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ELIZABETH LARSON, PMI-PBA & RICHARD LARSON, PMI-PBA

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"I wrote and passed the CBAP exam on June 28. It was a tough one. Thank you very much for your study guide and online study exam. **I wouldn't have passed without them!**"
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"I had very little time to prepare the CBAP exam, more precisely 5 weeks. Although a seasoned practitioner, I realized that passing the exam takes a lot more, as the PMP exam taught me years ago. After browsing the Internet for a couple of hours, I selected your tools to help me prepare the exam in such a short time. **Your Study Guide & online Study Exam were my secret weapons** that helped me be successful from the first attempt!"
Maria Lutz, PMP, CBAP

"I took the CBAP exam today and cleared it! Your book definitely helped me with many of the questions directly and indirectly, and most importantly putting me in the right frame of mind for the exam."
Chetan Mehta, CBAP

"I am delighted to inform you that I successfully certified as CBAP yesterday at Mumbai, India. **Thanks for your study material and support**. Without your study guide, Online Exams, simulations, drill exams etc., it would not have been possible for me get certified. Watermark Learning's material, content and quality was just **perfect to give a real feel of the actual CBAP exam** and was of the same level. I strongly recommend your study/preparatory material for clearing the CBAP Exam."
Suneet Garg, CBAP, PMP, CSCP

"I wanted to say how very helpful your CBAP study guide and online exam prep was in passing the CBAP exam. The book **provided excellent learning techniques,** including the types of questions and pitfalls to expect on the exam, test-taking strategies, and key points to remember. The online exam prep **provided the ability for a user to focus in on 'problem' areas for deeper study**, with the flexibility of a simulated exam, or instant feedback after each question (including an explanation for the answer, and where to reference in the BABOK**). I passed the exam on the first try**, and your exam prep definitely assists in thinking about how to answer the questions on the exam.
Eve M. McGivern, CBAP

"Today, I passed the CBAP examination (first attempt)! The Watermark Learning Certification Study Guide, the On-Line Simulator, and the Flash Cards **played a major role** in preparing me for the CBAP examination."
Mark Viola, CBAP

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Dedication

To business analysts and project managers everywhere
who are committed to our profession, and want to
achieve their PMI-PBA® certification.

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You Have the Right Book to Help You Become Certified!

The *PMI-PBA Certification Study Guide* has been used by our class attendees, PMI® study groups, and individuals doing self-study. Our Guide, as we call it for short, is a comprehensive book to help you understand and structure the PMI-PBA examination content. Our Guide is entirely focused on helping you pass the PMI-PBA exam, and so we chose to emphasize the PMI-PBA® exam content rather than "real life." Here are some other reasons why this book will help.

Online Exam Questions

Your purchase of this book entitles you to a complimentary subscription to the Watermark Learning PMI-PBA Online Study Exam. This unique tool provides guided practice through all stages of preparation for the PMI-PBA exam. The exam includes:

1) **Warm-up** questions as you get started,
2) **Drills** to practice answering questions in specific Domains, and
3) **Exam Simulator** to practice taking 200-question tests like the actual exam.

The PMI-PBA study exam has over **800 questions** to give you extensive practice. Registration instructions are listed on the front cover of the book. Our research of successful certification candidates indicated that taking practice exam questions was vital to their passing the exam. Start practicing today! Paid subscriptions can be renewed at a discounted rate.

Updates and Resources

We continually update this book to make corrections and add additional information of value. If we discover typos or other errors, we post them to an errata document on our website. Check out the **errata document** for a list of corrections to this book at **www.WatermarkLearning.com/PBA-Study-Guide**. You will find other useful PMI-PBA related information and resources there.

To receive notices of PMI-PBA news and information, such as webinars and articles, please register as a Watermark Learning member at **www.WatermarkLearning.com/Register**. Make sure you subscribe to our ProjectBrief eNewsletter so you will receive the update notices. Plus, watch the ProjectBrief for additional resources that can help you prepare for the PMI-PBA exam and enhance your business analysis and project management skills.

Feedback

We value your opinion and need your feedback. Please visit our web site at **www.WatermarkLearning.com/Feedback** to provide feedback or comments about this book. There is a page designed for easy submission. Or, if you prefer, send your comments by email to **info@watermarklearning.com**.

