

Mastering ECBA® V3

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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@AdaptiveProcesses.com.

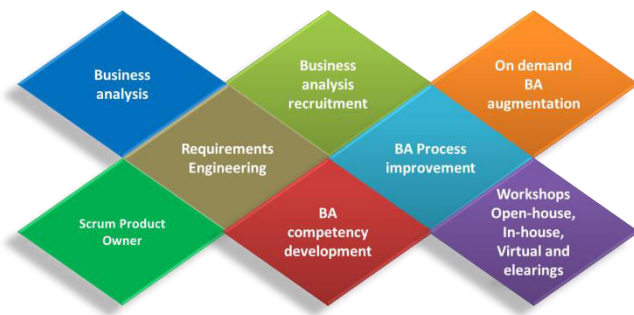
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| About Adaptive Processes Consulting | |

Adaptive Processes is a leading global player helping its clients improve their BA and requirements engineering capabilities and practices.



Key facts

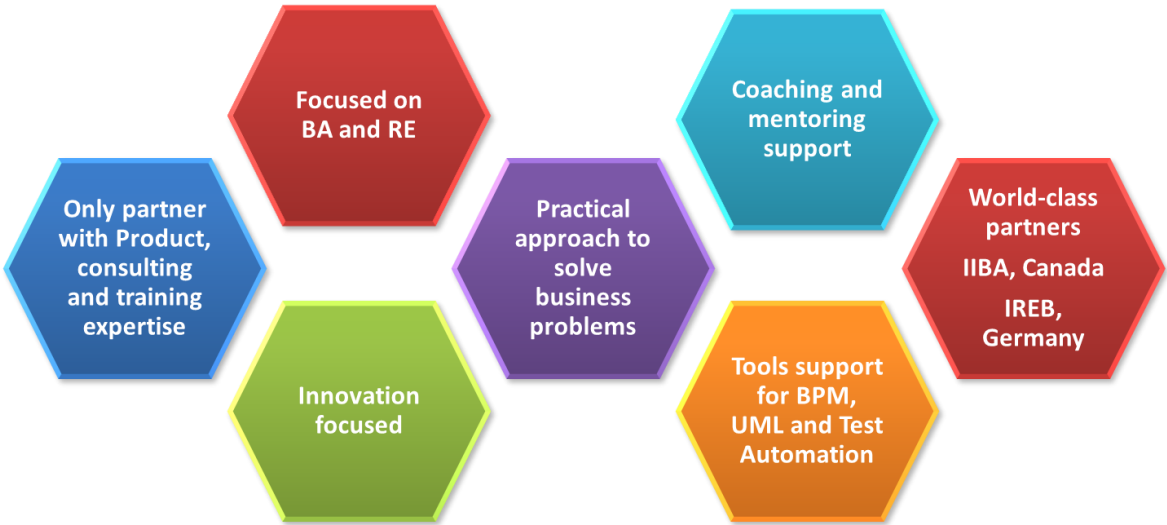
- ✓ Consulting, training, staffing and products for BA and requirements engineering.
- ✓ 200+ person-years consulting experience.
- ✓ 200+ Clients across the globe.
- ✓ 10+ Fortune 500 clients.
- ✓ 200+ workshops in India, US, Thailand, Philippines, Malaysia.

| 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 BA (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 | Behavioral 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.

1. Preface and Introduction

1.1 What is business analysis?

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

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

BA 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.

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

Your notes:

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).

Key activities BAs perform are:



1.2 What is IIBA®?

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

- Creating and developing awareness and recognition of the value and contribution of the business analyst.
- Defining the BA body of knowledge (BABOK®).
- Providing a forum for knowledge sharing and contribution to the BA 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 BA conditions.

The goal of revising BABOK® v2.0 and coming up with 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

1.3 What and Why of ECBA®

ECBA® stands for Entry Certificate in Business Analysis, 1st 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 ECBA® :

- ✓ 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.

