

pmi professional in business analysis

pmi pba handbook

PMI Professional in Business Analysis PMI PBA Handbook: Your Ultimate Guide to Certification Success

pmi professional in business analysis pmi pba handbook serves as an essential resource for anyone aspiring to excel in the field of business analysis through PMI's Professional in Business Analysis (PMI-PBA) certification. This comprehensive handbook not only outlines the eligibility requirements and exam content but also offers invaluable insights into the certification process, exam preparation tips, and the benefits of becoming a PMI-PBA. Whether you are a seasoned business analyst or someone looking to break into the profession, understanding the nuances of the PMI-PBA handbook can be a game-changer in your certification journey.

Understanding the PMI Professional in Business Analysis PMI PBA Handbook

The PMI PBA Handbook is designed by the Project Management Institute (PMI) to provide candidates with a clear roadmap for achieving the Professional in Business Analysis credential. This handbook is more than just a guide; it's a comprehensive manual that covers everything from the application process, exam structure, to the code of ethics and professional conduct expected from certified practitioners.

What Is the PMI-PBA Certification?

Before diving into the handbook specifics, it's important to understand what the PMI-PBA certification represents. The PMI Professional in Business Analysis credential recognizes professionals who have demonstrated expertise in business analysis, particularly in working with project teams and stakeholders to define requirements and deliver business value. It validates your ability to bridge the gap between business needs and project outcomes.

Why Use the PMI PBA Handbook?

The PMI PBA handbook is your go-to manual for all official information about the certification. It ensures that you:

- Understand the eligibility criteria clearly.
- Know what documents and evidence you need for your application.

- Get detailed descriptions of the exam content outline.
- Learn about the exam logistics such as scheduling, fees, and retake policies.
- Familiarize yourself with the PMI Code of Ethics, which is crucial for maintaining certification integrity.

By closely following the handbook, candidates can avoid common pitfalls like application rejections or misunderstandings about exam content.

Eligibility and Application Process Explained

One of the critical sections in the PMI professional in business analysis PMI PBA handbook focuses on eligibility requirements. PMI has specific prerequisites to ensure that candidates possess adequate professional experience before attempting the exam.

Eligibility Criteria

There are two primary eligibility paths depending on your educational background:

1. ****With a secondary degree (high school diploma, associate's degree, or global equivalent):****
 - Minimum of 5,000 hours of business analysis experience working on projects.
 - 35 contact hours of education in business analysis.
2. ****With a bachelor's degree or higher:****
 - Minimum of 4,500 hours of business analysis experience on projects.
 - 35 contact hours of education in business analysis.

This experience must be within the last eight years before the application submission. The handbook clearly emphasizes documenting this experience meticulously, as PMI may audit your application.

Application Tips from the Handbook

The PMI PBA handbook encourages applicants to:

- Maintain detailed records of your business analysis work.
- Use clear, concise language when describing your experience.
- Keep track of your contact hours through formal courses, workshops, or PMI-approved training providers.
- Be honest and transparent, as PMI conducts random audits.

Following these tips can streamline your application and reduce delays.

Exam Content and Structure: What to Expect

A central component of the PMI professional in business analysis PMI PBA handbook is the detailed exam content outline. Understanding this structure helps candidates tailor their study plans effectively.

Domains Covered in the PMI-PBA Exam

The exam is divided into five key domains, each representing a significant aspect of business analysis practice:

1. ****Needs Assessment (18%)****

Identifying and analyzing business problems or opportunities.

2. ****Planning (22%)****

Developing strategies for business analysis work, including stakeholder engagement.

3. ****Analysis (35%)****

Eliciting, analyzing, and documenting requirements; defining solution options.

4. ****Traceability and Monitoring (15%)****

Managing requirements throughout the project lifecycle, ensuring alignment.

5. ****Evaluation (10%)****

Assessing solution performance and ensuring objectives are met.

The percentages indicate the approximate weight of questions from each domain on the exam, guiding candidates on where to focus their preparation.