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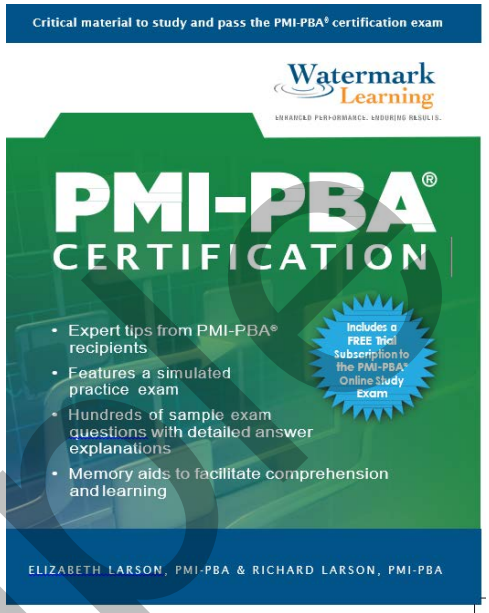

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Other Resources to Help You Become a PMI-PBA

We designed our *PMI-PBA Certification Study Guide* to be a comprehensive resource for your preparation for the PMI-PBA exam. If you want additional materials to complement this Guide, we have you well-covered.

All the Tools You Need to Pass the PMI_PBA Exam

PMI-PBA® Certification Preparation Classes
Our comprehensive workshops will prepare you for the PMI-PBA® exam and help you make the most of the limited study time you have. Both traditional classroom and virtual editions of this class are available.

PMI-PBA® Version 1.0 Study Guide
This comprehensive study guide is what you are reading. It helps you readily master all pertinent knowledge areas of the PMBOK® Guide plus other relevant resources and helps you focus your study time.

PMI-PBA® Online Study Exam
This self-paced program adapts as you progress in your exam preparation. It contains warm-up exams to get started, a drill section to concentrate on one PMI-PBA® domain area at a time, and a full PMI-PBA® exam simulator. Detailed feedback and summary results are provided. Your purchase of this Guide entitles you to a trial subscription.

PMI-PBA® Study Tables
Our PMI-PBA® Study Tables give you an overview of the PMI-PBA® exam content in a comprehensive and detailed, yet highly visual package. If you are studying for the PMI-PBA® exam, these study tables are a must. These colorful robust tables are designed for independent study or for use with study groups or training classes. They also are a valuable aid on the job as a quick-reference resource.

For more information, visit **www.WatermarkLearning.com/pba**. We also have a number of links to free resources on this page to help you in your preparation efforts.

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1. PMI-PBA Foundations

Part 1: Introduction to PMI-PBA

Overview

The Project Management Institute (PMI)® was founded to promote the growth and professionalism in project management. In recent years it has recognized the value of having business analysis expertise involved in projects to elicit and manage requirements. Poor requirements have long been cited as a factor for project challenges and project success. The PMI Professional in Business Analysis (PMI-PBA)® was launched in 2014. "The PMI-PBA certification recognizes an individual's expertise in business analysis, and using these tools and techniques to improve the overall success of projects." (PMI-PBA Handbook).

This chapter provides an overview of the PMI-PBA including information on PMI, and several strategies and tips to prepare for and pass the exam.

When you are finished with this chapter, you will know:

- The role and function of PMI and its PMI-PBA certifications.
- How to locate the PMI-PBA certification requirements.
- What the PMI-PBA test experience is like.
- How the *PMBOK® Guide* defines some core terms.

PMI Mission and Background

The Project Management Institute (PMI) was founded in 1969. It is the world's largest not-for-profit association for the project management profession. Its contributions to the profession of project management include:

- Certification
- Global Standards
- Chapters & Communities of Practice
- Training & Education
- Research

PMI expanded its focus from solely project management to include business analysis. It started with the *Requirements Management Knowledge Center of Excellence* and in 2014 expanded to include:

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- April 2014 – Announced the Project Management Institute's Professional in Business Analysis (PMI-PBA) Credential Program
- August 2014 – Released *PMI's Pulse of the Profession: Requirements Management - Core Competency for Project and Program Success*
- November 2014 – Awarded the first PMI-PBA certifications to 180 pilot participants

There are two major factors cited for PMI offering this new certification. The first is recognizing the role that requirements play in project success. The 2014 *PMI's Pulse of the Profession℠: Requirements Management - Core Competency for Project and Program Success* cites that "47% of unsuccessful projects fail to meet goals due to poor requirements management." It recognizes that skilled project management practices alone will not lead to project success. Skilled business analysis is also needed to ensure that the requirements support the goals of the project and meet the needs of the project team to support satisfying those requirements.

