CBAP® V3

Case Questions
Strategy Analysis

No.1 BESTSELLER

Highlights

+ 25 Case based Questions
+ Aligned to BABoK® V3
+ 180 Days Access
+ Free Bonus chapter on IIBA®
  exam preparation tips

ADAPTIVE US
THINK BA. THINK ADAPTIVE
PREMIER EDUCATION PARTNER

IIBA®
Copyright notice

All rights reserved.

IIBA®, BABOK®, CBAP®, CCBA®, ECBA® are registered Trademarks of International Institute of Business Analysis, Canada.

All trademarks of copyrights mentioned herein are the possession of their respective owners. We make no claim of ownership by the mention of products that contain these marks.

Contents of this document should not be disclosed to any unauthorized person. This document may not, in whole or in part, be reduced, reproduced, stored in a retrieval system, translated, or transmitted in any form or by any means, electronic or mechanical.

This publication may be used in assisting aspirants for CBAP® examination. It does not warrant that use of this publication will ensure passing the CBAP® examination.
Introduction

As the book title suggests, this book is a sample question bank for the aspirants of the CBAP® examination from IIBA®, Canada.

We have created multiple question banks to assist CBAP aspirants.

A full set of questions can be purchased on our site @

http://adaptiveus.com/shop/question-bank/

This question bank is authored by qualified CBAP® trainers who have helped many other participants clear the CBAP® examination in the very first attempt. They are also regular trainers for CBAP® preparations in both corporate and open-hose workshops and have trained participants across the world – USA, Australia, Middle East, South East Asia, Europe and Africa.

Now CBAP® examination is based on BABOK® v3.0 and so is this question bank. This book is also supported by a study guide and elearning.

The CBAP® study guide and eLearnings can be purchased

http://adaptiveus.com/shop/

Feedbacks and suggestions on the book
We will be glad and thankful if you can share your feedbacks and suggestions on the book. Please send your feedbacks and suggestions to Info@AdaptiveUS.com
CBAP® V3

Case study based questions

Strategy Analysis

Time allotted: 60 Minutes

Best of luck for the examination!
Case 1

ABC Technologies (NASDAQ : ABCT) is an US based technology services and solutions organization. Founded in 2008, it has been delivering software development projects for its clients world-wide. It has been growing rapidly and expects number of projects to go more than 100 in near future.

This in turn puts significant pressure on its project management office to track projects. Often, invoices are delayed as right project effort data is not available to PMO office.

ABCT has decided to automate its project management process. Internal IT team has kick-started a project towards implementing the project management system. Kate is playing the business analyst for the proposed project management system.

ABCT top management is planning to develop an automated project governance system for the organization.
Kate has created the following AS IS process map. One of the key issues that management faces is delay in getting right information due to delay in processing and sharing of information.
1. Which one among following is true
   a. All activities currently are carried out manually
   b. All activities currently are carried out automatically
   c. Sr. management is not involved in the process
   d. PMO is not involved in the process

2. The reason why the change is being considered is
   a. Automation is always a good thing to do
   b. To improve the speed of the process
   c. To engage developers available on bench
   d. To improve quality of project deliverables

3. ABCT should
   a. Automate all manual processes in the current system
   b. Do cost benefit analysis of automating each activity
   c. Should automate data capture aspects first
   d. Should not automate customer facing processes

4. System to be developed should include
   a. Needs of all stakeholders
   b. Needs of internal stakeholders only
   c. Needs of top management only
   d. Needs of project managers only

5. Which among following statements is True
   a. Business analyst has not missed any activity
   b. Business analyst has not missed any stakeholder
   c. This will be considered as a risky project
   d. Can’t make any such assessment using the given information
Case 2

ABC Technologies (NASDAQ: ABCT) is an US based technology services and solutions organization. Founded in 2008, it has been delivering software development projects for its clients world-wide. It has been growing rapidly and expects number of projects to go more than 100 in near future.

This in turn puts significant pressure on its project management office to track projects. Often, invoices are delayed as right project effort data is not available to PMO office.

