

General Information about Business Analysis

What is Business Analysis?

Business Analysis is the evaluation of an organization's needs—followed by the identification and management of requirements—to arrive at a solution. In short, it is the discipline of working with stakeholders to define an organization's requirements in order to shape the output of projects and ensure they deliver the expected business benefit.

How is Business Analysis related to project management?

Project management is the application of knowledge, skills, tools and techniques to project activities to meet project requirements. Requirements are an inherent aspect of Project Management (and Program Management) and Business Analysis is an important function that identifies, analyzes, and manages those requirements in order to ensure the goal of the project is achieved.

How does Business Analysis relate to Requirements Management?

Business analysis is a discipline of the broader practice of Requirements Management. Risk, complexity, change, stakeholder and communications management are components of Requirements Management but are only useful if you successfully identify and plan for them within the project and/or program plan.

How do Business Analysis and/or Requirements Management affect the success of projects and programs?

A: Requirements are essential to the development of projects and programs. In fact, project managers in PMI's 2014 Pulse of the Profession[®] study said that poor Requirements Management is a major cause of project failure, second only to changing organization priorities. That same Pulse study found that 37 percent of organizations report inaccurate requirements gathering as a primary reason for project failure.

Several studies provide more evidence of the importance of Requirements Management:

- *Business Analysis Benchmark 2009: The Path to Success*, a study by IAG consulting, found that poor requirements definition and management maturity undermines organizational competitiveness. Organizations with poor requirements maturity expend far more time, budget and management effort to achieve the same result as organizations with high maturity.
- In another study, *2011 Strategies for Project Recovery (PM Solutions)*, the number one reason for troubled projects is related to requirements.
- Poor Requirements Management made the list of *Top 5 Project Failure Reasons, or Why My Project Fails*, by Eric McConnell, which summarized data from blogs, articles and studies.

Is Requirements Management new at PMI?

No. Requirements Management has been a longstanding area of focus at PMI. In fact, PMI was one of the first organizations to embed Requirements Management within its practice standards and professional certification exams. Consider the following:

- Requirements Management has been and continues to be a part of the *PMBOK® Guide, The Standard for Program Management*, and the content for the *Project Management Professional (PMP®)* and *Program Management Professional (PgMP®)* certifications.
- For more than 20 years, PMI has presented papers on Requirements Management at its congresses and other educational programs, including SeminarsWorld™.

How does PMI view Requirements Management?

We believe that the traditional view of Requirements Management must change to reflect today's business realities. Requirements Management must shift from simply defining the outputs of a project to convincing stakeholders—both internal and external—to describe the expected business results and their associated metrics. We recognize that there are a number of methodologies (value Engineering, Systems Engineering, Software Engineering, Lean, Business Analysis and Agile) related to Requirements Management. Unfortunately, no one has identified the core activities of Requirements Management and defined how other methodologies integrate with those core activities. That is why PMI is now looking to identify accepted best practices for Requirements Management and to show how these practices work across various other disciplines.

What will PMI do to develop a body of knowledge in Requirements Management and Business Analysis?

PMI plans to publish a practice guide on Business Analysis and a practice standard on Requirements Management.

The Business Analysis practice guide will link good Requirements Management practices from *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* to the practical implementation of Business Analysis within organizations. Business Analysis subject matter experts will author the guide and PMI plans to keep the community apprised of the initiative.

The Requirements Management practice standard is a full consensus, common standard presently in development and slated for launch in 2015. This unique standard will be a collaboration between: Project Managers; Value, Software and Systems Engineers; and Business and Agile Analysts. It will address the common components of requirements across these disciplines.

General Information on the PMI-PBA

With whom did PMI consult to develop the PMI Professional in Business Analysis (PMI-PBA)?

In the development of any certification or credential, PMI engages various stakeholders that represent that particular area of focus. These individuals include thought leaders, skilled practitioners, and key organizational stakeholders who span a wide variety of industries and geographies in order to maintain a broad and all-encompassing perspective. Business Analysts, Project Managers, Systems Analysts, Engineers, Program Managers, etc. were all involved in the development of this credential.