Increased Demand!

The number of business analysis jobs is predicted to increase 19 percent by 2022, according to the U.S. Bureau of Labor Statistics. **http://www.bls.gov/oo h/business-and-financial/management-analysts.html**

The other factor is recognizing an increase in demand for skilled business analysts.

PMI-PBA Overview

PMI-PBA program was launched in 2014. It started as a pilot with 180 participants achieving the certification, having taken the exam between May and August. The certification is the result of a Role Delineation Study to understand tasks, tools, techniques, knowledge, and skills required in analyzing and managing project requirements. The Role Delineation Study results are the basis for the Examination Content Outline for the PMI-PBA Exam. The Examination Content Outline is organized into five domains (needs assessment, planning, analysis, traceability and monitoring, and evaluation) and the tasks within each domain. It additionally provides information on the skills and knowledge needed by business analysts (BAs). From that, a committee of experts developed exam questions to test the business analysis knowledge and its application by BAs. Along with a rigorous application process, that exam is used today for assessing and certifying experienced and knowledgeable BA practitioners.

PMI made the PMI-PBA application process a rigorous one to screen out underqualified and less experienced BAs. While not as rigorous as the competition's (IIBA®) application process, it does require applicants to provide information on the business analysis tasks they have done by initiative and must include some of the time on project teams. The PMI-PBA certification program is targeted primarily at intermediate and senior-level business analysts. The basic qualifications are shown in *Figure 1-1, PMI-PBA Certification Requirements*. The PMI website has a comprehensive Frequently Asked Questions document about the PMI-PBA process. Visit **www.pmi.org** and search under "certifications" for more information.

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	Secondary degree (High school diploma, associate's degree or global equivalent)	Bachelor's degree or higher degree (or global equivalent)
Business Analysis Experience	7,500 hours (5 years) working as a business analysis practitioner. This experience must have been earned in the last 8 years.	4,500 hours (3 years) working as a business analysis practitioner. This experience must have been earned in the last 8 years.
General Project Experience	*2,000 hours working on project teams. This project experience can be inclusive of the 7,500 hours of business analysis experience listed. Any business analysis experience that occurred within the context of a project can be included. This experience must have been earned in the last 8 years.	*2,000 hours working on project teams. This project experience can be inclusive of the 4,500 hours of business analysis experience listed. Any business analysis experience that occurred within the context of a project can be included. This experience must have been earned in the last 8 years.
Training in Business Analysis	35 contact hours. Hours must have been earned in business analysis practices.	35 contact hours. Hours must have been earned in business analysis practices.

*Note: Active PMP® and/or PgMP® credential holders will be accepted as fulfilling the general project experience requirements.

Figure 1-1: PMI-PBA® Certification Requirements

PMI-PBA Applications

Many previous candidates have found their experience with the application difficult and challenging. It is not something to treat lightly, and we advise you to consider the application process as a small project.

Examinees must have their application approved by PMI® before applying to take the exam. You also need to complete your professional development hours before submitting the application. Make sure you can verify your education hours with a certificate or other written proof. Have your high school or college transcript available in case you get audited.

We suggest you get your education hours completed and your PMI-PBA application approved before you begin your final preparation.

Tips on Completing the PMI-PBA Application

- Your application must be approved before scheduling the exam. Wait for approval before your final prep.
- Use a worksheet to record all your project hours before completing the PMI-PBA® application.
- Make sure you have a certificate or similar documentation to validate professional development hours.

Sample

PMI-PBA Application Steps

The following is a seven-step process for successfully applying for the PMI-PBA exam. Please note that it is current as of the publication date, and the PMI® can change its process without notice. Nonetheless, it gives you a good idea of the steps you'll need to follow. Refer to **www.pmi.org** and download the most current PMI-PBA Handbook for exact application details when you apply.