ABCT has decided to automate its project management process. Internal IT team has kick-started a project towards implementing the project management system. Kate is playing the business analyst for the proposed project management system.

Kate has created the following change strategies. A higher rating indicates something better for the organization.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Importance</th>
<th>Possible Alternatives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Rent a solution</td>
</tr>
<tr>
<td>Fitment with organizational requirements</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Cost of solution</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Flexibility to change</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Post-sales support</td>
<td>2</td>
<td>5</td>
</tr>
</tbody>
</table>

Net score

<table>
<thead>
<tr>
<th>Rent a solution</th>
<th>Buy a solution</th>
<th>In-house development</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.71</td>
<td>3.43</td>
<td>3.57</td>
</tr>
</tbody>
</table>

© Adaptive US Inc. Be IIBA® Certified BA in 3 months. Guaranteed. # 9 of 39
6. Which statement among the following is true?
   a. Business analyst has considered buy vs. build options
   b. Business analyst has considered only buying the product
   c. The organization is likely to develop the solution in-house
   d. There are no other parameters to consider while choosing change strategy

7. Which statement among the following is true among the following?
   a. Business analyst has given maximum importance to cost
   b. Business analyst has considered only renting the product
   c. Flexibility to change is extremely important to the organization
   d. The organization is likely to rent the solution

8. Which statement among the following is true among the following?
   a. Business analyst has given maximum importance to fitment with organizational needs
   b. Business analyst has considered only developing the product
   c. Flexibility to change is extremely important to the organization
   d. The organization is likely to build the solution

9. Change strategy that is best wrt meeting organizational fitment is
   a. Buy
   b. Build
c. Rent

d. Can’t say

10. The least preferred approach in terms of cost is

a. Buy
b. Build
c. Rent
d. Can’t say
Case 3

ABC Technologies (NASDAQ : ABCT) is an US based technology services and solutions organization. Founded in 2008, it has been delivering software development projects for its clients world-wide. It has been growing rapidly and expects number of projects to go more than 100 in near future.

This in turn puts significant pressure on its project management office to track projects. Often, invoices are delayed as right project effort data is not available to PMO office.

ABCT has decided to automate its project management process. Internal IT team has kick-started a project towards implementing the project management system. Kate is playing the business analyst for the proposed project management system.

The project governance system which will cost USD 500K in the first year and USD 75K per year to maintain.

Kate has created the following NPV calculations.

<table>
<thead>
<tr>
<th>Year --&gt;</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs</td>
<td>500</td>
<td>75</td>
<td>84</td>
<td>94</td>
<td>105</td>
<td>118</td>
<td>132</td>
</tr>
<tr>
<td>No. of PMS</td>
<td>50</td>
<td>75</td>
<td>100</td>
<td>125</td>
<td>150</td>
<td>175</td>
<td>200</td>
</tr>
<tr>
<td>Per Hour PM Rate</td>
<td>25</td>
<td>28</td>
<td>31</td>
<td>35</td>
<td>39</td>
<td>44</td>
<td>49</td>
</tr>
<tr>
<td>PM Hours saved per PM</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td>150</td>
<td></td>
</tr>
<tr>
<td>PM Effort Saved</td>
<td>315</td>
<td>470</td>
<td>659</td>
<td>835</td>
<td>1157</td>
<td>1430</td>
<td></td>
</tr>
<tr>
<td>Net savings</td>
<td>-500</td>
<td>240</td>
<td>385</td>
<td>564</td>
<td>730</td>
<td>1039</td>
<td>1348</td>
</tr>
<tr>
<td>Discounting rate</td>
<td>1.00</td>
<td>1.20</td>
<td>1.44</td>
<td>1.73</td>
<td>2.07</td>
<td>2.49</td>
<td>2.99</td>
</tr>
<tr>
<td>Discounted cashflow</td>
<td>-500</td>
<td>200</td>
<td>266</td>
<td>327</td>
<td>376</td>
<td>417</td>
<td>452</td>
</tr>
<tr>
<td>Estimated NPV</td>
<td>1540</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
11. Which statement among the following is an assumption made by the BA?
   a. Initial investment is 500K for the solution
   b. Project management cost will increase over the years
   c. Maintenance cost is 75K for the first year
   d. All these are estimations and hence assumptions.

