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Of Your CBAP® V3
Preparation Effort



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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 guidebook for the aspirants of the CBAP® examination from IIBA®, Canada. We value your time and hence the book is designed to be extremely specific – Help you pass the certification examination with least possible effort.

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 book. This book presents BABOK® concepts in a tabular format which is easy to understand. This book will soon be followed by an audio book and elearning to further assist participants.

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.

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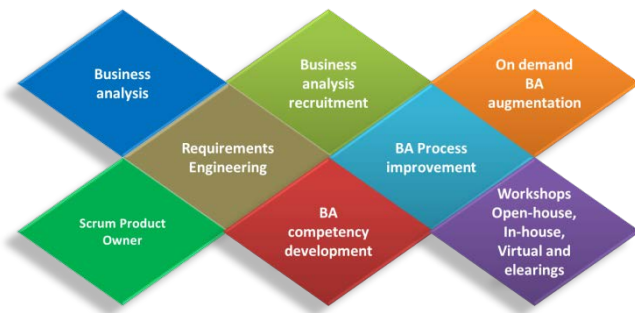
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About Adaptive US

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



Key facts

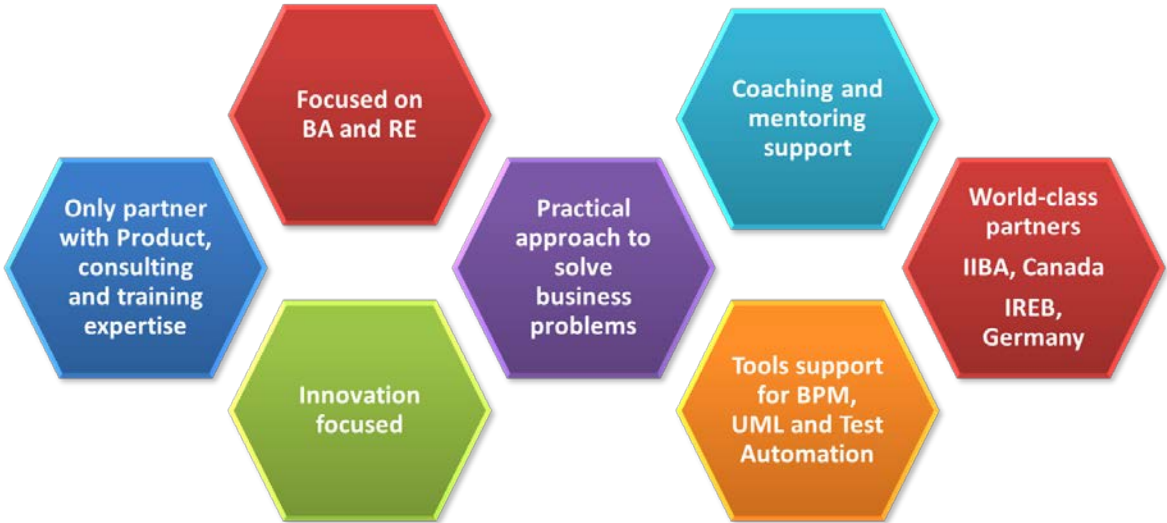
- ✓ Consulting, training, staffing and products for business analysis and requirements engineering.
- ✓ 200+ person-years consulting experience.
- ✓ 200+ Clients across the globe.
- ✓ 10+ Fortune 500 clients.
- ✓ 200+ workshops in India, US, Thailand, Philippines, Malaysia.

| 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. |






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 Capability in Business Analysis (CCBA) (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 |

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?

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](http://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®.
- ✓ 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 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® web-site.