Exam Format and Question Types

The PMI-PBA exam consists of 200 multiple-choice questions to be completed within four hours. Out of these, 25 are pretest questions that do not affect the score but are used for future exam development. The questions test your practical knowledge and application of business analysis principles in real-world scenarios.

Preparing for the PMI-PBA Exam: Strategies from the Handbook

While the PMI PBA handbook primarily provides administrative and procedural

information, it also offers guidance that can be instrumental in your preparation strategy.

Recommended Study Materials

To complement the handbook, PMI suggests utilizing:

- The PMI Guide to Business Analysis.
- PMI's published standards and frameworks related to business analysis.
- Accredited training courses from PMI's Registered Education Providers (R.E.P.s).

These materials align closely with the exam content and provide a comprehensive understanding of the concepts tested.

Effective Study Tips

Candidates often find success by:

- Creating a study schedule that covers all five exam domains.
- Joining study groups or online forums focused on PMI-PBA.
- Taking practice exams to familiarize themselves with question styles and time management.
- Reviewing PMI's Code of Ethics and Professional Conduct, as ethical scenarios may be tested.

Integrating these strategies with insights from the PMI professional in business analysis PMI PBA handbook creates a well-rounded preparation approach.

Maintaining Your PMI-PBA Certification and Professional Growth

Certification is not a one-time achievement; the PMI PBA handbook emphasizes continuing education and ethical practice.

Continuing Certification Requirements (CCR)

To maintain your PMI-PBA credential, you must earn 60 professional development units (PDUs) every three years. These PDUs can be earned through:

- Continuing education courses.

- Volunteering in business analysis or project management roles.
- Creating content or giving presentations related to business analysis.

The handbook guides how to report these PDUs and comply with PMI's renewal process, ensuring that your skills remain current.

Ethics and Professional Conduct

A unique aspect highlighted in the PMI PBA handbook is the importance of adhering to PMI's Code of Ethics and Professional Conduct. This includes responsibility, respect, fairness, and honesty in all professional dealings. Upholding these principles not only preserves your certification status but also enhances your credibility and trustworthiness in the business analysis community.

Why the PMI Professional in Business Analysis PMI PBA Handbook Is a Must-Have

Navigating the PMI-PBA certification process without the handbook is like trying to find your way without a map. It consolidates essential information that helps candidates avoid common mistakes, understand exam expectations, and align their career goals with PMI's standards.

Moreover, the handbook reflects PMI's commitment to maintaining the quality and relevance of the certification, which is recognized globally. For professionals aiming to differentiate themselves in the competitive business analysis landscape, the PMI professional in business analysis PMI PBA handbook is an indispensable companion.

Embarking on the PMI-PBA journey armed with this handbook and a strategic approach to learning can open doors to exciting career opportunities, leadership roles, and the ability to drive impactful business changes effectively.

Frequently Asked Questions

What is the PMI Professional in Business Analysis (PMI-PBA) certification?

The PMI Professional in Business Analysis (PMI-PBA) certification is a credential offered by the Project Management Institute (PMI) that recognizes expertise in business analysis. It validates a professional's ability to effectively work with stakeholders to define requirements and deliver

business value.

Who should consider obtaining the PMI-PBA certification?

Business analysts, project managers, and other professionals involved in requirements management and business analysis who want to demonstrate their skills and knowledge in business analysis practices should consider obtaining the PMI-PBA certification.

What are the eligibility requirements to apply for the PMI-PBA certification?

Applicants need either a secondary degree (high school diploma, associate's degree) with 7,500 hours of business analysis experience and 35 hours of business analysis education, or a four-year degree with 4,500 hours of business analysis experience and 35 hours of business analysis education.

What topics are covered in the PMI-PBA Handbook?

The PMI-PBA Handbook covers eligibility requirements, application process, exam policies, certification maintenance, exam content outline, and guidelines for candidates pursuing the PMI-PBA certification.