Target Audience for ECBA®

ECBA examination targets the following audience:

- ✓ Individuals entering the BA profession:
- ✓ Students enrolled in BA academic programs
- ✓ New graduates
- ✓ Professionals transitioning careers
- ✓ Functional managers who are not BAs but manage them

Eligibility for ECBA®

- ✓ High school (i.e., 12 years of education is required. In India, this will be higher secondary school) and above.
- ✓ Prior business analysis-related work is not required.
- ✓ Professional development: 21 hours of verifiable BABOK® coursework in the last 4 years. Adaptive Processes is an authorized EEP of IIBA®, its trainings provide desired PDUs for the ECBA® certification

examination.

- ✓ References: Not required.
- ✓ Prior knowledge area expertise is not required.
- ✓ Signed code of conduct is required.

ECBA® Question pattern

- ✓ This will be a knowledge based examination.
- ✓ Basic multiple choice questions
- ✓ 50 questions
- ✓ Testing knowledge
- ✓ 1.5 hours

Examination weightage - KA wise

| Business Analysis Knowledge | |
|---|----------------|
| Domain | % Distribution |
| Business Analysis & the BA Professional | 2.5% |
| Underlying Competencies | 5% |
| Business Analysis Key Concepts | 5% |
| Techniques | 12.5% |

| <i>BABOK® Guide Knowledge Areas</i> | |
|---|----------------|
| Domain | % Distribution |
| Business Analysis Planning and Monitoring | 5% |
| Elicitation and Collaboration | 20% |
| Requirements Life Cycle Management | 20% |
| Strategy Analysis | 5% |
| Requirements Analysis and Design Definition | 24% |
| Solution Evaluation | 1% |

Additional Information

- ✓ Application expires within 1 year from approval
- ✓ 3 exams can be taken within a year without requiring any waiting time in between

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.

Knowledge areas

Knowledge areas represent areas of specific BA expertise.

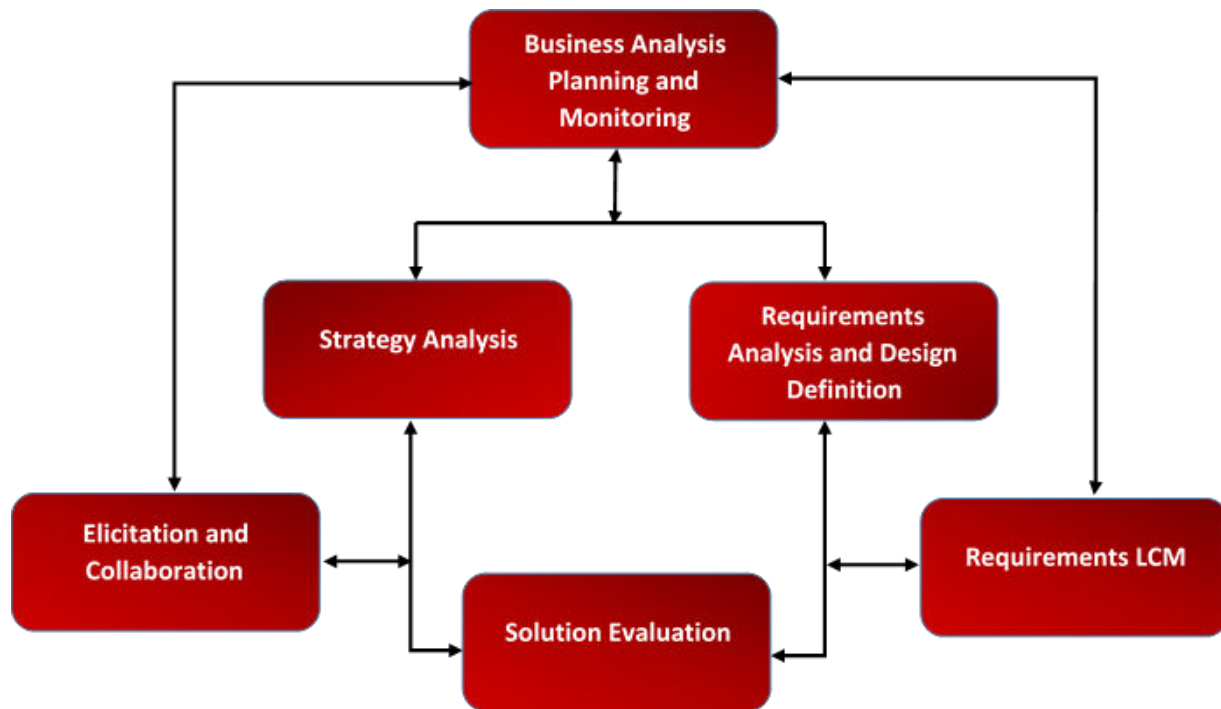
There are 6 knowledge area in BABoK:

