

# Professional in Business Analysis - PBA - PMI Certification Training

Get 35 hours of approved PMI-PBA certification training. This course helps you build advanced business analysis skills, develop a portfolio of professional analysis artifacts, and earn PMI's Professional in Business Analysis certification. You'll work through challenging scenarios that reflect how experienced analysts identify business problems, engage stakeholders, define requirements, and evaluate whether solutions deliver real value. This PMI-PBA training includes exercises in stakeholder interviews, requirements prioritization, process modeling, and business case development. You'll produce practical deliverables like requirements documentation, stakeholder analysis, and business cases that you can download, reuse in your own work, and include in a professional portfolio.

[CBT Nuggets course material](#) →

 STUDY PLAN

## WEEK 1

### The PMI-PBA Certification

What Business Analysis Actually Is

The Role of the Business Analyst

BA vs PM vs PO

Predictive vs Agile Business Analysis

Quick Overview of the PMI-PBA Certification

PulsePoint Medical

Test Your Knowledge

### Defining the Business Problem and Opportunity

Introduction

Why Problem Definition Matters

Problem vs Solution Thinking

Root Cause Analysis

Defining the Solution Scope

Identifying Stakeholders Early

Common Mistakes and Exam Tips

Test Your Knowledge

### From First Answer to Real Understanding

Introduction

Why the First Answer Is Never the Final Answer

Elicitation

PulsePoint Medical

Navigating Stakeholder Perspectives

Capturing What Matters

Refining the Problem Statement

Test Your Knowledge

## **Planning the Business Analysis Approach**

Introduction

Why the BA Approach Matters

Choosing Your Approach

Defining the Scope of Analysis Work

Selecting Techniques and Deliverables

Aligning with Stakeholders and Constraints

Approach in Action

Test Your Knowledge

## **Analyzing Current Workflows and Process Reality**

Introduction

Why the Current State Matters

What a Workflow Really Is

Capturing the Current State

Identifying Breakdowns and Inefficiencies

Turning Workflows into Insights

Preparing for the Future State

Test Your Knowledge

## **Defining the Future State and Business Needs**

Introduction

What "Future State" Really Means

Bridging the Current State to the Future State

Defining the Business Needs

Validating the Future State

Prioritizing Needs and Outcomes

Translating Needs into Direction

Test Your Knowledge

## **From Priority to Ready**

Introduction

Why "Ready" Matters More Than "Defined"

What Good Work Actually Looks Like

Decomposing Work the Right Way

Acceptance Criteria That Actually Means Something

Aligning Stakeholders Before Execution

When Work Isn't Ready (And What Happens Next)

Test Your Knowledge

## **From Insight to Decision**

Introduction

Why Decision Fail (Even with Good Analysis)

From Options to Defensible Choice

Trade-Off Thinking (Every Decision Has a Cost)

Decision Frameworks That Support Judgement

Making and Presenting The Recommendation

Preparing For Commitment & Navigating Discussion

Test Your Knowledge

## **Moving From Priorities to Decisions**

Introduction

Why Decisions Stall and Why That Kills Momentum

Decision Frameworks That Actually Work

The Role of Stakeholders in Decision-Making

Making Trade-Offs Explicit

Committing to a Direction and Locking it In

When Decisions Go Wrong and What to Do About It

Test Your Knowledge

## **When the Real World Pushes Back**

Introduction

The Decision Was Clear...So Why Isn't Anything Working?

One Decision, Multiple Interpretations

Organizational Gravity

Competing Priorities and Silent Overrides

Detecting Drift Before it Becomes Failure

Regaining Control Without Starting Over

Test Your Knowledge

## **Benefits and Value Realization**

Introduction

Delivery vs Success

Defining What Value Actually Means

Measuring Performance

Why Dashboards Fall Short

Taking Action

Sustaining Value

Test Your Knowledge

## **Validating and Verifying the Solution**

Introduction

Validation vs Verification (Stop Mixing These Up)

Defining Acceptance Criteria That Actually Matter

Designing Validation Approaches (How You Prove Value)

Measuring Solution Performance (What Success Looks Like)

Identifying Gaps, Defects and Missed Outcomes

Recommend Actions (Fix, Enhance, Pivot or Retire)

