

Monitoring and Controlling

5.6 Manage Stakeholders Engagement and Communication

5.7 Assess Business Analysis Performance

8.4 Manage Changes to Requirements & Other Product Information

PMI Guide to Business Analysis

Defining and Aligning

Planning

Executing

Releasing

Initiating

4.1 Identify Problem or Opportunity

4.2 Assess Current State

4.3 Determine Future State

4.4 Determine Viable Options and Provide Recommendation

5.2 Conduct Stakeholder Analysis

5.3 Determine Stakeholder Engagement and Communication Approach

5.4 Conduct Business Analysis Planning

5.5 Prepare for Transition to Future State

4.7 Support Charter Development

6.1 Determine Elicitation Approach

7.1 Determine Analysis Approach

8.1 Determine Traceability and Monitoring Approach

9.2 Determine Solution Evaluation Approach

6.2 Prepare for Elicitation

6.3 Conduct Elicitation

6.4 Confirm Elicitation Results

8.2 Establish Relationships and Dependencies

8.3 Select and Approve Requirements

9.4 Obtain Solution Acceptance for Release

7.2 Create and Analyze Models

7.5 Verify Requirements

7.8 Identify and Analyze Product Risks

7.3 Define and Elaborate Requirements

7.6 Validate Requirements

7.9 Assess Product Design Options

7.4 Define Acceptance Criteria

7.7 Prioritize Requirements and Other Product Information

9.3 Evaluate Acceptance Results and Address Defects

9.1 Evaluate Solution Performance

5.1 Identify Stakeholders

4.6 Assemble Business Case

4.5 Facilitate Product Roadmap Development

Knowledge Areas

- 4. Needs Assessment
- 5. Stakeholder Engagement
- 6. Elicitation
- 7. Analysis
- 8. Traceability & Monitoring
- 9. Solution Evaluation



Spheres of Influence



Business Analyst

Analytical Skills	Personal Skills
Communication Skills	Tool Knowledge
Expert Judgement	Leadership Skills

Competencies

TECHNIQUES

- Change control tools
- Elicitation techniques
- Group decision making techniques
- Modeling elaboration
- Peer reviews
- Planning techniques
- Prioritization techniques
- Root cause and opportunity analysis
- Valuation techniques
- Stakeholder maps