

PMI® Authorized Certified Associate in  
Project Management (CAPM)®  
Exam Prep Course

# Business Analysis Domains

Investigating the Five Domains of  
Business Analysis



## In This Session:



Business Analysis Planning



Needs Assessment



Requirements Elicitation and Analysis

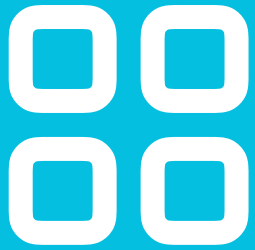


Traceability and Monitoring



Solution Evaluation

# Five Business Analysis Domains



**Business  
Analysis  
Planning**



**Needs  
Analysis**



**Requirements  
Elicitation &  
Analysis**



**Traceability &  
Monitoring**

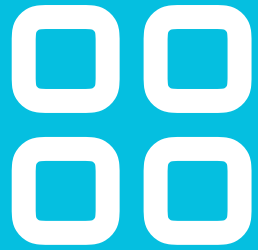


**Solution  
Evaluation**



# Business Analysis Planning

# BA Domain 1: Business Analysis Planning



**Business  
Analysis  
Planning**



**Needs  
Analysis**



**Requirements  
Elicitation &  
Analysis**



**Traceability &  
Monitoring**



**Solution  
Evaluation**

# Key Activities in Business Analysis Planning



Identifying  
stakeholders



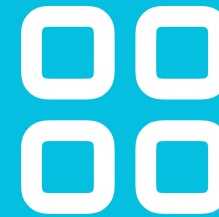
Understanding  
and engaging  
stakeholders



Requirements  
management



Evaluation



Project  
approach

# Business Analysis Plan or Requirements Management Plan?

## Business Analysis Plan

Describes how the requirements will be elicited, analyzed, documented, and managed across the project

## Requirements Management Plan

Covers planning decisions for both the product and project requirements

The business analysis plan works together with the requirements management plan

# Components of a Business Analysis Plan

- ✓ Type of activities to be conducted
- ✓ Requirements analysis models that are required or expected
- ✓ How requirements will be documented and communicated to stakeholders
- ✓ The business analysis deliverables to be produced
- ✓ Roles and responsibilities for those participating in the requirement activities
- ✓ How requirements will be prioritized, approved, and maintained
- ✓ A list of requirement states to be tracked and managed in the project
- ✓ How requirements will be validated and verified
- ✓ How the acceptance criteria will be determined for the requirements and solution validation

Project Management Institute  
(2015). *Business Analysis for Practitioners: A Practice Guide*.





# Domain 2: Needs Analysis

# BA Domain 2: Needs Analysis



Business  
Analysis  
Planning



Needs  
Analysis

What project solution addresses the **problem** or **opportunity**?

Is the proposed solution a **good use** of organizational resources?

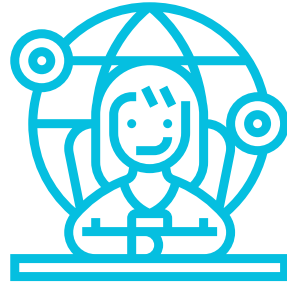
Requirements

Traceability &

Solution

What business value will be **realized**?

# Who Is Interviewed or Consulted in Needs Assessment?



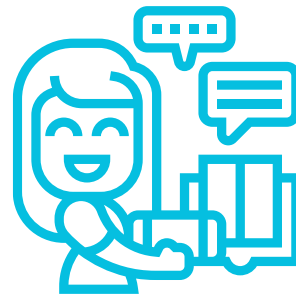
Sponsor



Product owner



Subject matter  
experts



End users



Solution team

# What Are the Needs Assessment Processes?



Identify problem or opportunity



Assess current state



Determine future state



Determine viable options and recommend solution



Facilitate product roadmap development



Assemble business case



Support project charter development

Project Management Institute.  
(2018). *The PMI Guide to  
Business Analysis.*

# Identify Problem or Opportunity



Identify problem or opportunity



Assess current state



The key goal of this process is to **formulate an understanding of the situation** that the organization is considering addressing.