How is the PMI-PBA exam structured according to the handbook?

The PMI-PBA exam consists of 200 multiple-choice questions, including 175 scored and 25 pretest questions. The exam duration is 4 hours and covers five domains: Needs Assessment, Planning, Analysis, Traceability and Monitoring, and Evaluation.

What is the role of business analysis as outlined in the PMI-PBA Handbook?

The handbook emphasizes that business analysis involves identifying business needs, eliciting requirements, managing stakeholders, and ensuring solutions align with business goals to deliver value effectively throughout a project or initiative.

How can candidates maintain their PMI-PBA certification?

Certified professionals must earn 60 professional development units (PDUs) every three years in relevant business analysis and professional development activities to maintain their PMI-PBA certification.

Where can candidates find official resources and support for the PMI-PBA certification?

Candidates can access official resources, including the PMI-PBA Handbook, exam content outline, practice exams, and application guidance, on the Project Management Institute's official website ([pmi.org](https://www.pmi.org)). The handbook also provides contact information for customer support.

Additional Resources

PMI Professional in Business Analysis PMI PBA Handbook: A Definitive Guide for Aspiring Business Analysts

pmi professional in business analysis pmi pba handbook serves as an essential resource for business analysts aiming to align their skills with globally recognized standards. The handbook encapsulates the guidelines, eligibility criteria, examination structure, and professional requirements necessary for obtaining the PMI Professional in Business Analysis (PMI-PBA) certification. As the demand for proficient business analysts grows in diverse industries, understanding the nuances of this handbook is crucial for professionals seeking to elevate their careers and validate their expertise in business analysis.

Understanding the PMI Professional in Business Analysis PMI PBA Handbook

The PMI Professional in Business Analysis (PMI-PBA) certification distinguishes professionals who demonstrate an advanced understanding of business analysis practices. The PMI PBA handbook acts as a comprehensive manual guiding candidates through the certification journey. It details the application process, exam content outline, code of ethics, and continuing certification requirements.

Unlike many certifications that focus purely on project management, the PMI-PBA emphasizes bridging the gap between business needs and project outcomes. This focus makes it particularly relevant for professionals who engage in requirements management, stakeholder engagement, and solution assessment.

Eligibility Requirements and Application Process

One of the critical segments of the PMI PBA handbook is the eligibility criteria, which ensures that candidates possess relevant education and experience before attempting the exam. The handbook specifies two pathways based on educational background:

- **With a Secondary Degree (High School Diploma, Associate's Degree, or Global Equivalent):** Candidates must have at least 7,500 hours of business analysis experience and 35 contact hours of education in business analysis.
- **With a Bachelor's Degree or Higher:** Candidates are required to have 4,500 hours of business analysis experience and 35 contact hours of education in business analysis.

The detailed explanation of these requirements in the PMI PBA handbook helps applicants assess their readiness and gather necessary documentation for the application process. Furthermore, the handbook outlines the step-by-step procedure for submitting applications through PMI's online portal, including tips for accurately reporting experience and education.

Exam Structure and Content Outline

A significant portion of the PMI professional in business analysis PMI PBA handbook is dedicated to the exam blueprint. Understanding this section is paramount for candidates preparing for the certification test. The exam comprises 200 multiple-choice questions, out of which 175 are scored, and 25 are pretest questions used for future exams.

The exam content is divided into five domains, each reflecting core business analysis competencies:

1. **Needs Assessment (18%):** Identifying and analyzing business needs, problems, and opportunities.
2. **Planning (22%):** Defining business analysis approach, stakeholder engagement, and communication plans.
3. **Analysis (35%):** Eliciting, analyzing, and managing requirements.
4. **Traceability and Monitoring (15%):** Ensuring requirements alignment and managing changes.
5. **Evaluation (10%):** Assessing solution performance against business needs.

This distribution emphasizes the importance of practical skills in analyzing and managing requirements, which are central to successful business analysis.

