

CBAP® V3 Case Study Based Question Strategy Analysis

**Free Bonus Chapter
CBAP® Certification
Tips and Tricks!**

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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 book 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-house 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@AdaptiveProcesses.com

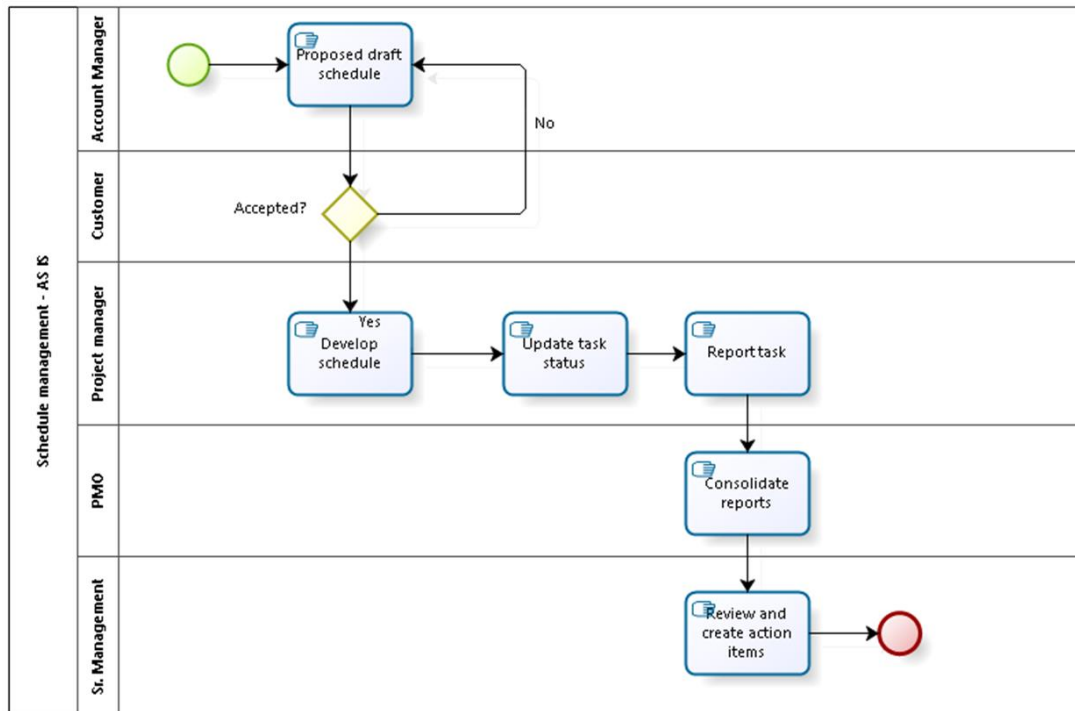
CBAP® V3
Case study
based questions
Strategy
Analysis

Time allotted: 3.5 Hours (210 Minutes)

Best of luck for the examination!

Case 1

ABCT top management is planning to develop an automated project governance system for the organization. Business analyst A has created the following AS IS process map. Some 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

ABCT top management is planning to develop a project governance system which will cost USD 500K in the first year and USD 75K per year to maintain.

Business analyst A has created the following NPV calculations.

Year -->	0	1	2	3	4	5	6
Costs	500	75	84	94	105	118	132
No. of PMS	50	75	100	125	150	175	200
Per Hour PM Rate	25	28	31	35	39	44	49
PM Hours saved per PM		150	150	150	150	150	150
PM Effort Saved	0	315	470	659	885	1157	1480
Net savings	-500	240	386	564	780	1039	1348
Discounting rate	1.00	1.20	1.44	1.73	2.07	2.49	2.99
Discounted cashflow	-500	200	268	327	376	417	452
Estimated NPV	1540						

6. Which statement among the following is an assumption made by the BA?
- Initial investment is 500K for the solution
 - Project management cost will increase over the years
 - Maintenance cost is 75K for the first year
 - All these are estimations and hence assumptions.

-
7. Which statement among the following is an assumption made by the BA?
- Initial investment is 500K for the solution
 - Productive hours per year is 1500 hours
 - The solution will have a useful life span of 6 years
 - All these are assumptions.
8. This project is likely to break even in _____ years.
- In 0th year
 - In 1st year
 - In 2nd year
 - In 3rd year
9. Actual Net present value for the project is going to .
- 1540 K USD
 - +/- 20% from 1540 K USD
 - +/- 30% from 1540 K USD
 - Can' t say
10. For any project, NPV should be calculated for
- 3 years only
 - 6 years only
 - 5 years only
 - Can' t say

Scroll down to find answers and explanations!