Assemble business case



Support project charter development

# Drafting a Situation Statement

A situation statement is an output of the identify problem or opportunity process. When the problem is understood, as business analyst you should draft a situation statement that documents the current problem that needs to be solved or the opportunity to be explored. The format can be as simple as:

**Problem** (or opportunity) of A  
has the **effect** of B,  
with the **impact** of C.

# Critical Next Step

A situation statement is an output of the identify problem or opportunity process. When the problem is understood, as business analyst you should draft a situation statement that documents the current problem that needs to be solved or the opportunity to be explored. The format can be as simple as:



The next step is to **seek agreement**  
from business **stakeholders**

# Assess Current State



Identify problem or opportunity



Assess current state



Determine future state



Determine viable options and recommend solution



Facilitate product roadmap development



Assemble business case



Support project charter development



# The Situation Statement is a Key Input

## Current State



Examine the current environment to understand important internal or external organizational factors that may be the cause or reason for a problem or an opportunity.

## Future State



Determine gaps in existing capabilities and propose changes that address the problem or opportunity.

# The Outcome of These Processes



**S**pecific



**M**easurable



**A**ttainable



**R**elevant



**T**ime-based

# Determine Viable Options and Recommend a Solution



Identify problem or opportunity



Assess current state



Determine future state



Determine viable options and recommend solution



Facilitate product roadmap development



Assemble business case



Support project charter development

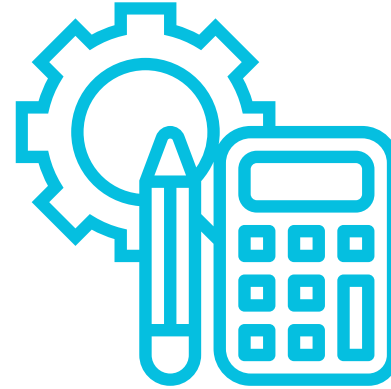
# Benchmarking



Comparing your organization’s practices, processes, and measurements of results against **established standards** or **“best in class” organizations**.

When data **cannot be collected** or insufficient information exists within an organization to understand a current state, benchmarking results may be used to **provide information**.

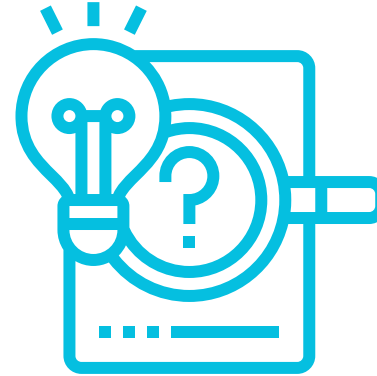
# Cost-Benefit Analysis



A financial analysis tool used to **compare the benefits** provided by a portfolio component, program, or project **against its costs**.

The results of the cost-benefit analysis are included in the **business case** to demonstrate why the solution option selected and proposed is considered the **most viable choice**.

