicitation Tools and Techniques</i>	Kathleen Haas and Rosemary Hosenlopp	Management Concepts, Inc.

PMI-PBA References (continued)

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Title	Author	Publisher
<i>Customer-Centered Products: Creating Successful Products Through Smart Requirements Management</i>	Ivy F. Hooks and Kristin A. Farry	AMACOM
<i>The Business Analyst's Handbook</i>	Howard Podeswa	Cengage Learning PTR
<i>Mastering the Requirements Process: Getting Requirements Right</i>	Suzanne Robertson and James Robertson	Addison-Wesley Professional
<i>Data Modeling Essentials</i>	Graeme Simsion and Graham Witt	Morgan Kaufmann
<i>Software Requirements 2</i>	Karl Wiegers	Microsoft Press
<i>Business Analysis for Practitioners: A Practice Guide</i>	Project Management Institute	Project Management Institute

Bodies of Knowledge

Part 1: Overview, How to Use This Guide, Study Tips, and Pre-Test Knowledge Assessments (Chapter 1-4)

Provides an introduction to the area of business analysis and covers certification topics. Study tips and pre-test exams are included for all three business analyst certifications

Part 2: The Domains (Chapter 5-9)

Discusses the five domains: Need Assessment, Planning, Analysis, Traceability and Monitoring, and Evaluation, which are demonstrated by the tasks highlighted by the PMI. These are the key areas and represent the bulk of knowledge needed

Part 3: Knowledge, Skills, Methodologies, and Standards (Chapter 10-13)

Includes the 40 knowledge, skills, tools and techniques areas highlighted by PMI, and what you need to know about traditional project management, and agile project management. These are also important areas that will need to be understood. Also includes an introduction to the Code of Ethics and Professional Conduct

Part 4: IIBA's CBAP® and IREB's CPRE Knowledge Areas and Alignment (Chapter 14-15)

An overview is given to the IIBA and IREB certifications, and the alignment to the PMI-PBA certification

Part 5: Practice Exam (Chapter 16)

A full PMI-PBA practice exam with 175 questions for completion within 4 hours. It is recommended that you wait until you have completed the content in the book before taking this practice exam. An additional, full PMI-PBA online practice exam is also offered and available in the WAV section of the publisher's, Ross Publishing, website (For more information visit: www.jrosspub.com/achieve-business-analysis-certification.html)

Part 6: Appendices

A glossary and list of acronyms

Questions?

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Thank You

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Thank you for using the slides!

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Please contact me if you'd like to discuss my participation in any upcoming conferences, events, or in-house training.

I'd also love to hear from you if you have any feedback on my book, ideas on how to improve the material, or would like to share success you've had using the book.

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