Complimentary
Bonus Chapter on
CBAP® V3
Certification
Tips and Tricks!

1. Preface and Introduction

What is business analysis?

Your notes:

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 analysing 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:



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 a 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 from 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 Processes 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®.

- ✓ 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](http://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 Processes (www.AdaptiveProcesses.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 straight forward.
- ✓ 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 Work 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.

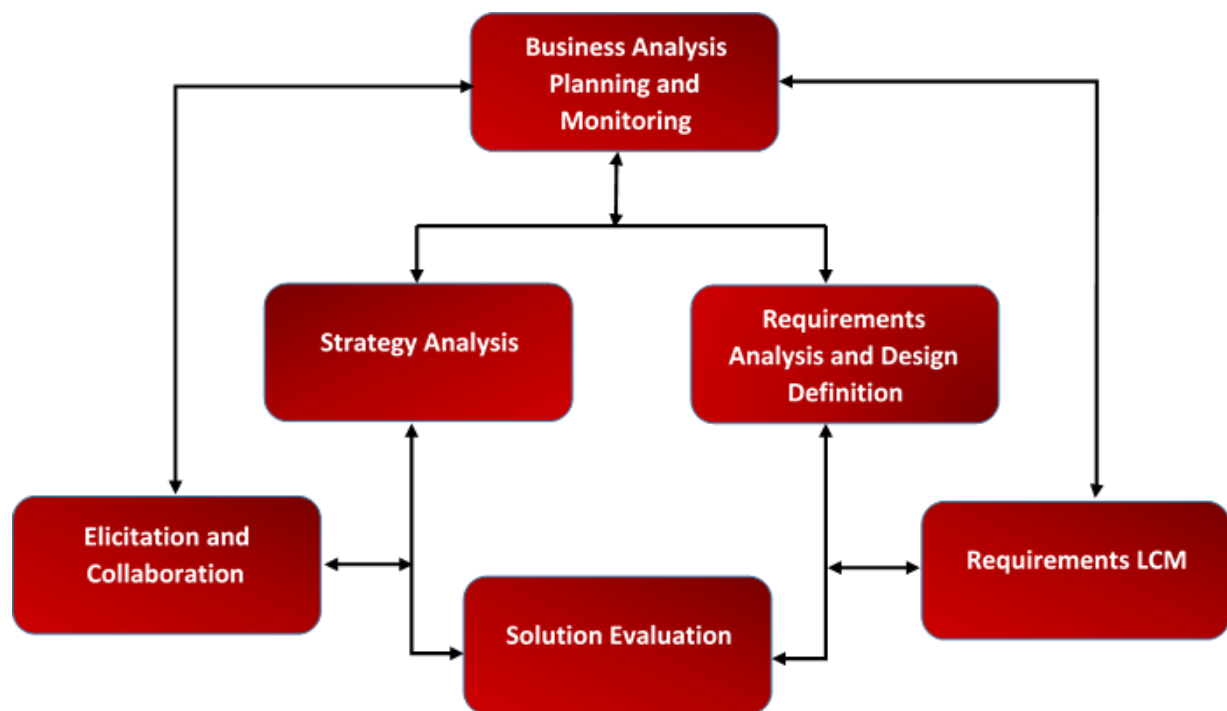
There are 6 knowledge area in BABoK:

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

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

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:

Purpose: Short description as to why a BA performs a task and
--

the value derived from it		
Inputs	Stakeholders	Outputs
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
Guidelines and Tools: This section lists resources which are required to transform input into output.		
Techniques: This section lists the techniques that can be used to perform the BA task		

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.

CBAP® V3 Study Guide

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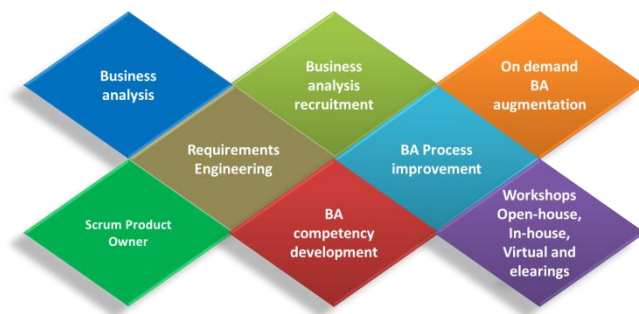
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About Adaptive Processes Consulting	

You can buy CBAP® V3 Study Guide at

<http://adaptiveus.com/shop/book/>

About Adaptive Processes Consulting

Adaptive Processes 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.