12. Which statement among the following is an assumption made by the BA?
   a. Initial investment is 500K for the solution
   b. Productive hours per year is 1500 hours
   c. The solution will have a useful life span of 6 years
   d. All these are assumptions.

13. This project is likely to break even in the _____.
   a. 0th year
   b. 1st year
   c. 2nd year
   d. 3rd year

14. Actual value for the project is going to be
   a. 1540 K USD
   b. +/- 20% from 1540 K USD
   c. +/- 30% from 1540 K USD
   d. Can’t say

15. For any project, NPV should be calculated for
   a. 3 years only
   b. 6 years only
c. 5 years only

d. Can’t say
Case 4

ABC Technologies (NASDAQ: ABCT) is an US based technology services and solutions organization. Founded in 2008, it has been delivering software development projects for its clients world-wide. It has been growing rapidly and expects number of projects to go more than 100 in near future.

This in turn puts significant pressure on its project management office to track projects. Often, invoices are delayed as right project effort data is not available to PMO office.

ABCT has decided to automate its project management process. Internal IT team has kick-started a project towards implementing the project management system. Kate is playing the business analyst for the proposed project management system.

Kate has created the following risk register.

ABCT considers total RPN beyond 50 as risky project.

<table>
<thead>
<tr>
<th>Risk description</th>
<th>Probability</th>
<th>Severity</th>
<th>RPN</th>
<th>Impact</th>
<th>Mitigation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domain SME availability</td>
<td>Medium</td>
<td>Critical</td>
<td>9.00</td>
<td>High</td>
<td>Identify backups for all critical Domain SMEs.</td>
</tr>
<tr>
<td>Increase in scope</td>
<td>High</td>
<td>Critical</td>
<td>12.00</td>
<td>High</td>
<td>Discuss during steering committee meetings</td>
</tr>
<tr>
<td>Stakeholders agreement on scope</td>
<td>Very High</td>
<td>Critical</td>
<td>15.00</td>
<td>High</td>
<td>Sponsor to review efforts needed beyond 0.5 person-month to implement</td>
</tr>
<tr>
<td>Completeness of requirements</td>
<td>Medium</td>
<td>Critical</td>
<td>9.00</td>
<td>High</td>
<td>Prototypes to be approved by Domain SMEs</td>
</tr>
</tbody>
</table>

16. Which one is the most critical risk identified by the BA?
   a. Domain SME availability
   b. Increase in scope
17. The reason why “Stakeholder agreement on scope” is of highest priority because
   a. Probability is highest among the risks
   b. Impact is highest among the risks
   c. Stakeholder management is always highest priority
   d. Not enough info available to make such a statement
18. This project’s total risk is estimated as.
   a. 30
   b. 45
   c. 50
   d. 40

19. Which among following statements is True
   a. These are critical risks according to the BA
   b. There are not any more risk to the project
   c. RPN remains constant over project duration
   d. RPN is the only way to compute risk

20. Which among following statements is True
   a. Business analyst has identified mitigation plans only for high probability risks
   b. This will not be considered as a risky project
   c. This will be considered as a risky project
   d. Can’t make any such assessment using the given information
Case 5

ABC Technologies (NASDAQ : ABCT) is an US based technology services and solutions organization. Founded in 2008, it has been delivering software development projects for its clients world-wide. It has been growing rapidly and expects number of projects to go more than 100 in near future.

This in turn puts significant pressure on its project management office to track projects. Often, invoices are delayed as right project effort data is not available to PMO office.

ABCT has decided to automate its project management process. Internal IT team has kick-started a project towards implementing the project management system. Kate is playing the business analyst for the proposed project management system.