1. Visit the PMI-PBA page and bookmark it for use when applying for the exam. It has links to the online application and other useful information. Download the PMI-PBA Handbook to read an overview of the process. The PMI-PBA page has a link to get to the handbook.
2. Download the *PMI-PBA Examination Content Outline* from the PMI-PBA page. Read through this to get familiar with the content and structure for the exam.
3. Begin the application. You will need to login or register to access the online application. Once logged in, follow the instructions on the screen to start the PMI-PBA application.
4. Enter information as requested for your **contact information** and **education** level.
5. The **Requirements** section of the application is the most extensive and most time consuming section to complete. This includes adding detail on your business analysis experience and education.
    - **Before you start**, create an electronic record of your projects so you can copy and paste into the online application. Your session may time out if you are interrupted, and you may lose what you entered (there is no intermediate save function). If you would like a free template you can use, visit **http://www.watermarklearning.com/pba.**
    - **Business Analysis Experience:** You need a minimum of 4,500 hours of unique, non-overlapping experience accrued within the last eight years. This means that each month you worked on multiple, overlapping activities (projects that ran simultaneously) counts as one month toward the total requirement.
    - **General Project Experience:** You need a minimum of 2,000 hours of unique, non-overlapping experience accrued within the last eight years. This means that each month you worked on multiple, overlapping projects (projects that ran simultaneously) counts as one month toward the total requirement.

More Tips on the PMI-PBA Application

If you would like a free copy of a template to use for recording project hours, visit **http://www.watermarklearning.com/pba** and download PMI-PBA Application Worksheet (Excel spreadsheet - requires free member registration)

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- Recording of this experience is waived if you already hold the PMP® or PgMP® certification.
- You need to list the projects on which you performed business analysis activities. Your job title or project role is not as critical as the time spent doing business analysis activities.
- The experience included as part of the business analysis experience requirement can count towards the general project experience as long as this experience occurred within the context of a project.
- You will need to indicate the number of hours spent doing business analysis activities within each of the five domains.
- For each project listed, you will need to type a 300–550 character summary of the business analysis tasks you performed. There isn't a lot of space so be concise and use the task descriptions from the *PMI-PBA Examination Content Outline* to help compose the experience.

6. There is also a discounted exam fee of **$405 USD** for PMI® members, or $555 USD for non-members. PMI® will collect the application fee online when you apply. PMI® will send an electronic notification to you requesting payment once the application has been determined to be complete.
7. You will need to agree to the **PMI Code of Conduct** during the application process.

Even More Tips on the PMI-PBA Application

Save money on your application by becoming a PMI® member. There are many other benefits to joining, including a free download of the *PMBOK® Guide*. There is also an extensive list of resources including access to a 24/7 eRead & References library online containing hundreds of unabridged books, including all books recommended on the PMI-PBA page reference list.

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Benefits of PMI-PBA Certification

Given the strict requirements and rigorous application process, one would assume the certification is worthwhile, right? Well, as a matter of fact it is. There are a number of benefits PMI® has identified to organizations to certify their BAs…and we agree!

- **Recognition and Endorsement** – PMI® certifications recognize your knowledge, skills, and abilities. PMI® serves as an unbiased endorsement of your expertise and professional experience on a global level.
- **Increased Earnings** – PMI® certifications can lead to greater earnings. They differentiate you in the marketplace and give you a competitive advantage in the job market. Many credential holders experience salary increases because of their certification status.
- **Career Advancement –** PMI® certifications can lead to career opportunities and career advancement. PMI certification identifies you as a practitioner who has demonstrated competency and knowledge in project management processes and specialty areas of practice based on industry standards.
- **Up-to-Date Skills –** PMI® continually conducts in-depth studies to ensure that its certifications actually reflect the current skills, knowledge, and best practices you need to succeed.
- **Encourage Professional Growth –** You never have to worry about a PMI® certification becoming obsolete. The PMI® Continuing Certification Requirements (CCR) Program ensures that you to continually develop your skills and stay current as the profession changes.
- **World Renowned –** Part of that marketability comes from the prestige of PMI®'s certifications. They have provided project management certifications for over 25 years.

The PMI-PBA Exam

Hopefully, you can see that you and others at your organization can benefit from BA certification. To help you get started, here is some high-level information about the exam and tips for passing it.

PMI-PBA Exam Experience

The PMI-PBA exam is a 200 multiple-choice question exam based on the five domains, tasks within the domains, and identified knowledge and skills needed to complete these tasks. Of the 200 questions, 25 are considered pre-test questions. Pre-test questions do not affect the score and are used in examinations as an effective and legitimate way to test the validity of future questions. All questions are randomly placed throughout the exam.

