BLACKBIRD FOR TRAINING

PMI Professional in Business Analysis (PMI-PBA)

19 – 23 July 2027
Munich (Germany)



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Introduction

The PMI Professional in Business Analysis PMI-PBA certification has become one of the most respected and sought-after professional credentials in the field of Business Analysis. It represents a globally recognized standard for professionals who are responsible for identifying business needs, managing requirements, supporting informed decision-making, and maximizing the value delivered through projects and organizational initiatives. As organizations continue to embrace digital transformation, adapt to evolving business models, and respond to increasing stakeholder expectations, there is a growing demand for professionals who can effectively align business requirements with strategic objectives through structured Business Analysis practices.

This training course provides a comprehensive framework for understanding Business Analysis methodologies based on the internationally recognized standards and best practices established by the Project Management Institute PMI. It focuses on Business Analysis planning, stakeholder engagement, requirements elicitation, requirements analysis, documentation, solution evaluation, and requirements life cycle management. The course also explores modern Business Analysis tools, techniques, and methodologies that enable organizations to improve decision-making, reduce project risks, and increase the success of strategic initiatives.

Covering the complete Business Analysis lifecycle, this course aligns with the knowledge domains of the PMI Professional in Business Analysis PMI-PBA certification. Participants will gain a comprehensive understanding of globally recognized Business Analysis practices, current industry trends, and practical approaches for supporting organizational performance, delivering business value, and enhancing project success.

Course Objectives

By the end of this training course, participants will be able to:



- Understand the fundamental concepts and principles of Business Analysis based on the PMI Professional in Business Analysis PMI-PBA framework.
- Explain the role of Business Analysis in supporting successful projects and achieving organizational strategic objectives.
- Plan Business Analysis activities in alignment with project requirements and stakeholder expectations.
- Identify business needs and analyze business problems and opportunities using structured methodologies.
- Apply effective techniques for eliciting, analyzing, documenting, and managing business requirements.
- Manage the requirements life cycle to ensure alignment with business objectives.
- Analyze stakeholders and evaluate their roles, influence, and expectations throughout project and organizational initiatives.
- Utilize Business Analysis tools and techniques to support informed decision-making.
- Evaluate alternative solutions and recommend the most suitable options for maximizing business value.
- Measure solution performance and assess whether business objectives and expected benefits have been achieved.
- Integrate Business Analysis practices with Project Management methodologies and Agile approaches.
- Strengthen readiness for the PMI Professional in Business Analysis PMI-PBA certification by understanding its knowledge domains, examination structure, and key concepts.

Course Outlines

Day 1: Business Analysis Fundamentals and the PMI-PBA Framework

- Introduction to Business Analysis and its role in modern organizations.
- Roles and responsibilities of the Business Analyst.
- Relationship between Business Analysis and Project Management.
- Overview of the PMI Professional in Business Analysis PMI-PBA framework.
- Business Analysis knowledge areas and core practices.
- Stakeholder roles throughout the project and business lifecycle.
- Fundamental principles for delivering business value through Business Analysis.

Day 2: Business Analysis Planning and Requirements Management

- Planning Business Analysis activities.
- Identifying business needs and organizational objectives.
- Requirements elicitation techniques.
- Requirements classification, documentation, and prioritization.
- Requirements Life Cycle Management.
- Requirements validation and approval processes.
- Managing requirements changes throughout the project lifecycle.



Day 3: Requirements Analysis and Solution Evaluation

- Analyzing and refining business requirements.
- Business process modeling and workflow analysis.
- Gap analysis between current and future business states.
- Evaluating alternative solutions and business options.
- Developing effective Business Cases.
- Assessing expected business value and benefits.
- Measuring solution performance against business objectives.

Day 4: Business Analysis Tools and Techniques

- Data analysis techniques for informed decision-making.
- Business process modeling and analysis tools.
- Stakeholder analysis and expectation management techniques.
- Prioritization and decision-making methods.
- Risk management related to business requirements.
- Key Performance Indicators KPIs for Business Analysis.
- Applying Business Analysis practices within traditional and Agile environments.

Day 5: Business Analysis Governance, Value Management, and PMI-PBA Preparation

- Business Analysis governance within organizations.
- Aligning Business Analysis with organizational strategy.
- Value Management and Benefits Realization.
- International best practices in Business Analysis.
- Common Business Analysis challenges and approaches for addressing them.
- Review of the core knowledge domains covered by the PMI Professional in Business Analysis PMI-PBA certification.
- Strategies for preparing for the PMI-PBA examination and understanding its structure and requirements.



Why Attend this Course: Wins & Losses!

- Develop a comprehensive understanding of the PMI Professional in Business Analysis PMI-PBA framework and best practices.
- Strengthen the ability to identify business needs and translate them into clear, actionable requirements.
- Improve Business Analysis planning and Requirements Life Cycle Management.
- Enhance stakeholder engagement and communication throughout project and business initiatives.
- Apply proven techniques for eliciting, documenting, validating, and managing business requirements.
- Improve decision-making through effective analysis of business problems, opportunities, and solution alternatives.
- Gain practical knowledge of modern Business Analysis tools, techniques, and methodologies.
- Align business requirements with organizational strategy and business objectives.
- Understand governance, value management, and benefits realization within Business Analysis.
- Increase readiness for the PMI Professional in Business Analysis PMI-PBA certification examination by understanding its knowledge domains and examination structure.

Conclusion

Business Analysis has become a critical capability for organizations seeking to deliver successful projects, drive strategic initiatives, and create sustainable business value. As organizations continue to navigate digital transformation, evolving stakeholder expectations, and increasingly complex business environments, the ability to identify business needs, define clear requirements, evaluate solutions, and support informed decision-making has become essential for achieving organizational objectives.

This training course provides participants with a comprehensive understanding of Business Analysis principles, methodologies, and best practices based on the PMI Professional in Business Analysis PMI-PBA framework. It covers the complete Business Analysis lifecycle, including business analysis planning, stakeholder engagement, requirements elicitation, requirements analysis, requirements life cycle management, solution evaluation, governance, and value realization.

By integrating internationally recognized practices with practical Business Analysis techniques, the course enables participants to strengthen their analytical capabilities, improve collaboration with stakeholders, enhance project outcomes, and support organizational performance. Participants will also develop a solid understanding of the knowledge domains and competencies required for the PMI Professional in Business Analysis PMI-PBA certification, equipping them with the confidence to apply Business Analysis practices effectively across a wide range of projects and business initiatives.