# Elicitation



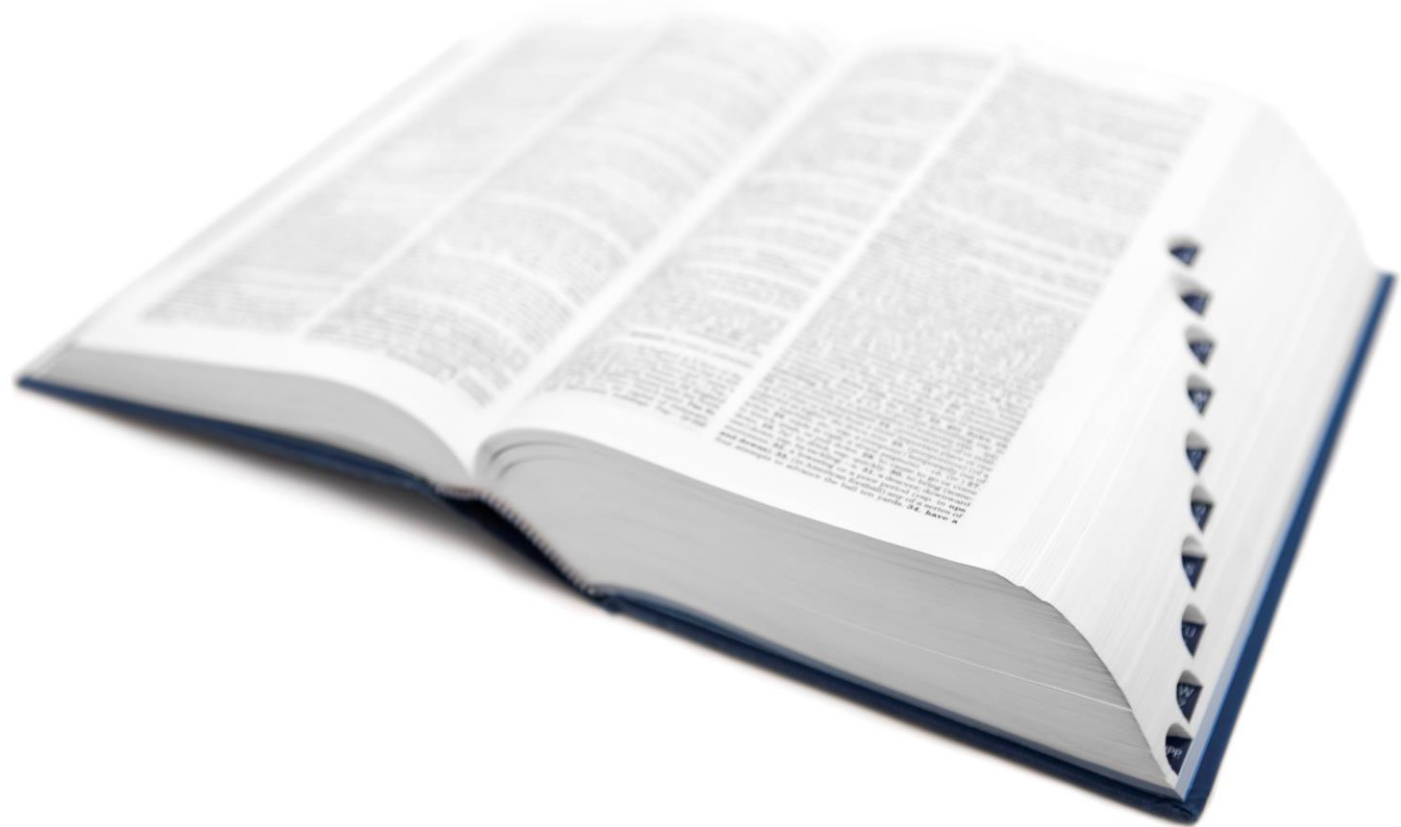
Elicitation techniques are used to **pull information** from sources.

A few common techniques:

- Brainstorming
- Facilitated workshops
- Interviews
- Persona modeling

# What Does It Mean to Assemble the Business Case?

The process of synthesizing well-researched and analyzed information to support the selection of the best portfolio components, programs, or projects to address the business' goals and objectives.



Project Management Institute.  
(2018). *The PMI Guide to Business Analysis*.

# Components Any Business Case Should Include



**Problem/  
opportunity**



**Analysis of the  
situation**



**Recommendation**



**Cost-benefit  
analysis**



**Evaluation**

Project Management Institute.  
(2018). *The PMI Guide to  
Business Analysis*.