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

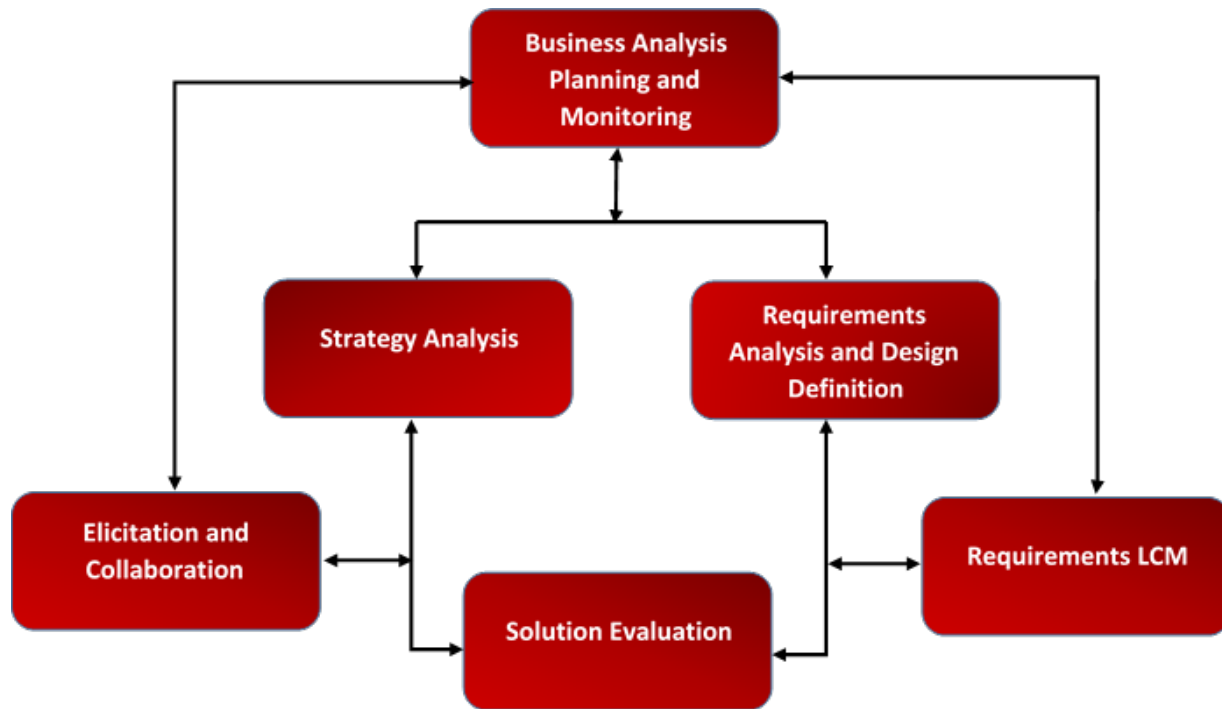
5. Requirements analysis and design definition

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.

2. Business analysis key concepts

Key terms

| | |
|-------------------|---|
| Business Analysis | The practice of bringing about change within an enterprise by identifying needs and coming up with solutions that deliver value to stakeholders |
| BA Information | Broad and diverse set of information at any level of detail which are analysed, transformed and reported by BAs. Eg: elicitation results, requirements, solution options etc. |
| Design | A usable representation of a solution which focuses on understanding the value which might be realized by a solution |
| Enterprise | A system of one or more organizations and the solutions they use to pursue a shared set of common goals |
| Organization | An autonomous group of people which work towards achieving common goals and objectives. It is typically under the management of a single individual or board |
| Plan | Proposal for doing or achieving something |

| | |
|-------------|---|
| Requirement | Usable representation of a need. Generally represented by means of documents |
| Risk | Effect of uncertainty on the value of a change, solution or enterprise. BAs identify, prioritize and mitigate risks by collaborating with stakeholders. |

Requirement Classification

Business requirements

- Goals, objectives and outcomes which indicate the reason for initiating a change

Stakeholder requirements

- Stakeholder needs which must be met to achieve business requirements

Solution requirements

- Capabilities and qualities of a solution that meets stakeholder requirements. It is broadly classified into:
 - Functional requirements
 - Non functional requirements or quality of service requirements

Transition requirements

- Capabilities that the solution must possess in order to facilitate transition from current state to future state

Stakeholders

Stakeholders are individuals or groups with which BAs interact directly or indirectly. They can be a source of requirements, assumptions or constraints. Stakeholders listed in BABOK® V3.0 are mentioned below:

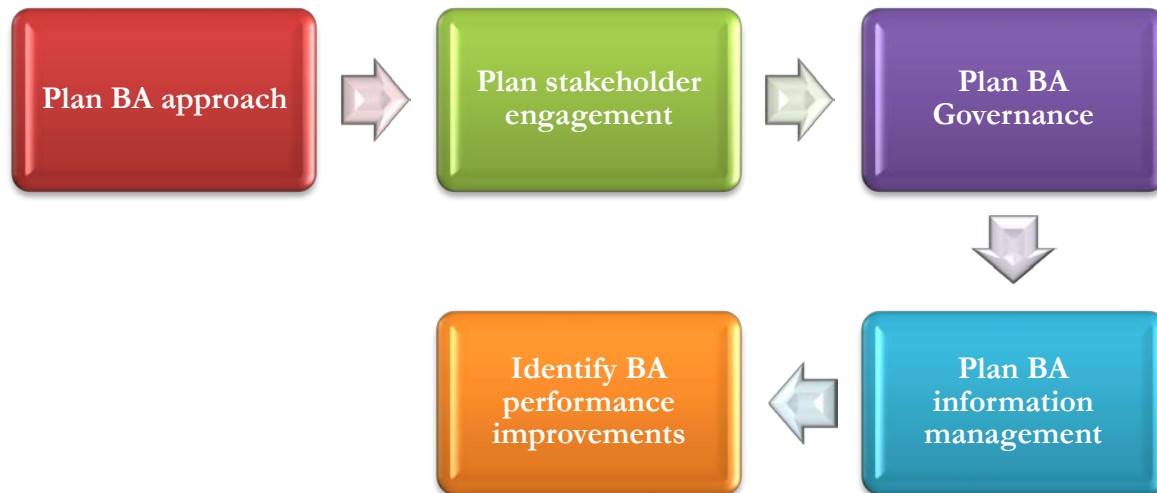
Your notes

| Stakeholders | Role |
|------------------------------------|---|
| Business Analyst | Inherently a stakeholder in all business analysis activities |
| Customer | Has contractual rights. May use products or services produced by enterprise |
| Domain Subject Matter Expert (SME) | People with in-depth knowledge of a topic relevant to business need or solution scope. Examples: Managers, process owners, consultants etc. |
| End User | Those who directly use the product or solution |
| Implementation SME | Has specialized knowledge pertaining to implementation of solution components. Examples: Change manager, solution architect, information architect etc. |
| Operational Support | Responsible for managing and maintaining the system or product on a daily basis |
| Project Manager | Ensures project objectives are met considering several project factors. They manage the work required to deliver a project |

| | |
|-----------|---|
| Regulator | Responsible for defining and enforcing standards |
| Sponsor | Authorizes work to be done and controls the budget and scope of the initiative |
| Supplier | Provides products or services to the organization and may have contractual obligations. They are outside the boundary of the organization |
| Tester | Carries out verification process and determines whether the solution meets requirements and quality standards. |

3. Business Analysis Planning and Monitoring

This knowledge area describes following tasks:



Knowledge Area Inputs, Tasks and Outputs

| Inputs | Tasks | Outputs |
|--------------------------------------|--|-------------------------------|
| 1. Performance objectives (external) | 1. Plan Business Analysis Approach | 1. Business analysis approach |
| 2. Needs | 2. Plan Stakeholder Engagement | 2. Stakeholder Engagement |
| | 3. Plan Business Analysis Governance | 3. Governance |
| | 4. Plan Business Analysis Information Management | 4. Information Management |
| | 5. Identify Business Analysis Performance Improvements | 5. Business Analysis Approach |
| | | 5. Business Analysis |

| | | |
|--|--|---------------------------|
| | | Performance Assessment |
|--|--|---------------------------|

Guidelines and Tools

| Guidelines and tools | Description |
|------------------------------|--|
| BA performance assessment | Provides results of previous assessments that can be used for further planning. |
| Business policies | Defines limits within which decisions must be made. |
| Change strategy | Plan to transition from the current state to the future state and achieve the desired business outcomes. Business analysts must assess the change strategy to understand risks associated with the change. |
| Current state description | Provides context within which the work needs to be completed. Can also be used to determine risks associated with the current state. |
| Expert judgment | Expertise available from different sources such as stakeholders, organizational Centers of Excellence, consultants, associations and industry groups. |
| Information management tools | Tools to store, retrieve, and share business analysis information. Can be as simple as a |

| | |
|--------------------------------------|--|
| | whiteboard, or as complex as a global wiki or requirements management tool. |
| Legal/regulatory information | Legislative rules or regulations that must be followed. |
| Methodologies and frameworks | Predetermined set of models, and relationships between the models, to be used to represent different viewpoints. |
| Organizational performance standards | BA performance metrics or expectations mandated by the organization. |
| Stakeholder engagement approach | Collaboration and communication approach to engage with stakeholders. |