Key issues that project managers face are inconsistency in project activities and significant effort spent in collecting project effort data.

Kate has created the following To Be process map.
21. Which statement among the following is true?
   a. All activities in future will be done automatically
   b. ABCT plans to introduce a system named GRCPerfect
   c. Sr. management is involved in the process
   d. PMO is involved in the process

22. One of the key reasons why the change is being considered is
   a. Automation is always a good thing to do
   b. To reduce effort spent in data collection
   c. To engage developers available on bench
   d. To improve quality of project deliverables
23. ABCT should automate activities first which are
   a. Carried out in large frequency and simple to implement
   b. Are high cost to implement
   c. Provide fabulous reports to management
   d. Complex functionalities which are needed rarely

24. Proposed system caters primarily to the needs of
   a. Project managers
   b. Senior management
   c. PMO
   d. Developers

25. Which among following statements is True?
   a. GRCPerfect can automatically create defects from review checklist
   b. Project managers can’t update the schedule proposed by the system
   c. Project managers need to consolidate effort data
   d. Project managers need to prepare status reports
### Answers to the test

<table>
<thead>
<tr>
<th>Question Number</th>
<th>Correct option</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A</td>
<td>Observe hand icon in all activities.</td>
</tr>
<tr>
<td>2</td>
<td>B</td>
<td>Management is un-happy with the speed of the process.</td>
</tr>
<tr>
<td>3</td>
<td>B</td>
<td>Always do cost–benefit analysis before taking any decision.</td>
</tr>
<tr>
<td>4</td>
<td>A</td>
<td>All stakeholders’ needs should be considered for effectiveness of the solution.</td>
</tr>
<tr>
<td>5</td>
<td>D</td>
<td>Given the information, it is difficult to assess A, B or C.</td>
</tr>
<tr>
<td>6</td>
<td>A</td>
<td>As per the evaluation table, we see both in-house development and Buying the solution option.</td>
</tr>
<tr>
<td>7</td>
<td>D</td>
<td>As per the evaluation table, we rent option has the highest value.</td>
</tr>
<tr>
<td>8</td>
<td>A</td>
<td>As per the evaluation table, Fitment to organizational needs has highest weightage 3.</td>
</tr>
<tr>
<td>9</td>
<td>C</td>
<td>As per the evaluation table, we rent option has the highest value.</td>
</tr>
<tr>
<td>10</td>
<td>C</td>
<td>As per the evaluation table, Rent option has lowest score wrt Cost criteria.</td>
</tr>
<tr>
<td>11</td>
<td>D</td>
<td>All estimates are by design assumptions.</td>
</tr>
<tr>
<td>12</td>
<td>D</td>
<td>All estimates are by design assumptions.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>13</td>
<td>D</td>
<td>For calculating break-even, keep adding total benefit and total costs each year. The year in which total benefit surpasses total cost will be breakeven year.</td>
</tr>
<tr>
<td>14</td>
<td>D</td>
<td>Actual value will be known only when the solution has completed its useful life.</td>
</tr>
<tr>
<td>15</td>
<td>D</td>
<td>NPV should be calculated for useful life when the solution still provides significant value. Depends on nature of solution being development.</td>
</tr>
<tr>
<td>16</td>
<td>C</td>
<td>RPN is highest for the same.</td>
</tr>
<tr>
<td>17</td>
<td>A</td>
<td>Observe probability.</td>
</tr>
<tr>
<td>18</td>
<td>B</td>
<td>Summation of RPNs.</td>
</tr>
<tr>
<td>19</td>
<td>A</td>
<td>All other options are False.</td>
</tr>
<tr>
<td>20</td>
<td>B</td>
<td>Since total RPN is below 50.</td>
</tr>
<tr>
<td>21</td>
<td>B</td>
<td>Observe a lane with name “GRCPerfect”.</td>
</tr>
<tr>
<td>22</td>
<td>B</td>
<td>Stakeholders are un-happy with the effort spent on effort data collection.</td>
</tr>
<tr>
<td>23</td>
<td>A</td>
<td>All other options can be eliminated safely.</td>
</tr>
<tr>
<td>24</td>
<td>A</td>
<td>Observe number of PM activities carried out by the system.</td>
</tr>
<tr>
<td>25</td>
<td>A</td>
<td>Observe the connection between these 2 tasks and the role performing the task.</td>
</tr>
</tbody>
</table>
Complimentary Bonus Chapter on CBAP® V3 Certification Tips and Tricks
CBAP® V3 Case study based questions – Strategy Analysis – Set 01

