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CAPM® Certification  
Premium Study Guide

**Domain 4**

# Business Analysis Frameworks

**27% of the CAPM Exam**

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## Domain 4: Business Analysis Frameworks

This domain represents approximately 27% of the CAPM exam. It covers the role of the business analyst, requirements gathering and management, stakeholder communication, product roadmaps, and how project methodologies influence business analysis.

### 4.1 Business Analysis Roles and Responsibilities

The **Business Analyst (BA)** bridges the gap between stakeholders and the project team. The BA is responsible for eliciting, documenting, and managing requirements throughout the project lifecycle.

#### Key Stakeholder Roles in Business Analysis:

##### Business Analyst (BA)

Gathers and documents requirements. Facilitates communication between stakeholders and the development team. Validates that deliverables meet requirements.

##### Process Owner

Owns the business process being analyzed or improved. Responsible for the process design and outcomes.

##### Process Manager

Manages the day-to-day execution of the process. Ensures people follow the process correctly.

##### Product Manager

Manages the product being created. Responsible for the product strategy, roadmap, and market success.

##### Product Owner (Agile)

Represents the customer in agile projects. Owns and prioritizes the Product Backlog. Defines acceptance criteria.

##### Project Sponsor

Authorizes the project. Provides funding and executive support.

##### Subject Matter Expert (SME)

Has deep knowledge in a specific area. Provides input during requirements gathering.

#### Internal vs. External Roles:

Internal Roles	External Roles
Employees of the organization	Vendors, clients, regulators, consultants
Direct authority within the organization	Contractual or regulatory relationship
Examples: PM, BA, team members, sponsor	Examples: suppliers, customers, government agencies

### 4.2 Requirements Gathering Techniques

Requirements gathering (also called elicitation) is the process of discovering, documenting, and managing stakeholder needs. The BA uses a variety of techniques depending on the project context.

#### Interviews

One-on-one or small group conversations with stakeholders. Effective for gathering detailed, nuanced requirements. Can be structured (scripted questions) or unstructured (open conversation).

### **Workshops / JAD Sessions**

Facilitated group sessions that bring together stakeholders and the project team. Joint Application Design (JAD) sessions are a structured form of workshop used in software development.

### **Focus Groups**

Moderated discussions with a selected group of stakeholders. Used to gather qualitative insights about needs, preferences, or reactions to a proposed solution.

### **Surveys / Questionnaires**

Written sets of questions distributed to a large group. Efficient for gathering quantitative data from many stakeholders.

### **Observation**

Watching stakeholders perform their work to understand current processes and identify pain points. Also called "job shadowing."

### **Document Analysis**

Reviewing existing documentation (process flows, business rules, reports) to understand the current state and identify requirements.

### **Prototyping**

Creating a working model or mockup of the solution to gather feedback. Helps stakeholders visualize the end product.

### **Brainstorming**

Generating a large number of ideas in a group setting. Used for identifying requirements, risks, or solutions.

### **User Stories**

Short descriptions of features from the user's perspective. Format: "As a [user], I want [goal] so that [benefit]." Common in agile projects.

### **Use Cases**

Descriptions of how a user interacts with a system to achieve a goal. Includes actors, preconditions, main flow, and alternate flows.

## **4.3 Requirements Documentation and Traceability**

### **Requirements Traceability Matrix (RTM)**

A table that links each requirement to its source (stakeholder need) and tracks it through design, development, testing, and delivery. Ensures all requirements are addressed and no unauthorized features are added.

### **Product Backlog (Agile)**

A prioritized list of all desired features and requirements. In agile, the RTM is replaced by the Product Backlog. Items are refined and reprioritized continuously.

### **Business Requirements Document (BRD)**

A formal document describing the business needs and objectives that the project must satisfy. Used in predictive projects.

### **Functional Requirements**

What the system must DO. Describes specific behaviors or functions (e.g., "The system shall allow users to log in with an email address").

## Non-Functional Requirements

How the system must PERFORM. Describes quality attributes (e.g., performance, security, scalability, usability).

## 4.4 Product Roadmaps

A **product roadmap** is a high-level visual summary of the product vision and direction over time. It shows how the product will evolve and which features will be delivered in which releases.

- **Purpose:** Aligns stakeholders on the product vision and priorities. Communicates the planned sequence of feature delivery.
- **Releases:** The roadmap divides work into releases (or versions). Each release delivers a set of features to users.
- **Themes:** High-level groupings of related features or objectives.
- **Milestones:** Key dates or events on the roadmap (e.g., beta launch, regulatory approval).
- **Predictive vs. Agile roadmaps:** Predictive roadmaps are more fixed; agile roadmaps are flexible and updated frequently based on feedback.

## 4.5 Business Analysis in Predictive vs. Agile Environments

Aspect	Predictive Environment	Agile Environment
<b>Requirements timing</b>	All requirements gathered upfront	Requirements evolve throughout the project
<b>Documentation</b>	Comprehensive BRD and specifications	User stories and acceptance criteria
<b>BA involvement</b>	Heavy upfront; lighter during execution	Continuous throughout all sprints
<b>Change management</b>	Formal change control process	Changes welcomed; updated in backlog
<b>Stakeholder engagement</b>	Defined communication plan	Daily collaboration with Product Owner
<b>Validation</b>	Formal acceptance testing at end	Acceptance criteria validated each sprint

## 4.6 Acceptance Criteria and Validation

**Acceptance criteria** define the conditions that must be met for a deliverable or user story to be accepted by the customer or Product Owner. They are the basis for testing and validation.

- **Predictive change control:** Changes to requirements go through the formal change control process (CCB review, impact assessment, approval).
- **Adaptive change control:** Changes are added to the Product Backlog and prioritized by the Product Owner. No formal CCB required.
- **Definition of Done (DoD):** The shared team standard for when a user story or sprint is complete. Ensures consistent quality.
- **Validation vs. Verification:** Verification = "Did we build it right?" (meets specifications). Validation = "Did we build the right thing?" (meets customer needs).

## 4.7 Stakeholder Communication

Effective communication is a core competency for business analysts. The BA must tailor communication methods and frequency to each stakeholder's needs and preferences.

Channel	Best Used For
Face-to-face meetings	Best for complex discussions, conflict resolution, and sensitive topics.
Video conferencing	Effective for remote teams. Provides visual cues missing from phone calls.
Email	Good for formal communications, documentation, and non-urgent matters.
Presentations	Effective for communicating to large groups or executive stakeholders.
Reports and dashboards	Provide ongoing status updates. Useful for monitoring and controlling.
Instant messaging / chat	Good for quick, informal communication within the team.

## Exam Tips for Domain 4

- ✓ The BA bridges the gap between stakeholders and the development team.
- ✓ In predictive projects, requirements are gathered upfront; in agile, they evolve.
- ✓ The RTM ensures all requirements are tracked from source to delivery.
- ✓ In agile, the Product Backlog replaces the RTM as the primary requirements management tool.
- ✓ Acceptance criteria define what "done" means for a specific user story or deliverable.
- ✓ Validation = "Did we build the right thing?" Verification = "Did we build it right?"
- ✓ The Product Owner (not the Scrum Master) prioritizes the Product Backlog.
- ✓ Face-to-face communication is the most effective method for conveying complex information.
- ✓ A product roadmap shows the planned sequence of feature delivery across releases.
- ✓ Changes in predictive projects go through formal change control; in agile, they go into the backlog.