Test Your Knowledge

## **The BA Proving Ground**

Introduction

Question Set 1 (Problem Framing & Elicitation)

Question Set 2 (Needs and Workflow)

Question Set 3 (Prioritization and Decision-Making)

Question Set 4 (Drift and Recovery)

Question Set 5 (Value and Validation)

PulsePoint Medical Case Study Worksheet

Final Thoughts

Test Your Knowledge

## **Identify the Problem or Opportunity**

Introduction

Where We Are

What You're Trying to Prove

Signals

Moves

Decisions Made Visible (Outputs)

Operator Insight

Test Your Knowledge

## **Assess Current State**

Introduction

What "Current State" Actually Means  
Validated Signals (What Made the Cut)  
Structure  
Confirmed Root Cause  
Capability & Performance Gaps  
The Current State Assessment (The Defensible Deliverable)  
Test Your Knowledge

### **Define the Future State**

Introduction  
What "Future State" Actually Means  
Signals  
Structure  
Decisions  
Experience Design  
The Future State Definition  
Test Your Knowledge

### **Evaluate and Select Solution Options**

Introduction  
What "Evaluation" Actually Means  
Identifying Viable Solution Options Before You Score Them  
Building Evaluation Criteria That Actually Matters  
Scoring and Comparing Options  
Trade-Off Analysis  
Making the Recommendation and Standing Behind It  
Test Your Knowledge

### **From Roadmap to Charter**

Introduction  
Why Good Ideas Die Before They Start  
Strategic Alignment  
Value Case & Funding  
The Business Case That Actually Gets Approved  
Authorization  
From Recommendation to Charter  
Test Your Knowledge

### **Identify and Analyze Stakeholders**

Introduction  
Stakeholders Who Actually Count  
Identification Techniques That Don't Miss  
Stakeholder Categories That Actually Matter  
Analysis  
Attitudes, Bias and Risk  
The Stakeholder Register

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## **WEEK 2**

Test Your Knowledge

### **Plan Stakeholder Engagement**

Introduction  
What Engagement Actually Means  
Defining Desired Engagement Levels  
Choosing Engagement Strategies That Actually Work  
Tailoring Messaging That Connects  
The Stakeholder Engagement Plan

Why Engagement Plans Break Down

Test Your Knowledge

## **Building the Business Analysis Plan**

Introduction

What A Business Analysis Plan Actually Does

Inputs That Shape the Plan, and Why They Matter

Selecting the Right Analysis Approach

Planning the Work

Governance

Communications, Traceability and Plan Adaptation

Test Your Knowledge

## **Transition to Future State**

Introduction

What Transition Actually Means

Readiness

Designing the Transition Approach

Managing Risk During Transition

Adoption & Sustainment

The Transition Plan & Execution Dashboard

Test Your Knowledge

## **Manage Engagement & Measure Performance**

Introduction

What "Manage Engagement" Actually Means

Executing the Engagement Plan in the Real World

Signals

Measuring Performance Without Gaming the System

The Feedback Loop

Performance Reporting That Drives Decisions

Test Your Knowledge

## **Define and Prepare Elicitation**

Introduction

What Elicitation Actually Means

Defining the Elicitation Approach

Selecting Techniques That Fit the Situation

Preparing Stakeholders (So You Don't Waste Their Time)