CBAP V3 Study Guide

Table of contents

Copyright notice .................................................. Error! Bookmark not defined.
Adaptive workshops catalogue ......................................... 29

1. Preface and Introduction ........................................... 30
   What is business analysis? ......................................... 30
   Who is a Business Analyst ......................................... 30
   What is IIBA®? ..................................................... 33
   What is BABOK®? .................................................. 33
   What and Why of CBAP® .......................................... 34
   Eligibility for CBAP® ............................................. 35
   Certification process ................................................ 36
   Preparing the application .......................................... 36
   Tips for the certification examination ........................... 37
   Knowledge areas .................................................... 38
   Knowledge areas .................................................... 39
   Tasks ................................................................. 41
   Underlying competencies .......................................... 42

2. Business analysis key concepts ................................ Error! Bookmark not defined.
   Key terms ........................................................ Error! Bookmark not defined.
   Requirement Classification ....................................... Error! Bookmark not defined.
   Stakeholders ...................................................... Error! Bookmark not defined.

3. Business Analysis Planning and Monitoring ............... Error! Bookmark not defined.
3.1 Plan business analysis approach

3.2 Plan Stakeholder Engagement

3.3 Plan Business Analysis Governance

3.4 Plan Business Analysis Information Management

3.5 Identify Business Analysis Performance Improvements

4. Elicitation and Collaboration

4.1 Prepare for elicitation

4.2 Conduct elicitation

4.3 Confirm elicitation result

4.4 Communicate Business Analysis Information

4.5 Manage Stakeholder Collaboration

5. Requirements Life Cycle Management

5.1 Trace Requirements

5.2 Maintain Requirements

5.3 Prioritize Requirements

5.4 Assess Requirements Changes

5.5 Approve Requirements

6. Strategy Analysis

6.1 Analyze Current State

6.2 Define Future State

6.3 Assess Risks

6.4 Define Change Strategy

7. Requirements Analysis and Design Definition
7.1 Specify and Model Requirements

7.2 Verify Requirements

7.3 Validate Requirements

7.4 Define Requirements architecture

7.5 Define design options

7.6 Analyze Potential Value and Recommend Solution

8. Solution Evaluation

8.1 Measure Solution Performance

8.2 Analyze Performance Measures

8.3 Assess Solution Limitations

8.4 Assess Enterprise Limitations

8.5 Recommend Actions to Increase Solution Value

9. Underlying Competencies

Analytical Thinking and Problem Solving

Behavioral Characteristics

Business Knowledge

Communication Skills

Interaction Skills

Tools and Technology
About Adaptive US

Adaptive US is a leading global player helping its clients improve their business analysis and requirements engineering capabilities and practices.

Key facts

- Consulting, training, staffing and products for business analysis and requirements engineering.
- 200+ person-years consulting experience.
- 200+ Clients across the globe.
- 10+ Fortune 500 clients.
- 200+ workshops in India, US, Thailand, Philippines, Malaysia.