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The exam is generally administered as computer-based testing and proctored by Prometric (in North America). Paper-based testing is available for those who are 300 km (186.5 miles) from a Prometric test site or for employers who wish to administer the exam internally. This guide focuses on the computer based test experience.

Four hours are provided in which to complete the exam and you may find that you need most or all of that time.

There are **no scheduled breaks** during the exam, although you are allowed to take a break if needed. If you take a break during the exam, your exam clock continues to count down.

The exam is **preceded by a tutorial and followed by a survey,** both of which are optional and can take up to 15 minutes to complete. The time used to complete the tutorial and survey is not included in the exam time of four hours.

General Exam-Taking Tactics

Like any major exam, there is a bit of tension and stress associated with it. Throughout this guide we provide tips to reduce anxiety and focus on your preparation. Like many BA practitioners, it probably has been a while since you have taken a major exam. If you've recently been in an MBA or similar program, or if you have taken the PMP® exam, you will have a slight advantage. Most people, though, need some practice in taking a long multiple-choice exam. If this applies to you, the practice exams built into the guide will help a great deal. The following tactics will also help you to prepare mentally.

Some examinees have reported a feeling that the exam got easier as they progressed through it. This feeling may be because the questions are easier at the end, may be from reduced test anxiety after 3+ hours, or may be from both. Whatever the reason, we recommend a few key tactics to help reduce your test anxiety and improve your testing performance. They are listed in the following table.

Top Ten PMI-PBA Exam-Taking Tactics

Tactic	Notes
1. Rest	Get plenty of rest the night before you take the exam. Part of successful test-taking involves problem-solving and logical elimination, so a well-rested mind and body will help you much more than last-minute, anxiety-laced cramming.
2. "Brain Dump"	Because of the length, some people find it useful to start the exam by noting a few key mnemonics and definitions. If nothing else, this "brain dump" helps alleviate a little test anxiety that many people feel in a high-stakes exam.
3. Read Each Question Carefully	A common reason people fail an exam is due to not reading each question thoroughly enough. There may be one word or phrase that affects the entire answer and it will be easy to miss those if you read the question too quickly.
4. Don't Dwell	Don't dwell on questions that seem difficult or complicated. Leave them blank and go on to the next question. Chances are it will seem easier later in the exam. You will also save time and energy

Sample

Organization of this Guide

This study guide provides information, context, and examples organized by domain and tasks. Tools and techniques are fully explained in the domain in which they are predominantly used.

Mnemonic Tip

Select tips are shown in boxes like this.

- **Text** – Presented details about business analysis and requirements, the exam, tasks, techniques, etc.
- **Tips** – Add side-notes to the text, to call out special attention to certain items.
- **Terminology Tips** – Focus on select terms that are important for preparing for the exam. Refer also to the extensive Terminology Summary in the appendix.

Project

A temporary endeavor undertaken to create a unique product or service.

- **Starred items** – Like "starred" sites in a travel book, our starred items are "not to be missed." Pay special attention to these terms, tasks, and techniques.

- **Inputs, Tools and Techniques, Outputs Overviews** – The PMI-PBA exam does not follow a specific "Body of Knowledge" in terms of identifying *inputs, tools and techniques, and outputs* (ITTOs) for each of the tasks. The study guide describes some standard concepts in inputs, tools and techniques, and outputs for each task in order to provide context and greater understanding. The PMI-PBA exam will not test specifically on these ITTOs. ITTOs may be present in test questions as a means to test your understanding of the task.

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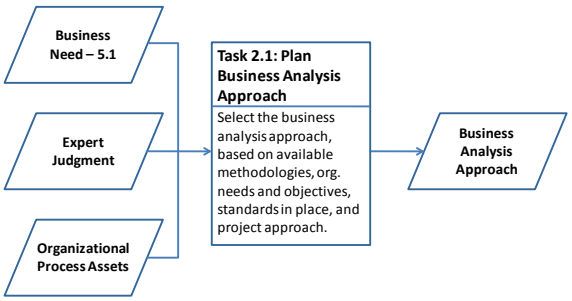
- **ITOs** – For each Task, we show a high-level diagram of the major *inputs* and *outputs*, plus a brief *task* description for each domain. Again, these are provided only for context as PMI-PBA® does not provide formal reference guidance on the inputs and outputs of each task.