Preparing the Session

Defining Success Before You Start

Test Your Knowledge

## **Conduct Elicitation**

Introduction

What Conducting Elicitation Actually Means

Running the Session Without Losing the Room

Asking Better Questions

Reading the Signals in Real Time

Capturing Information Without Creating Chaos

Closing the Session

Test Your Knowledge

## **Confirm Elicitation Results**

Introduction

What Confirmation Really Means

Signals That Your Elicitation Results Need Validation

Confirmation Techniques That Actually Work

Contradictions, Gaps and Stakeholder Conflict

Building the Confirmed Elicitation Package

When Confirmation Goes Wrong

Test Your Knowledge

## **Define Analysis Approach**

Introduction

What "Analysis Approaches" Actually Mean

Predictive, Agile and Hybrid Approaches

Factors That Shape the Analysis Approach

Defining the Rules of Engagement

Tailoring the Approach to Reality

Where Analysis Approaches Go Wrong

Test Your Knowledge

## **Build Analysis Models**

Introduction

What Analysis Models Actually Do

Choosing the Right Model for the Problem

Process Models- Showing How Work Actually Happens

Data, Decisions and Logic Models

Visual Models for Stakeholders and Solutions

Where Modeling Goes Wrong

Test Your Knowledge

## **Define and Elaborate Requirements**

Introduction

What Defining Requirements Actually Means

Understanding Requirement Types

Turning Analysis Models Into Requirements

Writing Requirements That People Can Build

Elaborating Requirements Through Collaboration

Where Requirements Go Wrong

Test Your Knowledge

## **Define Acceptance Criteria**

Introduction

What Acceptance Criteria Actually Are

Characteristics of Effective Acceptance Criteria

Discovering Acceptance Criteria

Writing Acceptance Criteria That Work

Common Acceptance Criteria Mistakes

The Hidden Danger of Undefined Success

Test Your Knowledge

## **Verify & Validate Requirements**

Introduction

Verification vs Validation- Understanding the Difference

Verifying Requirement Quality

Validation- Confirming Business Value

The Tool Kit for Verification and Validation

Resolving Defects, Gaps and Conflicts

Where Verification and Validation Go Wrong

Test Your Knowledge

## **Prioritize Requirements**

Introduction

Why Prioritization Matters

Understanding What Creates Value  
Prioritization Techniques That Actually Work  
Facilitating Difficult Priority Conversations  
Building the Prioritized Requirements Set  
Where Prioritization Goes Wrong  
Test Your Knowledge

## **Analyze Product Risks & Assess Design Options**

Introduction  
Every Requirement Creates Risk  
Finding Product Risks Before They Find You  
Separating Important Risks From Noise  
One Requirement- Many Possible Designs  
Comparing Options and Making Recommendations  
The Most Dangerous Design in the Room  
Test Your Knowledge

## **Define Traceability Strategy**

Introduction  
What Traceability Really Means  
Determining What Should Be Traced  
Understanding Traceability Relationships  
Building the Traceability Strategy  
Using Traceability During Change  
When Traceability Helps and When It Hurts  
Test Your Knowledge

## **Manage Relationships & Dependencies**

Introduction

Reading the Traceability Map  
Identifying and Monitoring Dependencies  
Impact Analysis  
Dependency Monitoring & Escalation  
Using Relationship Information to Support Decisions  
When Dependency Management Goes Wrong  
Test Your Knowledge

## **Approve & Manage Change**

Introduction  
Why Change Control Exists  
Evaluating Change Requests  
Decision-Making and Approval  
Baselines, Versions and Change Control  
Implementing Approved Changes  
Why Change Control Fails  
Test Your Knowledge

## **Measure Solution Performance**

Introduction  
Why Measuring Performance Matters  
Establishing Measure and Baselines  
Collecting Solution Performance Data  
Evaluating Results and Identifying Gaps  
Communicating Solution Performance  
When Performance Measurement Goes Wrong  
Test Your Knowledge

## **Define Evaluation Approach**

Introduction

Why Evaluation Planning Matters

Defining Evaluation Objectives

Determining What Evidence Is Needed

Selecting Evaluation Methods

Establishing Roles, Timing and Governance

Where Evaluation Approaches Go Wrong

Test Your Knowledge

## **Evaluate Acceptance Results**

Introduction

Understanding Acceptance Results

Gathering Acceptance Evidence

Comparing Expected and Actual Results

Identifying Acceptance Challenges

Recommending Corrective Actions

Acceptance Does Not Equal Success

Test Your Knowledge

## **Release Readiness & Decision**

Introduction

What Release Readiness Really Means

Evaluating Organizational Readiness

Identifying Release Risks and Gaps

Conducting the Readiness Review

Making the Go/No-Go Recommendation

Why Releases Fail Anyway

Test Your Knowledge

## **The Final Readiness Workshop**

Introduction

Looking Back Before Moving Forward

Thinking Like PMI

Common Exam Traps

Managing the Exam Experience

Final Knowledge Reinforcement

Your Final Briefing

Test Your Knowledge

## **WEEK 3**