Key Features of the PMI-PBA Handbook

The PMI-PBA handbook is not just an instruction manual; it embodies several features that streamline the certification process and maintain the credential's integrity.

Code of Ethics and Professional Conduct

The handbook emphasizes PMI's commitment to ethical practices by including a code of ethics and professional conduct. Candidates and certified professionals are required to adhere to principles such as honesty, responsibility, respect, and fairness. This ethical framework ensures that PMI-PBA credential holders operate with professionalism and contribute positively to their organizations.

Continuing Certification Requirements (CCR)

Maintaining the PMI-PBA certification involves fulfilling Continuing Certification Requirements, as detailed in the handbook. Credential holders must earn 60 professional development units (PDUs) every three years to maintain active status. These PDUs can be obtained through various activities, including further education, contribution to the profession, or volunteer work.

This requirement encourages ongoing learning and adaptation, which is critical in the dynamic field of business analysis.

Exam Policies and Procedures

The handbook provides clarity on exam-related policies such as scheduling, rescheduling, retake policies, and accommodations for candidates with disabilities. Understanding these policies helps candidates plan their certification journey effectively and avoid common pitfalls.

Comparative Insights: PMI-PBA and Other

Business Analysis Certifications

While the PMI professional in business analysis PMI PBA handbook centers on the PMI-PBA certification, it is useful to contextualize this credential alongside other popular certifications like IIBA's CBAP (Certified Business Analysis Professional) and ECBA (Entry Certificate in Business Analysis).

- **Focus:** PMI-PBA is heavily project-oriented and integrates business analysis within project management frameworks, whereas IIBA certifications focus more broadly on business analysis practices.
- **Prerequisites:** PMI-PBA requires significant business analysis experience combined with contact hours, similar to CBAP, but PMI-PBA also demands project management knowledge.
- **Recognition:** PMI's global recognition and integration with project management credentials can be advantageous for professionals working in projectized environments.

Understanding these distinctions helps candidates select the credential that best aligns with their career goals and industry needs.

Advantages and Limitations of the PMI-PBA Handbook

The handbook's structured and detailed approach offers clarity and confidence for certification candidates. It systematically addresses applicant concerns, from eligibility to exam content, and provides official policies that minimize ambiguity.

However, some users find the handbook dense and laden with technical jargon, which may require multiple readings to fully comprehend. Additionally, the rapid evolution of business analysis practices means candidates must complement the handbook with current study materials and real-world experience.

Practical Recommendations for Candidates Using the PMI-PBA Handbook

To maximize the benefits of the PMI professional in business analysis PMI PBA handbook, candidates should:

1. **Thoroughly Review Eligibility Criteria:** Verify that all experience and

education documentation aligns with PMI standards before application.

2. **Develop a Study Plan Based on Exam Domains:** Use the domain weightings in the handbook to allocate study time effectively.
3. **Familiarize with PMI's Code of Ethics:** Reflect on how ethical principles apply to daily business analysis tasks.
4. **Plan for Continuing Education:** Understand the CCR program early to maintain certification without disruption.
5. **Utilize Official and Supplementary Resources:** Combine the handbook with PMI's practice exams and external training to enhance preparation.

Taking a disciplined approach centered around the handbook's guidance significantly increases the likelihood of success.

The PMI professional in business analysis PMI PBA handbook remains a foundational document for any business analyst intent on earning the PMI-PBA credential. Its comprehensive coverage of procedural, ethical, and technical aspects provides a roadmap that aligns professional development with industry standards. Mastery of the handbook's content not only facilitates certification but also fosters a deeper understanding of the business analysis discipline within the context of project management.