# Support Charter Development



Identify problem or opportunity



Assess current state



Determine future state



Determine viable options and recommend solution



Facilitate product roadmap development



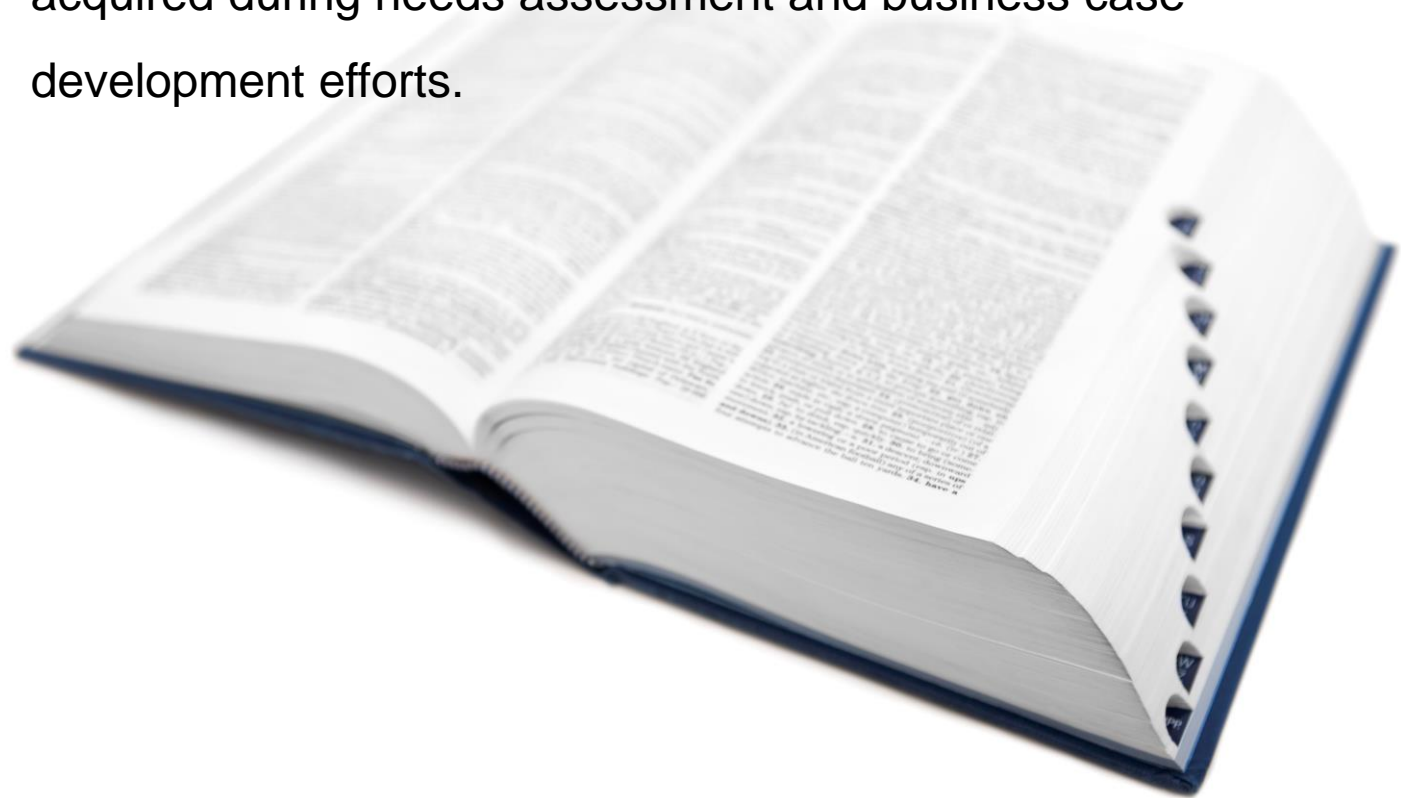
Assemble business case



Support project charter development

# What Does It Mean to Support Project Charter Development?

The process of collaborating on charter development with the sponsoring entity and stakeholder resources using the business analysis knowledge, experience, and product information acquired during needs assessment and business case development efforts.



Project Management Institute.  
(2018). *The PMI Guide to  
Business Analysis*.