Recognitions

- Red Herring Top 100 finalist for Asia – 2014
- Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific
- Winner of Deloitte 2013 Technology Fast 50.
- Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum.
- Certified Microsoft BizSpark Partner.
- Nominated for prestigious Tata NEN Hottest Start-up.
Adaptive workshops catalogue

<table>
<thead>
<tr>
<th>Category</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business analysis</td>
<td>Certified Business Analyst Professional (CBAP®) (Endorsed by IIBA® , Canada)</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Certification of Competency in Business Analysis (CCBA®) (Endorsed by IIBA® , Canada)</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Entry Certificate in Business Analysis (ECBA®) (Endorsed by IIBA® , Canada)</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Certified Professional in Requirements Engineering (CPRE-FL®) (Endorsed by IREB®, Germany)</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Elicitation techniques</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Requirements modeling using UML</td>
</tr>
<tr>
<td>Business analysis</td>
<td>Behavioral skills for Bas</td>
</tr>
<tr>
<td>Business analysis</td>
<td>The ACE BA program</td>
</tr>
</tbody>
</table>

Please note that we modify course catalog based on changing business needs. For the latest information, always refer to our web-site, www.AdaptiveUS.com.
1. Preface and Introduction

What is business analysis?

BABOK® Definition: Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

Business analysis enables an enterprise to articulate its needs, rationale for change, and to design and describe solutions that can deliver value.

Business analysis can be performed within a project or across the enterprise. It can be used to understand the current state, define future state and determine activities required for transition.

Business analysis can be performed from various perspectives like agile, business intelligence, information technology, business architecture, business process management etc.

Who is a Business Analyst

A person who performs BA tasks mentioned in BABOK® is considered a business analyst
irrespective of his job title or organization role.

Business analysts elicit **actual needs** of stakeholders, not simply capture expressed desires. They are also responsible for discovering and analyzing information from various sources.

Common job titles for BAs are business architect, system analyst, requirements engineer, process analyst, management consultant, product manager etc.

Business analysts help organizations define the optimal solutions for their needs, given the set of constraints (including time, budget, regulations and others).

The main activities BAs perform are:
Understand problems and goals of the enterprise

Analyze needs and solutions

Devise strategies

Drive change

Facilitate stakeholder collaboration
What is IIBA®?

International Institute of Business Analysis (IIBA®) was founded in Toronto, Canada in October of 2003 to support the business analysis community by:

- Creating and developing awareness and recognition of the value and contribution of the business analyst.
- Defining the Business analysis body of knowledge (BABOK®).
- Providing a forum for knowledge sharing and contribution to the business analysis profession.
- Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

What is BABOK®?

BABOK® contains a description of generally accepted practices in the field of business analysis. It gives guidance on the skills and knowledge that a business analyst must possess. Contents of BABOK® have been verified thoroughly by practitioners.
BABOK® does not mandate that practices described should be followed under all circumstances.

Any set of practices MUST be tailored to the specific business analysis conditions.

The goal of revising BABOK® v2.0 and coming up the new version v3.0 are as follows:

- Incorporate new concepts and practices
- Address the evolving scope of the profession
- Incorporate lessons learnt form practitioners
- Enhance readability and usability of the guide and consistency and quality of texts and illustrations
- Improve consistency with other generally accepted BA standards

What and Why of CBAP®

CBAP® stands for Certified Business Analysis Professional, 3rd level certification provided by International Institute of Business Analysis (IIBA®), Canada (www.IIBA.org).

Following are some of the benefits of becoming a CBAP®:
Be recognized for your competency in business analysis.

Business analysis is the fastest growing career opportunity for IT professionals.

People with domain experience can move into IT sector by becoming a business analyst.

Better job prospects.

Better salary.

Eligibility for CBAP®

High school (In India, this will be higher secondary school) and above.

7500 hours of Business analysis-related work in last 10 years.

Professional development: 35 hours of verifiable BABOK® coursework. Adaptive US is an authorized EEP of IIBA®, its trainings provide desired PDUs for the CBAP® certification examination.

References: Two references from a career manager, client (internal or external) or CBAP®.
CBAP® V3 Case study based questions – Strategy Analysis – Set 01

✓ 900 hours in 4 knowledge areas.

You can download a BA experience calculator at no cost from our eStore.

Certification process

✓ Become an IIBA® member at www.IIBA®.org.

✓ Benefits include free, unlimited access to the BABOK® and 500+ online books, local, national and international networking opportunities and ability to influence the growth and direction of the BA profession.