Pmi Professional In Business Analysis Pmi Pba Handbook

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pmi professional in business analysis pmi pba handbook: PMI-PBA® Exam Practice Test and Study Guide Brian Williamson, 2017-11-07 The PMI-PBA® Exam Practice Test and Study Guide attempts to address all your questions and concerns by providing two of the most sought-after

study aids: memory maps and practice questions. The systematic use of memory maps helps aid in the efficient recall of information and can boost confidence during the exam. Well-crafted practice questions are fantastic study aids that can be used to track your progress as you learn new concepts, introduce you to the complex sentence structure that is likely to appear on the exam, and concentrate your studies by domain, essentially preparing you to pass the very challenging PMI-PBA® Exam in the allotted four hours. In addition to study hints and exam topics, this book provides references to tools and techniques that should be incorporated into your work immediately. For each of the five domains outlined in the PMI Professional in Business Analysis (PMI-PBA)® Examination Content Outline 2013 (the ECO), twenty practice questions test your knowledge. Also included is a challenging 200-question practice exam, which is representative of the actual exam. To enhance your studies, a timed, online simulated exam is also provided. At the end of the simulated exam, you can see your score per the number of questions you answered correctly. These exam questions are crafted to foster learning and reinforce content; they are not obscure or overly complicated, but rather are representative of the actual exam. Knowing what to do must be translated into doing what you know. This book helps you prepare for the PMI-PBA® exam by instilling knowledge and encouraging critical thinking. As a result, the skills attained can lead to improved project success and outcomes, and you'll have a much stronger understanding of the material, along with the tools and techniques of business analysis. PMI-PBA® is a registered trademark of the Project Management Institute.

pmi professional in business analysis pmi pba handbook: Project Management Handbook Jürg Kuster, Christian Bachmann, Mike Hubmann, Robert Lippmann, Patrick Schneider, 2023-02-07 This practical handbook offers a comprehensive guide to efficient project management. It pursues a broad, well-structured approach, suitable for most projects, and allows newcomers, experienced project managers, and decision-makers to find valuable input that matches their specific needs. The Project Management Compass guides readers through various sections of the book; templates and checklists offer additional support. The handbook's innovative structure combines concepts from systems engineering, management psychology, and process dynamics. This international edition will allow sharing of the authors' experience gained in many years of project work and over thousands of project management and leadership seminars conducted for BWI Management Education in Zurich, Switzerland. This second, entirely revised edition of the Project Management Handbook is based on the fundamentals of the previous standard work and is aligned with the German 5th edition. It now covers a large number of new or updated topics. This work has also been updated to help with the IPMA certification and offers a comprehensive reference table for all competence elements of the Individual Competence Baseline of IPMA® (ICB4).

pmi professional in business analysis pmi pba handbook: A pocket companion to PMI's PMBOK® Guide sixth Edition Anton Zandhuis, Thomas Wuttke, 2019-04-10 Note: This pocket book is available in the following languages: English, German, Dutch. This pocket guide is based on the PMBOK® Guide Sixth Edition. It contains a summary of the PMBOK® Guide, to provide a quick introduction as well as a structured overview of this framework for project management. This pocket guide deals with the key issues and themes within project management and the PMBOK® Guide as follows: - Key terms and definitions in the project management profession ' - A short overview of the activities of PMI Inc., the organization and its standards: PMBOK® Guide, Standard for Project Portfolio Management, Standard for Program Management and other standards. - The essentials of the Project Lifecycle and Organization. - What are the key project management knowledge areas and processes? Main target Group for this pocket guide is anyone with an interest in understanding the PMBOK® Guide framework or a systematic approach for project management. The book is also very useful for members of a project management team in a project environment using the PMBOK® Guide as a shared reference. A complete but concise description of the PMBOK® Guide, for anyone involved in projects or project management.

pmi professional in business analysis pmi pba handbook: The PMI Guide to Business Analysis , 2017-12-22 The Standard for Business Analysis – First Edition is a new PMI foundational

standard, developed as a basis for business analysis for portfolio, program, and project management. This standard illustrates how project management processes and business analysis processes are complementary activities, where the primary focus of project management processes is the project and the primary focus of business analysis processes is the product. This is a process-based standard, aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Sixth Edition, and to be used as a standard framework contributing to the business analysis body of knowledge.