Two of These  
Things Don't  
Belong



## Key Activities in Business Analysis Planning

Identifying  
Stakeholders

Engaging  
Stakeholders

Continuous  
integration

Requirements  
Management

Examine a plan  
for requirements  
traceability

Testing  
Management



# Requirements Elicitation and Analysis

# BA Domain 3: Requirements Elicitation and Analysis



Needs  
Analysis



Business  
Analysis  
Planning



Requirements  
Elicitation &  
Analysis



Traceability &  
Monitoring



Solution  
Evaluation

# Key Activities

Elicit  
requirements

Analyze,  
decompose,  
and elaborate  
requirements

Evaluate  
product  
options and  
prioritize  
requirements

Create a  
requirements  
baseline

Sign off on  
requirements

Write  
requirements  
specifications

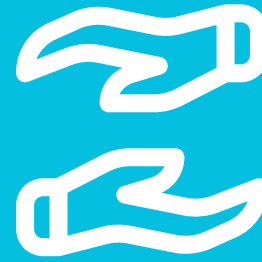
Validate  
requirements

Specify  
acceptance  
criteria

# Elicit Requirements



Asking well-thought-out questions of stakeholders



Assisting stakeholders in formulating requirements



Using appropriate techniques to elicit information



Not focusing on “how” in the elicitation step

When talking about requirements, the term *elicit* is preferred over the term *gather*

# Preparing for Elicitation



**Determine the objective**



**Determine the participants**



**Identify the resources**



**Identify the questions**



**Set the agenda**



**Schedule the elicitation activity**

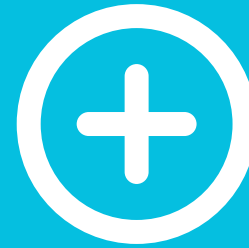
Project Management Institute.  
(2018). *The PMI Guide to Business Analysis*.



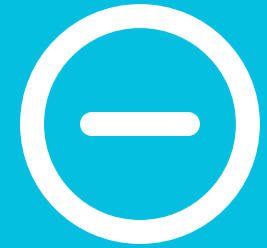
# Elicitation Techniques: Document Analysis



Analyzing existing documentation and identifying information that is relevant to the requirements.



A fast approach to gathering insights about the current state or a possible future solution



Documentation might be outdated or nonexistent, and the processes described might not be accurate; document review can be time consuming.

# Elicitation Techniques: Requirements Workshops



Facilitated, focused sessions that connect important cross-functional stakeholders to define product requirements



Large, structured, cross-functional groups from different departments can participate.

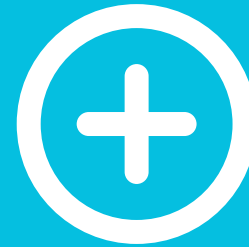


The length of a workshop can be a burden to some stakeholders. Success depends upon the facilitator's experience in organizing such workshops.

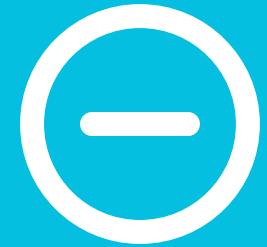
# Elicitation Techniques: Interviews



Elicit information from stakeholders by asking questions and documenting the responses



Interviews provide an opportunity to collect requirements from a small number of stakeholders and reduce confusion about outcomes compared with using large groups or workshops.

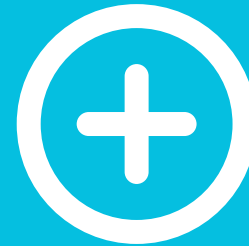


Because input is obtained from a limited pool and a small number of people, the perspective might be biased and might not reflect reality.

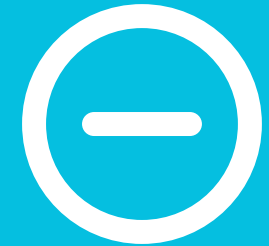
# Elicitation Techniques: Surveys



Written sets of questions to elicit information from large groups over a short time



Information from a survey can be quantified easily; ranking in order of importance is possible; suitable for benchmarking against a large pool of stakeholders; fast and easy to implement and deliver.