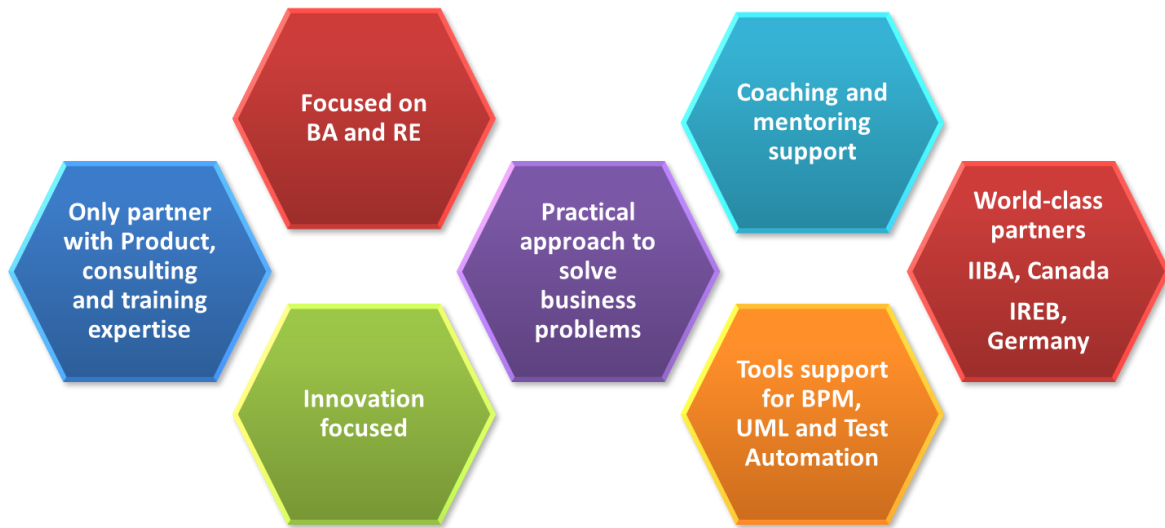


Recognitions	
✓	Red Herring Top 100 finalist for Asia – 2014
✓	Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific
✓	Winner of Deloitte 2013 Technology Fast 50.
✓	Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum.
✓	Certified Microsoft BizSpark Partner.
✓	Nominated for prestigious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






Unique benefits of working with us



Our key clients



Adaptive workshops catalogue

Category	Course Name
Business analysis	Certified Business Analyst Professional (CBAP®) (Endorsed by IIBA®, Canada)
Business analysis	Certification of Competency in Business Analysis (CCBA®) (Endorsed by IIBA®, Canada)
Business analysis	Entry Certificate in Business Analysis (ECBA®) (Endorsed by IIBA®, Canada)
Business analysis	Certified Professional in Requirements Engineering (CPRE®) (Endorsed by IREB, Germany)
Business analysis	Elicitation techniques
Business analysis	Requirements modeling using UML
Business analysis	Behaviorial skills for Bas
Business analysis	The ACE BA program
Agile	Certified Agile Practitioner
Agile	Introduction to Agile and Scrum
BSC	Balance Score Card
CMMI	CMMI for Services
CMMI	Introduction to CMMI for Development
CMMI	CMM Implementation Workshop
CoBIT	Introduction to COBIT
Excel	Excel for Executive Managers
ISO 27001	Certified ISO 27001 Implementer

ISO 27001	Certified ISO 27001 Internal Auditor
Project Management	Introduction to MS-Project
Project Management	Project Management Basics
Project Management	Program Management Professional
Project Management	Stakeholder Management
Six Sigma	Six Sigma Green Belt
Project Management	Certified Software Team Lead
Software Engineering	Configuration Management
Software Engineering	Good Programming Practices
Software Engineering	Introduction to Software Quality
Software Engineering	Requirements Management
Software Engineering	Software Engineering Principles
Software Engineering	Introduction to Software QA
Software Engineering	Software Reviews
Software Engineering	Software Testing Principles
Software Engineering	Software Metrics
Software Engineering	Statistics for Project Managers
Software Engineering	Statistical Process Control

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

Answers to the test

Question Number	Correct option	Explanation
1	A	Observe hand icon in all activities.
2	B	Management is un-happy with the speed of the process.
3	B	Always do cost-benefit analysis before taking any decision.
4	A	All stakeholders' needs should be considered for effectiveness of the solution.
5	D	Given the information, it is difficult to assess A, B or C.
6	D	All estimates are by design assumptions.
7	D	All estimates are by design assumptions.
8	C	Please observe the positive benefit of USD 240K + USD 386K overcome initial investment of USD 500K.
9	D	Actual NPV will be known only when the solution has completed its useful life.
10	D	NPV should be calculated for useful life when the solution still provides significant value. Depends on nature of solution being development.

Looking for more questions?

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

Find us on Amazon Kindle as well.