pmi professional in business analysis pmi pba handbook: PMP Project Management Professional Exam Review Guide Kim Heldman, Vanina Mangano, Brett Feddersen, 2016-04-04 Provides focused, concise review of PMP updated 2015 Exam objectives and compliments the PMP Project Management Professional Exam Study Guide, 8th Edition and the PMP Project Management Professional Exam Deluxe Study Guide, 2nd Edition. Includes interactive online learning environment and study tools with: + 2 practice tests + Over 175 electronic flashcards + Searchable key term glossary Interactive learning environment Take your exam prep to the next level with Sybex's superior interactive online study tools. To access our learning environment, simply visit <http://sybextestbanks.wiley.com>, type in your unique PIN, and instantly gain access to: Interactive test bank with 2 practice exams More than 175 Electronic Flashcards to reinforce learning and last-minute prep before the exam Comprehensive glossary in PDF format gives you instant access to the key terms so you are fully prepared Focused, expert review for the PMP updated 2015 exam PMP: Project Management Professional Exam Review Guide, 3rd Edition, delivers targeted review of key concepts for the PMP updated 2015 exam. Organized by objective to help you find what you need and skip what you know, this new third edition has been fully updated to reflect the latest changes to the exam. This invaluable study aid aligns with A Guide to the Project Management Body of Knowledge, 5th Edition (PMBOK® Guide), administered by the Project Management Institute, and works hand-in-hand with the Sybex PMP: Project Management Professional Exam Study Guide, 8th Edition, and the PMP Project Management Professional Exam Deluxe Study Guide, 2nd Edition so you can be confident on exam day. Coverage of 100% of all exam objectives in this Study Guide means you'll be ready for Initiating the Project Planning the Project Executing the Project Monitoring and Controlling the Project Closing the Project

pmi professional in business analysis pmi pba handbook: Half Double Methodology Handbook Half Double Institute, 2022-01-11 This book has been written for all passionate project practitioners. People who are driven by the need to create real impact and are willing to take untraditional measures to lead projects. Whether you are a PMO, project owner, project leader, team member or someone who invests time in temporary endeavours undertaken to create an impact – this book is for you. This is a practical handbook designed to change your way of thinking and acting in and with projects. It provides you with hands-on principles, methods and tools to help you realize projects with double the impact in half the time, as well as real- life cases to show what it all looks like in practice. A handbook designed to enable you to go out and do it yourself. Consultancy, universities, companies and more than 1,400 practitioners have co-created the ideas presented here in this book. Half Double is a methodology created through practice, with practice. It has already created proven impact in projects around the globe, delivering on the overall ambition of realizing projects in half the time with double the impact. In essence, the book extends the known agile methods with concrete methods for impact realization, reflective leadership and a strong focus on how people are motivated and perform — it's all about placing an extreme focus on three core elements: Impact – Stakeholder satisfaction is the ultimate success criterion. Flow – Intensity and frequent interaction in project work, learning and impact. Leadership – Embrace uncertainty and make the project happen.

pmi professional in business analysis pmi pba handbook: The AMA Handbook of Project Management Paul C. Dinsmore, Jeannette Cabanis-Brewin, 2018-11-13 This book is an essential resource that presents a state-of-the-art theory and process of project management. Packed with essays and insights from the field's top professionals, this authoritative guide is the resource

professionals and students rely on for its practical guidance and big picture overview of the entire field: scheduling and budgeting, engaging stakeholders, measuring performance, managing multiple projects, resolving conflicts, using agile practices, and more. Whether you need advice keeping projects on track or help preparing for certification, this new edition explains every principle, process, and development. Revised to reflect the latest changes to A Guide to the Project Management Body of Knowledge® (PMBOK®), the fifth edition includes new information on how to: Close the strategy-implementation gap Tap the power of digital transformation Navigate M&A environments Revise your methods for nonprofit settings Keep pace with your evolving role Filled with models, case studies, and in-depth solutions, The AMA Handbook of Project Management helps you master the discipline, overcome obstacles, and fast track your projects and career.

