

ECBA™ / CBAP® / CCBA® Study Group

October 24, 2023

CBAP®
CCBA®
ECBA™



Agenda:

15 min Introduction

Mission/Vision

Announcements

Your Hosts

45 min BABOK® Chapter 3: Business Analysis Planning & Monitoring

15 min Techniques

15 min Supplementary/Exam Info

Attendance (for PDUs)

Your Hosts



Ziad Sakr, CBAP

VP of Professional Certification
IIBA Ottawa-Outaouais Chapter



Ramya Dhyapa

Vice-President Member Services
IIBA Ottawa-Outaouais Chapter



Gael Mombio, CBAP

Deputy - Professional Certification
IIBA Ottawa-Outaouais Chapter

Now let's get to know you!

ZOOM Poll #1 : Ice breaking





Welcome from the IIBA Ottawa-Outaouais Chapter

 **Ottawa, Canada** _____

Our Mission:

To demonstrate and promote excellence in professional business analysis in our community and foster an environment for engagement, learning and sharing.

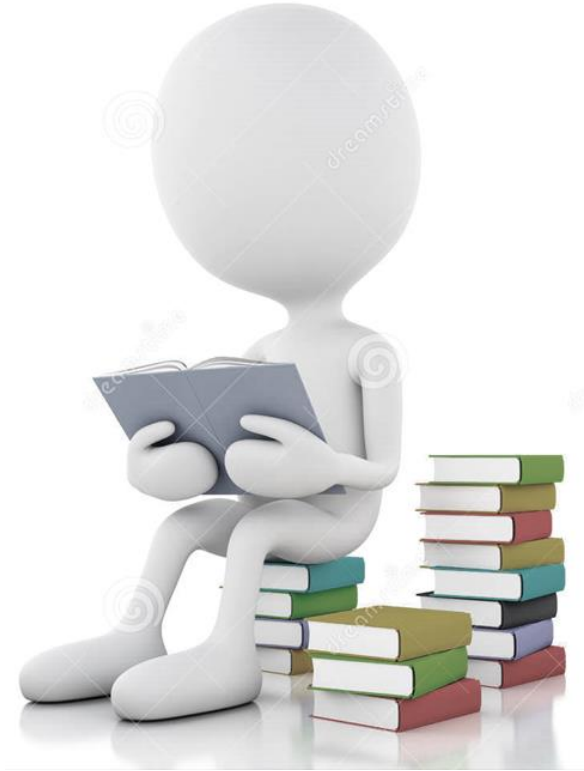
Our Vision:

To be a strong BA community connected by a common language and purpose while embracing emerging trends and contributing to the evolving role of the BA.




Purpose of the study group

- To support BA certification candidates
- To share knowledge and understanding of the concepts
- To provide information about the IIBA certification program
- To learn about the application and exam processes
- To clarify content of A Guide to the Business Analysis Body of Knowledge® (the BABOK®)

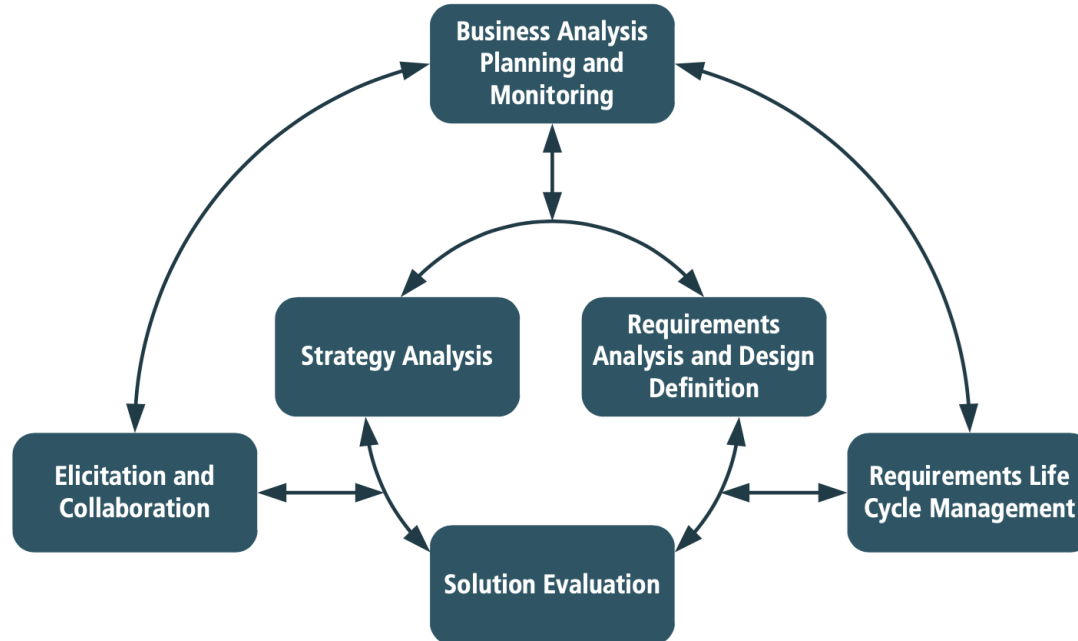




Session	Chapter	Topic
1	1	Chapter 1: Introduction
	2	Chapter 2: BA Key Concepts
 2	3	Chapter 3: BA Planning & Monitoring
3	4	Chapter 4: Elicitation & Collaboration
4	5	Chapter 5: Requirements Life Cycle Management
5	6	Chapter 6: Strategy Analysis
6	7	Chapter 7: Requirements Analysis & Design Definition
7	8	Chapter 8: Solution Evaluation
8	9	Chapter 9: Underlying Competencies
9	10	Chapter 10: Techniques
10	11	Chapter 11: Perspectives

