PMI Professional in Business Analysis Credential (PMI-PBA)
Mapping to EBG Resources

PMI Professional in Business Analysis (PMI-PBA)℠ ©2013 Project Management Institute, Inc.	Rqts Memory Jogger* pages	DtoD** pages	Rqts by Collab*** pages
EBG's Resources *** Rqts Memory Jogger*** *The Software Requirements Memory Jogger:* *A Pocket Guide to Help Software and Business Teams Develop & Manage Rqts* ****DtoD** *Discover To Deliver: Agile Product Planning and Analysis* *****Rqts by Collab** *Requirements by Collaboration: Workshops for Defining Needs* **PMI Professional in Business Analysis** (PMI-PBA)℠ Examination Content Outline			

Domains & Tasks

	Rqts Memory Jogger* pages	DtoD** pages	Rqts by Collab*** pages
Domain 1: Needs Assessment		45-51	241-245
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.	27-32	45-51	15,23-25
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.		63-75	
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.	27-32	69-75	
4. Identify stakeholders by reviewing goals, objectives, and requirements in order that the appropriate parties are represented, informed and involved.	49-65	63-67	83-107
5. Determine stakeholder values regarding the product using elicitation techniques in order to provide a baseline for prioritizing requirements.		63-75	
Domain 2: Planning			
1. Review the business case, and the project goals and objectives, in order to provide context for business analysis activities.		77-81	
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.	291-294	90-91, 178-9	
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.	21-26,103-108	182-185	

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4. Select methods for requirements change control by identifying channels for communicating requests and processes for managing changes in order to establish standard protocols for incorporation into the change management plan.	282-288		
5. Select methods for document control by using documentation management tools and techniques in order to establish a standard for requirements traceability and versioning.	28-294		
6. Define business metrics and acceptance criteria by collaborating with stakeholders for use in evaluating when the solution meets the requirements.	261-275	125, 211, 231,236,242	
Domain 3: Analysis		3-44	67-163
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).	64-108	109-178, 217,228	134-162,279-286
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.	109-217	109-178, 318-322	27-45,134-162
3. Evaluate product options and capabilities by using decision-making and valuation techniques in order to determine which requirements are accepted, deferred, or rejected.	218-230	109-178	119-129,279-280
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.	286	77-81,237-9	
5. Obtain sign-off on requirements baseline using decision-making techniques in order to facilitate stakeholder consensus and achieve stakeholder approval.			119-129,279-280
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).	231-260	212-3,219,-225,236,241,244,246-50	
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.	6-7,261-280	123-125,241	
8. Elaborate and specify detailed metrics and acceptance criteria using measurement tools and techniques for use in evaluating whether the solution meets requirements.	274-280	211,221,231,236,242	
Domain 4: Traceability and Monitoring	281-294		
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.	9-11,291-294		

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2. Monitor requirements throughout their lifecycles 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.	288-294		
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.	288-294		
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.	35-42,288-294		
5. Manage changes to requirements by assessing impacts, dependencies, and risks in accordance with the change control plan, and comparing to the requirements baseline in order to maintain the integrity of the requirements and associated artifacts.	281-288		
Domain 5: Evaluation			
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.	269-273	211,221,231,236,242	
2. Analyze and communicate the solution's 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.	261-280		
3. Obtain stakeholder sign-off on the developed solution using decision-making techniques in order to proceed with deployment.			119-129,279-280
4. Evaluate the deployed solution using valuation techniques in order to determine how well the solution meets business case and value proposition.	6-7,261-280	74-75	

Knowledge and Skills			
Analytic tools and techniques (for example, decomposition, progressive elaboration, dependency analysis, gap analysis, impact analysis, risk analysis and assessment)	36-230	59-60,74,226	
Backlog management	282-288	60-61	
Business rule analysis tools and techniques (for example, decision table, decision tree, rule catalog)	137-142, 204-215	100-101,157-162, 224-225	38-39,42, 140,156
Change control tools and techniques	281-294		
Collaboration tools and techniques	64-90,100-102	83-86,109-178	172-173

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Communication skills, techniques, and tools (for example, technical writing, business writing, working with virtual teams, verbal and nonverbal communication)			170-171
Conflict management and resolution tools and techniques			212-215
Contingency planning			
Data analysis tools and techniques (for example, data model, data dictionary, state diagram)	183-204	98-99,149-156,219-222,232,246	39,40,43
Decision making tools and techniques (for example, Delphi technique, multi-voting, consensus building, decision table, decision tree, options analysis)	221-227		119-129,279-280
Development methodologies (for example, agile, iterative, incremental, waterfall)	295-308		
Documentation management tools and techniques		197-202	
Elements of a requirements management plan	281-294		
Elicitation tools and techniques (for example, brainstorming, focus groups, interviewing techniques, workshop facilitation, observation, document analysis, research, surveys and questionnaires)	64-102	83-86,109-178, 217,228	
Estimating tools and techniques (for example, estimation poker, quadrant analysis, averaging)			
Facilitation tools and techniques	69-77	228	Entire book
Interface analysis (for example, prototyping, storyboarding, interoperability)	77-81,127-131,177-182,276-279	94-95,135-139,216,241,243	39,41,44
Leadership principles and skills			
Lessons learned and retrospectives	309-310,336-337		219-220,283-284
Measurement tools and techniques (for example, Planguage, service level agreement)	259-260,329,334	211,231,236,242	
Negotiation tools and techniques			279-280
Organization assessment (for example, organizational readiness)	118-121	215,217	
Planning tools and techniques (for example, strategic and tactical)		77-81,115-119,237-239	
Political and cultural awareness			115
Prioritization tools and techniques (for example, multi-voting, weighted criteria, MoSCoW)	218-230	69-75	
Problem solving and opportunity identification tools and techniques (for example, brainstorming, value engineering, scenario analysis, user journey maps)		251	

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Process analysis tools and techniques (for example, user stories, use cases, process model, data flow diagrams, dependency graphs, events)	122-126,132-136,150-176	96-97,141-147,214,215,226-227,230,244-249,251	30,32-35, 42-44,143
Project methodologies (such as waterfall, agile, iterative, lean) and how they impact requirements and business analysis practices	295-306	187-191	
Quality management (statistical management)			
Reporting tools and techniques			
Requirements traceability tools and techniques	219-294		
Requirements types (for example, business, stakeholder, solution, transition, project, and quality)	7-12,329-334	58-59,89-106	7-9,22-27
Root cause analysis (for example, Ishikawa/fishbone, 5 Whys)			69
Scheduling tools and techniques			
Stakeholder analysis (for example, personas, role definition [RACI], job analysis, skills assessment)	49-64,86-90,144-150	63-67,71-72,92-93,129-133	37-38,42-43,83-107
Systems thinking			
Validation tools and techniques (for example, acceptance criteria [for example, given-when-then] User Acceptance Testing)	261-280	211,221,231242,	194-198
Valuation tools and techniques (for example, cost-benefit analysis, force field analysis, Kano model, net promoter score, purpose alignment model, SWOT analysis, value stream map)	221-224	251	209
Verification methods and techniques (for example, inspection, test, walk-through, desk checking, peer review)	263-280,325-328		
Version control tools and techniques	281-288		

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