Example ITO Diagram

Other Resources Contained in this Study Guide

- **Exercises** – Primarily matching, and fill-in-the-blank exercises are spread throughout the course to help you practice and reinforce the material. Sometimes you'll see a mnemonic hint and other times not.

Needs Assessment Tasks	Mnemonic
1. Define _____ _____	_____
2. Determine _____ _____	_____
3. Develop _____ _____	_____
4. Identify _____	_____
5. Elicit _____ _____	_____

- **Practice exams** – At the end of each chapter, you'll find a series of practice questions and answers. These questions are indicative of the types of questions you'll encounter on the PMI-PBA exam. In some cases, we structure the questions to help you learn and memorize a concept or term. We do this even if the type of question may not be on the exam.
- **Appendices** – Included are appendices on terminology, domains, and more practice exam questions and answers. There are 200 questions to let you practice taking a simulated exam. Your purchase of this book also gives you access to hundreds of exam questions in the PMI-PBA Online Study Exam.
- **Overall Design** – The book is organized to allow you to pick it up and study a Domain independent of the others. It certainly allows you to read sequentially if you are starting your preparation, or by jumping to a section or task where you need the most help. Use this guide the way you learn and study best.

What This Guide is Not

- This guide is not an "exam cram" book. It's designed to help you learn and master the material, not cram for an exam only to forget all you know the next day.
- This guide is not an introduction to project management or business analysis. If you are an intermediate to senior-level BA practitioner, it will be the right level for you.
- This guide is not meant for skill development. Unlike Watermark Learning's skill-based courses, this book is knowledge-based and not skill-based. You could (and we feel should) apply the knowledge in this book to your job.

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- Because this guide is focused on helping you pass the PMI-PBA exam, we do not cover how to apply the concepts to "real life." Those are completely different things and trying to do that would double the size of this book and not serve you well. We do offer select and brief examples to help relate the concepts to real life.

What This Guide Is

- Our guiding principle in writing this book is to help you structure and break down the PMI-PBA exam content so that it makes sense in your mind. That is the best preparation for you to take the exam. It is also the best way to help you retain the most information after the exam.
- Our philosophy in assembling this book is to help you learn how to learn. We don't intend for you to memorize the contents, but to use it to develop your own structures and ways to master the material, and ultimately pass the exam.
- The book is also designed so you can read and study each domain in order. But, you can also pick and choose the sections you need and read through it in any order you wish.

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PMI-PBA Exercises

Quiz 1a

Write your answers to the following recall exercises in the blanks provided. Check your answers at the end of the chapter. List the names of all the PMI-PBA domains in the blanks below. Do you recall the mnemonic? That may help get your started.

Domains	Mnemonic
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Hint: You may take a nap after one more mnemonic quiz and a 10-question practice exam!

Quiz 1b

Write the requirements classifications that are contained in the *PMBOK® Guide*, preferably in the order presented.

Requirement Types	Mnemonic
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Sample

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2. Needs Assessment

Overview

The Needs Assessment domain includes the tasks necessary to fully understand a project. This includes defining the business problem or opportunity the project is intended to support, including the project's relationship to organization goals and objectives in order to support project goals and objectives. This domain includes understanding the value the project will bring to the organization. Part of this understanding comes from understanding the project stakeholders. Stakeholder identification and analysis is critical to ensuring the project has the right inputs and information for developing recommendations and getting project scope and requirement approvals.

Needs Assessment Goal: Understand a business problem or opportunity and evaluate various inputs to help develop an effective solution.

When you are finished with this chapter, you will know:

- How to define Needs Assessment
- The five tasks contained in Needs Assessment
- The major areas of emphasis in Needs Assessment, including problem definition, goals and objectives, and stakeholder identification and analysis

Needs Assessment

The tasks for understanding the business problem or opportunity as well as to identify and evaluate inputs needed to develop an effective solution.

Domain Themes

The PMI®-PBA® exam includes several reoccurring themes. One useful way to use these themes is when you narrow down an exam question to two close answers. If one of the themes suggests one over the other, then go with the theme. The common themes to watch for in Needs Assessment are as follows:

Sample

Theme	Comments
Understand Stakeholders	Defining good requirements requires us to understand our stakeholders and adjust to their needs. For instance, the choice of tools or techniques may need to be modified based on the stakeholders involved.
Value Proposition	Valuation tools and techniques describe different ways to determine and articulate the value an organization may expect as a result of a project.
Goals and Objectives	The project should have goals and objectives that align with the organization's goals and objectives. Identifying and articulating these will provide context and scope for the project. This will further be used in Traceability and Monitoring.