Requires competence in crafting questions correctly to prevent skewing the information obtained; too many survey questions can result in fatigue; response rates can be low for surveys



# Traceability and Monitoring

# BA Domain 4: Traceability and Monitoring



Business  
Analysis  
Planning



Needs  
Analysis



Requirements  
Elicitation &  
Analysis



Traceability &  
Monitoring



Solution  
Evaluation

# Key Tasks



**Trace  
requirements**



**Monitor  
requirements**



**Update  
requirements**



**Communicate  
requirements  
status**



**Manage changes  
to requirements**

# Trace Requirements

Traceability is the **ability to track** product requirements from their **origin to the deliverables** that satisfy them.

Approved requirements all need to be baselined in a document called the **traceability matrix**.

**Changes** to requirements need to be **managed**.

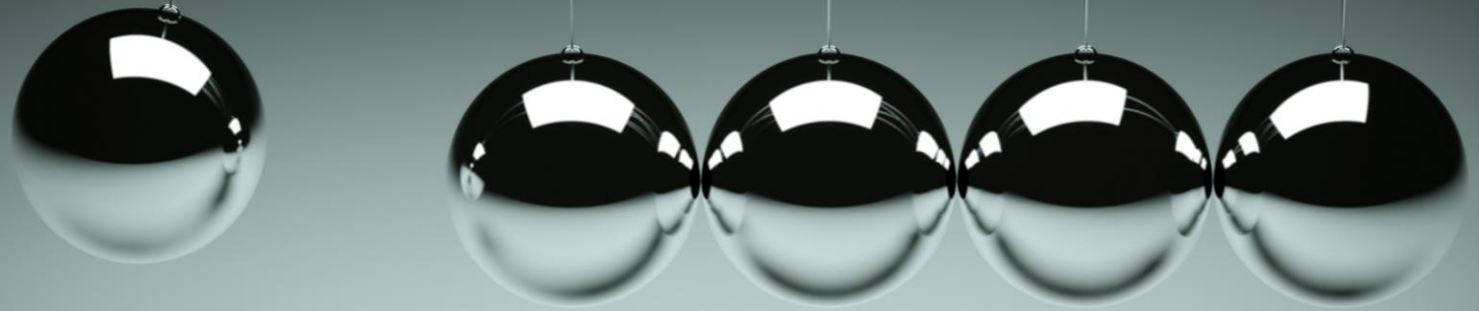


# Requirements Traceability Matrix

Business requirement document	Functional requirements document	Priority	Test case document
R-1 Registration page: allows users to use the app Requesting stakeholder: S1	FR-1: Registration using email	High	TC-1: Email check TC-2: ID check
	FR-2: Registration using Google ID or Apple ID	Medium	TC-3: Login check
	FR-3: Registration using cell phone number	Medium	TC-4: Login check
R-2 Payment module Requesting stakeholder: S2	FR-4: Payment by credit or debit card	High	TC-5: Check transfer
	FR-5: Payment by check	Low	TC-6: Check receipt

# Managing Changes to Requirements

A business analyst can **manage changes** to requirements by first **assessing the impact** of the proposed changes.