Additionally, PMI consults with a professional credentialing organization that assists with the development of certifications and ensures that such certifications follow industry standards and best practices.

Why does the PMI-PBA focus specifically on Business Analysis?

The influence Requirements Management practices have on projects is evident. As the emphasis on Requirements Management and its relevance to project success continues to rise, so too does the importance of having skilled individuals dedicated to this function within a project team. Business analysis is a critical function that helps define business requirements in order to shape the output of projects and drive successful business outcomes. In order to ensure the quality of requirements and projects, it is crucial that individuals be skilled and knowledgeable in industry standards and best practices.

What makes the PMI-PBA different than existing certifications in this space?

There are certainly similarities between the PMI-PBA credential and other certifications, as there are fundamental elements of business analysis that will be applicable in all contexts, but the core focus for PMI in this domain is how the function and role of business analysis impacts project and program management. There are certainly some business analysis professionals that operate outside of the realm of a project/program but based on our research, most individuals practicing business analysis are doing so within the context of a project/program. The essential skills involved to work with stakeholders to define requirements in order to deliver the desired business outcome is at the heart of business analysis and is precisely what is needed to enable project success. By concentrating our attention here, we believe we can better address the needs and problems that are currently facing projects and the organizations behind those projects.

Do I need to be a business analyst to be eligible for this credential?

No. Having the specific title of business analyst is not a requirement for this credential. This credential focuses on the function of the project team member who assesses a business need and manages the requirements of a project to help implement a successful product/solution. Our research clearly indicates that the Business Analysis “hat” is worn by various people of various roles depending on the type of project or specific organization. Some examples are: business analyst, project manager, program manager, system analyst and systems engineer.

Is this meant to be a business analysis certification for project managers or PMPs specifically? How is this different than the PMP?

The PMI-PBA is not intended to be solely for project managers or individuals who already have a PMP credential. This credential can benefit anyone whose responsibilities focus on working with stakeholders to define an organization’s requirements in order to shape the output of projects and ensure they deliver the expected business benefit.

The PMP credential does touch on requirements management, as this is a component of project management, but this is not its sole focus. In contrast, the PMI-PBA concentrates entirely on business analysis and goes into much more detail on requirements management.

Do any of PMI’s other credentials serve as prerequisites for the PMI-PBA?

No. As with any credential in our program, no credential serves as a prerequisite for obtaining another and active credential holders may pursue other PMI credentials.

However, with the PMI-PBA credential there is a requirement that at least 2,000 hours of the requisite Business Analysis experience be spent working on or with project teams. If an applicant already holds a PMP or PgMP certification, this requirement would have been met at the time the credentials were obtained – therefore eliminating the need to provide evidence for the project experience requirement.

How do individuals benefit from obtaining the PMI-PBA credential?

The PMI-PBA credential validates and demonstrates a practitioner’s knowledge and experience in working with stakeholders to define their business requirements—a critical skill needed to shape the output of projects and drive successful business outcomes. It also differentiates practitioners from their non-certified peers—and because it is transferrable across methodologies, industries and geographies, it helps make them more marketable.

How does an organization benefit from having PMI-PBA credential holders?

The PMI-PBA credential provides organizations with a measurement by which they can evaluate individuals who perform Business Analysis and manage requirements for projects. It also potentially benefits the organizational bottom line. For example, the more effective Requirements Management practices are, the more likely projects will be on time and on budget and deliver their outcome.

What is the cost of the PMI-PBA credential?

Exam Administration Type	PMI Member Status	US Dollars
Computer-based testing (CBT)	member	\$405
	nonmember	\$555
Paper-based testing (PBT) available post pilot	member	\$250
	nonmember	\$400
Reexamination CBT	member	\$275
	nonmember	\$375
Reexamination PBT*	member	\$150
	nonmember	\$300
CCR credential renewal	member	\$60
	nonmember	\$150

*Not available during the pilot

Application Information

How can practitioners apply for the PMI-PBA credential pilot?