pmi professional in business analysis pmi pba handbook: The Handbook of Continuing Professional Development for the Health IT Professional, 2017-04-21 Continuing professional development (CPD) is critical for the health IT professional. Healthcare is fast-paced, dynamic, ever-changing, and global. It's both exciting and exhausting. And it is rapidly evolving through innovation, Federal incentives, and technological advancements. For these reasons, health IT professionals must embrace lifelong learning to ensure they have the professional competencies to advance initiatives that positively impact patient care. This handbook will provide the rationale and the resources to do so and will serve as a reference to accompany one's career success.

pmi professional in business analysis pmi pba handbook: Effective PM and BA Role Collaboration Ori Schibi, Cheryl Lee, 2015-10-13 "Many have struggled with the overlap between the PM and BA roles on a project. This is a book every BA and PM should read with a highlighter in hand." —Kevin Aguanno, PMP, PMI-ACP, CSM, FPMAC, Agile Project Management Pioneer and President, Genxus The role of the business analyst (BA) has seen rapid growth over the past decade, and for good reason. Business analysis is a hybrid function that evolved from the systems analysis role over several decades into one where the individuals performing it have both a good understanding of the business and of the IT and software used to support the business. One set of activities that is the BA's specialty is the eliciting and management of accurate product requirements. Recent research has shown that when this BA role is properly executed in collaboration or partnership with the project or program manager (PM), higher quality product and project requirements are produced and managed resulting in higher success rates, with solutions that deliver business value and products and services that better satisfy stakeholder and customer needs. While leading experts all agree that collaboration between the PM and BA roles is key, the matter of how remains a subject of debate. This innovative guide shows how to address the challenges associated with the definitions of these roles and the gaps, intersections, overlaps, and touch points between the PM and BA to reduce waste, improve efficiency and effectiveness, and increase benefits to the organization. It demonstrates how this can be achieved without adding resources, or going through duplication of effort, waste, and misunderstandings that lead to failure. This essential reference evaluates the PM and BA roles current contrasting perceptions, defines the roles they should fulfill, and describes how to ensure the PM/BA partnership is maintained from the business case, through to project initiation, execution, implementation and post-project evaluation. The authors provide readers with concepts and approaches for developing a partnership between the PM and BA roles, within their own context and specific challenges, in a manner which has proven to result in a synergistic, functionally harmonious relationship that maximizes the business value these roles produce for the organization. Key FeaturesApplies concepts that are aligned with the PMI-PBASM, CBAP®/ CCBA® and PMP® certificates, the Business Analysis for Practitioners – A Practice Guide, the PMBOK® Guide, the BABOK®, and PRINCE2Divides the PM and BA roles in aligning strategy to organizational goals and estimating; addressing risks, constraints, assumptions, dependencies, and communication; and managing relationships, stakeholder expectations, organizational priorities, resources, scope, requirements, and documentation.Provides readers a practical approach to addressing the intersections between the PM and BA roles and the ability to maximize each role's contribution, while sorting out the overlapping parts and articulating the

handover points Discusses activities that need to be integrated, setting up boundaries, and lists activities that must be performed in the gaps between the PM and BA roles, in logical order, to ensure project and organizational benefits are maximized Gives an enhanced meaning to integration management within the context of role definition Illustrates the flow of work and responsibilities between the PM and the BA through both the project life cycle and the product life cycle Rationalizes the undertaking of an increased load of work early in the project with a focus on initiation and early planning activities—to gain more control over the project outcome and success Introduces collaboration techniques to improve resource allocation in the project and throughout the organization, and to streamline the transition between product requirements and project scope WAV offers downloadable checklists for determining Agile suitability, PM and BA role collaboration areas, a variety of requirements elicitation and management checklists, and other tools—available from the Web Added Value™ Download Resource Center at www.jrosspub.com

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