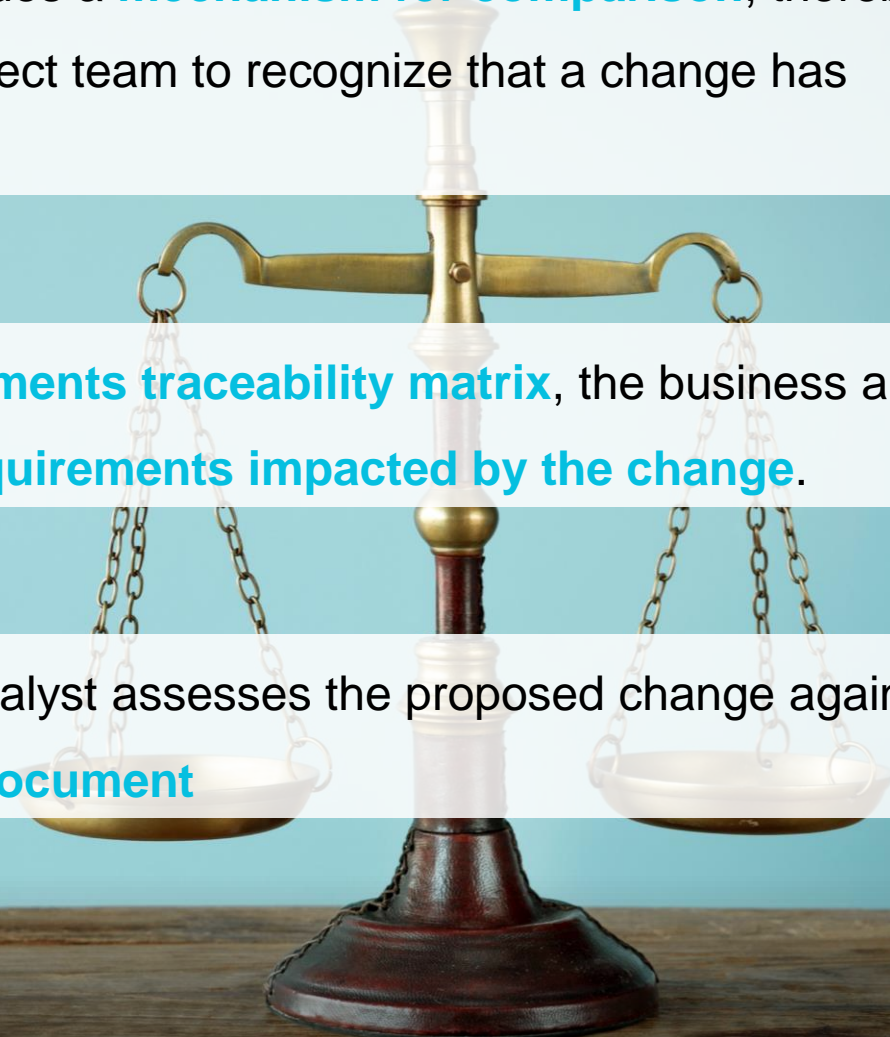


# Using a Baseline as a Basis for Comparison

A baseline provides a **mechanism for comparison**, thereby allowing the project team to recognize that a change has occurred.

Using a **requirements traceability matrix**, the business analyst identifies the **requirements impacted by the change**.

The business analyst assesses the proposed change against the **requirements document**