Applying for the PMI-PBA pilot will follow standard application processes and rules. Anyone interested in participating in the PMI-PBA pilot should complete and submit an application. That application will be reviewed to ensure eligibility requirements are met and then payment for the credential will need to be made. After that point, eligibility will be granted so that your test appointment can be scheduled. You must test within the designated pilot timeframe in order to be part of the pilot. Email Business.Analysis@pmi.org if you are interested.

Are PMI-PBA pilot applicants subject to PMI's application audit procedure?

Yes. All applications are subject to PMI's application audit process for which applications are selected randomly.

Eligibility Requirements

What are the eligibility requirements for the PMI-PBA?

Requirement	Education Level	
	High school diploma, Associate's degree or global equivalent	Bachelor's degree or global equivalent
Minimum Business Analysis Experience	Five years (7,500 hours) within the past eight consecutive years	Three years (4,500 hours) within the past eight consecutive years
Project Experience	2,000 hours working on project teams within the past eight consecutive years*	2,000 hours working on project teams within the past eight consecutive years*
Business Analysis Education (contact hours)	35 hours	35 hours

*The project experience requirement can be included in the 7,500/4,500 hours of Business Analysis experience noted. This means you do not need to document an additional 2,000 hours above and beyond what has been provided for the Business Analysis experience. Of the documented Business Analysis experience, at least 2,000 of those hours must have been spent working on projects. Active PMP® or PgMP® will satisfy this requirement.

Why is project experience part of the eligibility requirements for this credential?

The PMI-PBA credential centers on Business Analysis practices and competencies as they relate to managing requirements within projects and programs. While this credential focuses on Business Analysis, there is a clear connection and valuable impact between Business Analysis and project management. Business Analysis and its focus on Requirements Management is a critical factor in maintaining project success. That is why the PMI-PBA credential requires both Project Management and Business Analysis experience.

How many contact hours are required?

UPDATE: We are modifying the number of contact hours required for the pilot. Long term, the requirement will be 35 hours, as originally communicated, but for the pilot we will only require 25 hours. We've relaxed this requirement because we acknowledge that most existing business analysis education and training does not meet the 35 hour requirement. This will enable applicants to utilize more of the existing business analysis courses while allowing training providers more time to build and enhance their courses to fulfill the 35 hour requirement. All applications submitted after 4 August 2014 must adhere to the 35 hour requirement.

What content counts as business analysis education/training?

These contact hours must be specific to business analysis topics. Examples of topics could include requirements management, traceability, elicitation, data modeling, and business analysis planning, to name a few. All contact hours should align with domains, tasks, and skills detailed in the PMI-PBA Exam Content Outline.

If a project management course was taken, only those hours that specifically covered areas related to business analysis can be counted. There are certainly some areas of overlap, but every project management topic will not be relevant to business analysis and therefore will not be counted towards the PMI-PBA.

How can these contact hours be obtained?

Education and training contact hours can be achieved through completing courses offered from an employer, training company, college/university, PMI Registered Education Provider, distance learning company, etc. There should be some sort of end-of-course assessment or a certificate of completion from the course provider. Webinars will not count towards PMI-PBA contact hours.

Is there a time limitation for contact hours?

There is no time limitation associated with obtaining these contact hours. Applicants can record any education/training in business analysis topics, regardless of when it was accrued. All contact hours must be completed by the time you submit your application, however.

Pilot Information

When does the PMI-PBA pilot start?

The application will open on 12 May 2014. Testing will begin on 12 May 2014 and run through 4 August 2014.

Will there be any price discounts offered during the pilot?

Yes, a 20% rebate will be awarded to any individuals who participate in the PMI-PBA pilot. This requires that you sit for the PMI-PBA examination between 12 May and 4 August. Full payment is due up-front and the rebate will be rewarded after the pilot period has ended.

What other differences are there during the pilot phase?

One important factor to keep in mind is that exam score results will not be available immediately at the test center after taking the exam during the pilot phase. This delay in exam reports is necessary any time PMI creates a new credential exam. Candidates who sit for the exam during the pilot can expect to receive the exam score report in Q4 2014.

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Additionally, during the pilot timeframe the requirement for education/training contact hours has been reduced to 25 hours. This will only be in effect during the pilot. Anyone who submits an application after 4 August 2014 will need to adhere to the 35 hour requirement.