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 | 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 life cycle management | 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 |

Diagram below depicts the relationships between different 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:

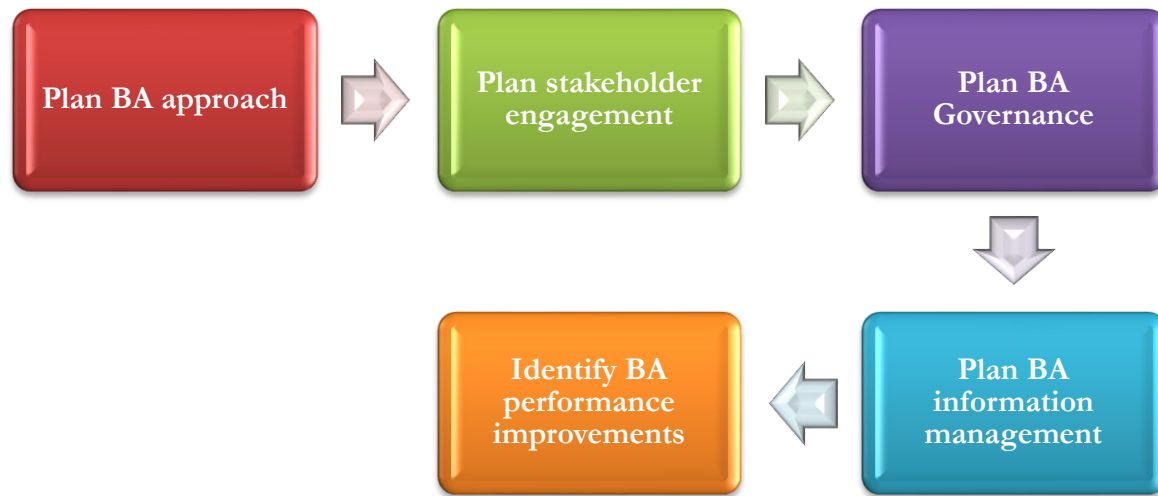
| Purpose: Short description as to why a BA performs a task and the value derived from it | | |
|--|---|--|
| Inputs | Stakeholders | Outputs |
| This section lists the inputs for a task which will lead to outputs | This section lists stakeholders who are likely to participate in a task | This section 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 | | |

1.4 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.

3. BA planning and monitoring

This knowledge area describes following tasks:



Knowledge Area Inputs, Tasks and Outputs

| Inputs | Tasks | Outputs |
|--|---|---|
| 1. Performance objectives (external) 2. Needs | 1. Plan BA approach 2. Plan stakeholder engagement 3. Plan BA governance 4. Plan BA information management 5. Identify BA performance | 1. BA approach 2. Stakeholder engagement approach 3. Governance approach 4. Information management |

| | | |
|--|--------------|---|
| | improvements | approach 5. BA 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 BA 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. |

Activities

3.1 Plan BA approach

| Purpose: To define an appropriate method to conduct BA activities (Tasks, Schedule, Responsibilities and Techniques). | | |
|---|------------------------------------|---|
| Inputs | Stakeholders | Outputs |
| Needs | Sponsor, Domain SME, Regulator, PM | BA approach (Strangely this is NOT used for KA 5 and 7) |
| Guidelines and Tools: BA performance assessment, Business policies, Expert judgment, Methodologies and frameworks, Stakeholder engagement approach. | | |
| Techniques: Brainstorming, Business cases, Document analysis, Estimation, Financial analysis, Functional decomposition, Interviews, Item tracking, Lessons learned, Process modelling, Reviews, Risk analysis and management, Scope modelling, Survey or questionnaire, Workshops. | | |

Set of techniques identified initially can change over time.