✓ Take required training from an IIBA® EEP, such as Adaptive US (www.AdaptiveUS.com).
✓ Download BABOK® and start reading.
✓ Join a study group, or start one.
✓ Begin preparing for the application.

Preparing the application

✓ Begin the application at least 2 weeks before you plan to apply.
✓ It can take anywhere from 6–10 hours to complete.
✓ Download and use Adaptive BA experience calculator.
Apply within 6 months of when you plan to write.

You can download the CBAP® handbook for a detailed application process at IIBA® website.

Tips for the certification examination

Please keep it in your mind that CBAP® is a test on your knowledge of BABOK®, not your knowledge on business analysis practice as you may be following in your workplace.

Answers need to be as per BABOK®, not what you may think appropriate.

Questions are pretty much straightforward.

No long descriptive questions. However, there are questions with diagrams.

No long answers. All questions had single statement answers.

Avoid answers which are prescriptive. BABOK® does not provide any specific level of rigor to be adopted in any activity.

Be careful with answers which say something should be 100% or 0% - It’s very hard to find such digital options in life.

Avoid terms which are not mentioned in
BABOK®. Such a term can be technically correct, for example a specific company may have a Wok Breakdown System - however BABOK® does not have any such term. BABOK® term is Work breakdown structure.

✓ Multiple options can be technically correct; choose the **BEST** option.

✓ Do not trust long lists.

**Knowledge areas**

Knowledge areas represent areas of specific BA expertise.

There are 6 knowledge area in BABoK:
1. BA planning and monitoring
2. Elicitation and collaboration
3. Requirements life cycle management
4. Strategy analysis
5. Requirements analysis and design definition
6. Solution evaluation
Knowledge areas

<table>
<thead>
<tr>
<th>Knowledge Areas</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA planning and monitoring</td>
<td>Tasks BAs perform to organize and coordinate efforts of BAs and stakeholders</td>
</tr>
<tr>
<td>Elicitation and Collaboration</td>
<td>Tasks BAs carry out to prepare for elicitation, conduct elicitation activities, confirm results, communicate and collaborate with stakeholders</td>
</tr>
<tr>
<td>Requirements LCM</td>
<td>Tasks BAs perform to manage and maintain requirements and design information from start till end</td>
</tr>
<tr>
<td>Strategy Analysis</td>
<td>Tasks BAs perform to identify a need of strategic or tactical importance, how to collaborate and enable stakeholders to address that need etc.</td>
</tr>
<tr>
<td>Requirements Analysis and Design</td>
<td>Tasks BAs carry out to organize elicited requirements, model them, validate and verify them and identify and estimate potential value of solution options</td>
</tr>
<tr>
<td>Solution Evaluation</td>
<td>Tasks BAs perform to assess the performance and value delivered by a solution</td>
</tr>
</tbody>
</table>

The below diagram depicts the Relations between Knowledge Areas:
Tasks

A task is an essential piece of work to be performed as part of business analysis. Each task should be performed **at least once** during most BA initiatives. There is no upper limit to the number of times any task may be performed. Tasks may be performed at any scale - from few minutes to few months.

In this book, tasks are structured in the following manner:

<table>
<thead>
<tr>
<th>Purpose:</th>
<th>Short description as to why a BA performs a task and the value derived from it</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inputs</td>
<td>Stakeholders</td>
</tr>
</tbody>
</table>
This section lists the inputs for a task which will lead to outputs.

This section lists stakeholders who are likely to participate in a task.

This section lists the results produced by performing a task.

<table>
<thead>
<tr>
<th>Guidelines and Tools:</th>
<th>This section lists resources which are required to transform input into output.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Techniques:</td>
<td>This section lists the techniques that can be used to perform the BA task.</td>
</tr>
</tbody>
</table>

**Underlying competencies**

Underlying competencies are skills, knowledge and personal characteristics that support effective performance of business analysis. This is discussed in detail in Chapter 8.