# Solution Evaluation

# BA Domain 5: Solution Evaluation



Business  
Analysis  
Planning



Needs  
Analysis



Requirements  
Elicitation &  
Analysis



Traceability &  
Monitoring



**Solution  
Evaluation**

# Solution Evaluation Domain Processes

Evaluate  
solution  
performance

Determine  
solution  
evaluation  
approach

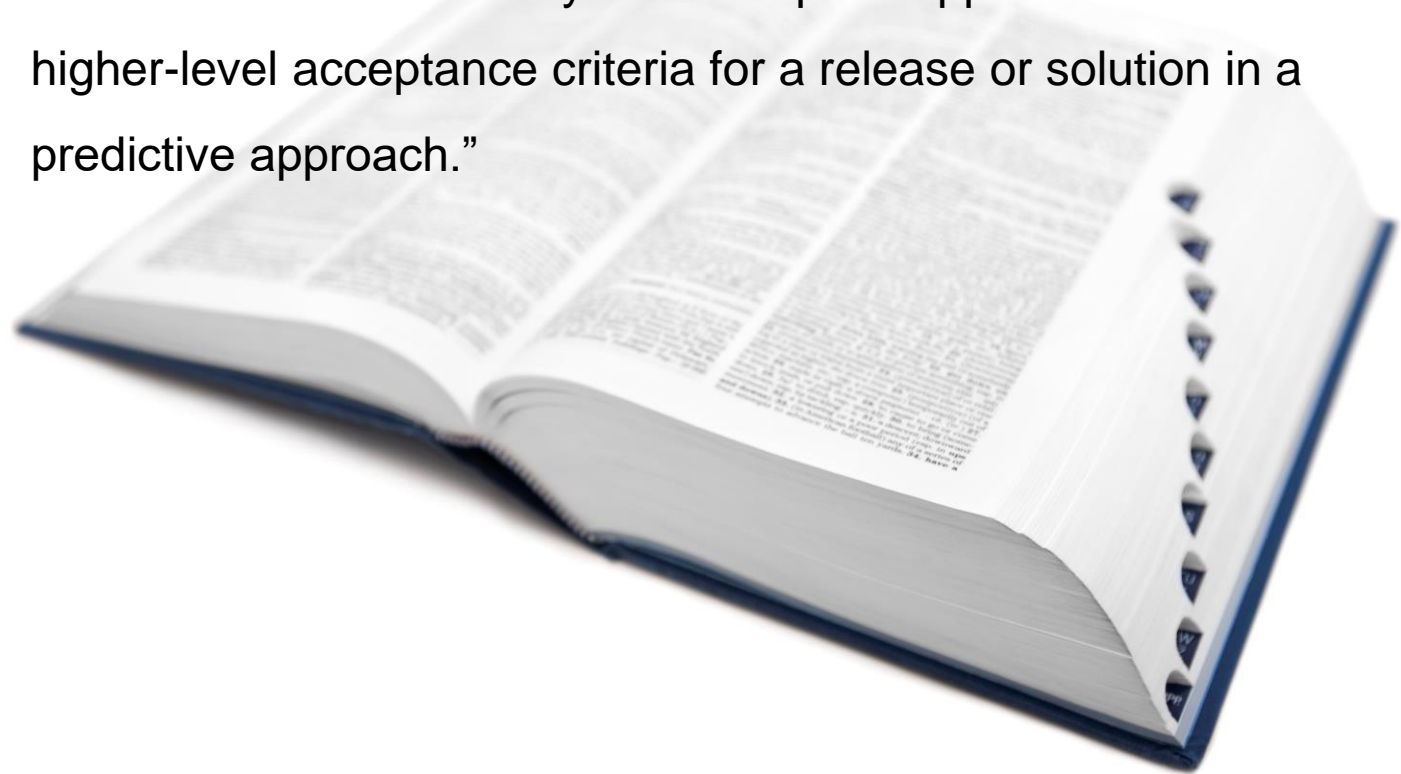
Evaluate  
acceptance  
results and  
address  
defects

Obtain  
solution  
acceptance  
for release

Evaluate the  
deployed  
solution

# How Will Performance Be Measured?

“Acceptance criteria are concrete and demonstrable conditions that have to be met for the business stakeholders or customers to accept the item. They may take the form of lists of acceptance criteria for each user story in an adaptive approach or a list of higher-level acceptance criteria for a release or solution in a predictive approach.”



Project Management Institute  
(2015). *Business Analysis for Practitioners: A Practice Guide*





# Who Will Conduct the Evaluation?

The evaluate solution performance task is led by the **business analyst** or **any individual playing the business analyst role**.

Requirements analysis, traceability, testing, and evaluation are **complementary activities**.



# Evaluate Acceptance Results and Address Defects

## Validation

The process of ensuring that all requirements accurately reflect the intent of the stakeholders

## Verification

The process of reviewing the requirements for errors and quality

# Types of Verification Processes Are Used

- Peer reviews
- Inspections
  - Walkthrough
  - Day-in-the-life testing

# Accepting the Solution for Release



Implementation strategy



Transitioning knowledge



# Meanwhile, Over at Tickets!



# Wrapping Up

# Summary



Business analysis planning



Needs assessment



Requirements elicitation and analysis



Traceability and monitoring



Solution evaluation



# Up Next: Putting It All Together