BA approach may be defined by organizational standards or by a methodology. Organizations

Your notes

usually have formal or informal standards regarding how to conduct BA and how it fits into project and other activities.

Review existing organizational process assets and tailoring aspects relating to the initiative. These may suggest or mandate the BA approach. If no standards exist, work with appropriate stakeholders to determine the BA approach. Work with the Project manager and project team, to ensure that the BA approach is suitable.

If a change is implemented through a project approach, BA approach is defined during project planning phase.

BA approach should:

1. Align with the goals of the change,
2. Coordinate the BA tasks with the activities and deliverables of the overall change,
3. Have risk mitigation tasks for risks which affect task efficiency,
4. Make use of proven tools and techniques,

5. Meet organizational process needs and objectives for the initiative.

One may tailor standard BA approaches for the initiative as per organizational process tailoring guidelines.

BA approach is often based on or related to the project approach, but can also be independent. For example, one can use a plan-driven approach to define its business processes and then use a change-driven approach to build the supporting software applications.

Elements

.1 Determine BA planning approach

Factors determining selection of BA approach are

1. Prior experience,
2. Organization standards,
3. Tolerance for uncertainty,
4. Complexity and risk of change,
5. Regulation pertaining to the industry,
6. Geographic distribution of stakeholders,

- 7. Staff experience level and turnover,
- 8. Contractual needs,
- 9. Intent to re-use BA information etc.

Plans should be revised based on changing business conditions.

| Attribute | Predictive | Adaptive |
|----------------------|--|--|
| Focus | Minimize upfront risk, maximize control | Rapid delivery in short iterations |
| Planning | Heavily loaded in planning phase | Distributed over iterations |
| Authority to approve | Sponsor | Designated person |
| Applicable situation | Complex, high cost of failure, well defined requirements ahead of implementation is possible, challenging stakeholder interactions | Low cost of failure, requirements amorphous |
| Model | Water-fall | Agile / Iterative |
| Level of detail | High | Low |
| Change management | Formal process through standardized template Accept change only when | Through prioritized product backlog, time box driven |

| | | |
|---|--|--|
| | justified | |
| Communication | Formal Documented Periodic | Informal Verbal Model based Frequent |
| Documentation | Formal Prior to implementation | Through interactions and flexible Formal documentation post implementation for maintenance |
| Emphasis on requirements prioritization | Low | High |
| Task planning | Identified first, then divided into tasks | Deliverables first, then related tasks are identified |
| Timing | Performed in specific phases | Performed iteratively |
| Solution definition | Prior to implementations | In iterations |
| Activities | Needed for deliverables broken to tasks | Deliverables divided among iterations and tasks identified for iterations |

.2 Determine BA activities

BA approach drives BA activities. Decompose BA activities into tasks for each deliverable, their iterations.

.3 Determine timing for BA work

BA approach, resource availability, priority/urgency of initiative, legal constraints affect timing of BA activities.

.4 Determine complexity and risk

Factors affecting the complexity are

1. Size of the change,
2. Number of stakeholders,
3. Culture and geography,
4. Number of affected business areas/systems,
5. Technological competencies,
6. Risks etc.

Factors impacting the risks of BA effort include:

1. BA experience level and domain knowledge,

2. Stakeholders experience level in communicating requirements,
3. Stakeholders attitude of towards change and business analysis,
4. Time allocated to BA activities,
5. Chosen BA framework, methodology, tools and techniques,
6. Cultural norms and practices etc.

Outputs

BA approach identifies BA approach and activities, specifies team roles, deliverables, analysis techniques, timing and sequencing of work, deliverables produced, frequency of stakeholder interactions and other elements of BA process.

A methodology is a formalized and repeatable approach.