Figure 2-1: PMI-PBA Themes relating to Needs Assessment

The questions for Needs Assessment represent 18 percent of all the exam questions. While this is not the largest domain in terms of number of questions, it is an important domain as it sets the stage for the project. See *Figure 2-2* below.

Domain	Percentage of Items on Test	Approximate number of questions
Domain 1: Needs Assessment	**18%**	**36**
Domain 2: Planning	**22%**	**44**
Domain 3: Analysis	**35%**	**70**
Domain 4: Traceability and Monitoring	**15%**	**30**
Domain 5: Evaluation	**10%**	**20**

Figure 2-2: Needs Assessment Domain
Source: PMI

Sample

Needs Assessment: High-Level View

Listed below are the five tasks in the Needs Assessment domain. The tasks in the domain may not be performed sequentially, but it is helpful to learn the tasks and their order as a way to remember what each of them does. PMI® does not provide task titles for each task, but rather a detailed description. See the table below for the tasks as defined by PMI® with a task title developed for this study guide in order to aid in learning and remembering the tasks.

Task 1
Define Business Need

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
Determine Value Proposition

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
Develop Project Goals

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

Identify stakeholders by reviewing goals, objectives, and requirements in order that the appropriate parties are represented, informed, and involved.

Task 5
Determine Stakeholder Values

Determine stakeholder values regarding the product, using elicitation techniques in order to provide a baseline for prioritizing requirements.

Mnemonic Tip

BVGIV: "**B**old **V**endors **G**et **S**ome **V**alue"

- **B** Define **B**usiness Need
- **V** Determine **V**alue Proposition
- **G** Develop Project **G**oals
- **S** Identify **S**takeholders
- **V** Determine Stakeholder **V**alues

To help you remember the tasks, use a mnemonic of "Bold Vendors Get Some Value." This nonsense acronym captures the tasks within Needs Assessment in their given order. The first letter of the mnemonic is highlighted to help you memorize it.

This chapter presents each of the tasks along with more information on the task descriptions, and tools and techniques used to perform each task.

Sample

Task Inputs, Tools and Techniques, and Outputs

The PMI-PBA exam does not follow a specific "Body of Knowledge" in terms of identifying inputs, tools and techniques, and outputs (ITTOs) for each of the tasks. The table below describes some standard concepts in inputs, tools and techniques, and outputs for each task in order to provide context and greater understanding. The PMI-PBA examination will not test specifically on these ITTOs. ITTOs may be present in test questions in this Study Guide as a means to test your understanding of the task.

Input	Task	Tools and Techniques	Output
Business problem or opportunity	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.	Problem Solving and Opportunity Identification Root Cause Analysis	Solution scope statement
Solution scope statement	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.	Valuation	Value proposition (Business case)
Organization goals & objectives Value proposition (Business case)	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.	Scope Models	Solution scope (updated) Project goals and objectives

Sample

Input	Task	Tools and Techniques	Output
Business case Solution scope Project goals and objectives	4. Identify stakeholders by reviewing goals, objectives, and requirements in order that the appropriate parties are represented, informed, and involved.	Stakeholder Analysis	Stakeholder register
Solution scope Project goals and objectives Stakeholder register	5. Determine stakeholder values regarding the product, using elicitation techniques in order to provide a baseline for prioritizing requirements.	Elicitation	Stakeholder values Product scope baseline

Figure 2-3: Needs Assessment ITTOs

Sample

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For over 30 years, they have used their extensive experience in both business analysis and project management to help thousands of BA, PM, and BPM practitioners develop new skills. They have helped build Watermark's training into a unique combination of industry best practices, an engaging format, and a practical approach. Attendees immediately learn the retainable real-world skills that enable them to produce enduring results.

Between them they have presented workshops, seminars, and training classes on five different continents. Their speaking history includes repeat appearances at Project Management Institute (PMI) North American, European, and Asia-Pacific Congresses, and at the BBC/Business Analysis Forum, and Business Analyst World conferences in North America and India.

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The Larsons are proud parents of two children and grandparents of six lively grandsons. They love to travel and have visited over 35 countries around the world.

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—John A. Rush IV, PMP, PMI-PBA

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