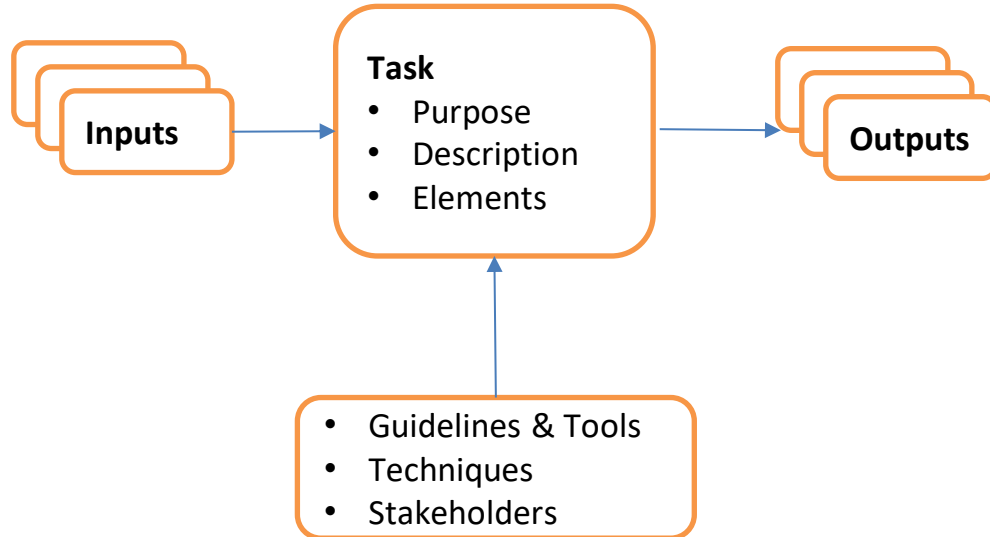
Relationships Amongst the 6 BABOK® Knowledge Areas (Chapter 1)

Figure 1.4.1: Relationships Between Knowledge Areas



Structure of BABOK® Knowledge Area Components (Chapter 1)

Example of components of a Knowledge Area:





Business Analysis Core Concept Model™ (BACCM™) for Chapter 3

Table 3.0.1: The Core Concept Model in Business Analysis Planning and Monitoring

Core Concept	During Business Analysis Planning and Monitoring, business analysts...
Change: the act of transformation in response to a need.	are responsible for determining how changes to business analysis results will be requested and authorized.
Need: a problem or opportunity to be addressed.	choose a business analysis approach that provides adequate analysis for the change.
Solution: a specific way of satisfying one or more needs in a context.	evaluate if business analysis performance was a key contributor to the successful implementation of a solution.
Stakeholder: a group or individual with a relationship to the change, the need, or the solution.	perform a stakeholder analysis to ensure planning and monitoring activities reflect stakeholder needs and account for stakeholder characteristics.
Value: the worth, importance, or usefulness of something to a stakeholder within a context.	conduct performance analysis to ensure business analysis activities continue to produce sufficient value for the stakeholders.
Context: the circumstances that influence, are influenced by, and provide understanding of the change.	ensure a complete understanding of the context under analysis in order to develop an efficient business analysis approach.

BABOK®

Chapter 3:

BA Planning and Monitoring

Tasks:

3.1 Plan Business Analysis Approach

3.2 Plan Stakeholder Engagement

3.3 Plan Business Analysis Governance

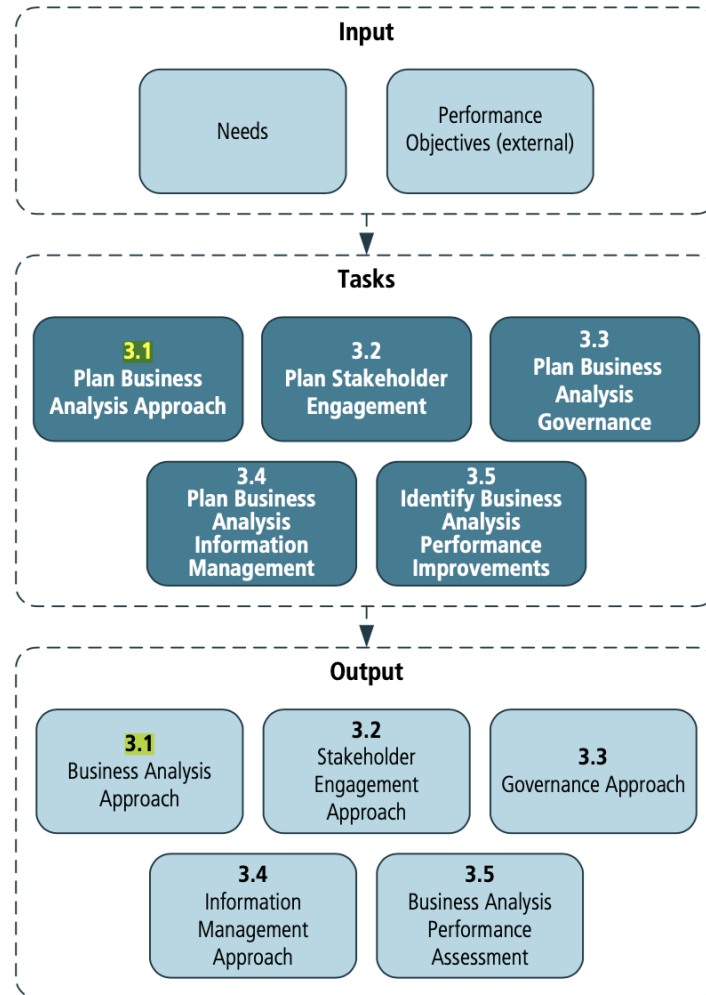
3.4 Plan Business Analysis Information
Management

3.5 Identify Business Analysis Performance
Improvements

BA Planning and Monitoring Input/Output Diagram

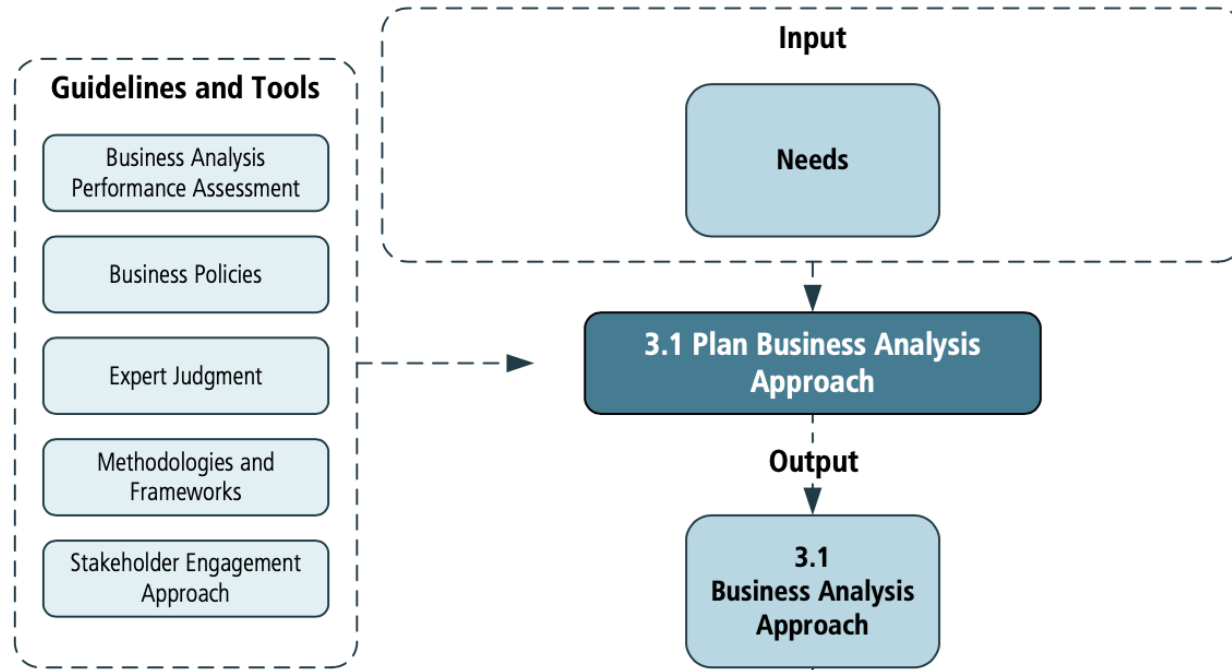
- Know all inputs and outputs for all Knowledge Areas
- Purpose: Organize and coordinate the efforts of the BAs and stakeholders, which includes: **considering** the BA approach, understand and **engage the stakeholders**, understand the concept of **governance** and decision-making, distinguish between **information management** and documenting requirements and how to organize them, and finally understand the variance between what is required and what actually happened, and how to **improve performance**.

Figure 3.0.1: Business Analysis Planning and Monitoring Input/Output Diagram



3.1 Plan Business Analysis Approach

Figure 3.1.1: Plan Business Analysis Approach Input/Output Diagram



3.1 Plan Business Analysis Approach

- **Elements**
 - Planning Approach
 - Formality and Level of Detail of Business Analysis Deliverables
 - Business Analysis Activities
 - Timing of Business Analysis Work
 - Complexity and Risk
 - Acceptance



3.1 Plan Business Analysis Approach

- **Guidelines and Tools**
 - Expert Judgment
 - Methodologies and Frameworks
 - Business Policies



3.1 Plan Business Analysis Approach

- **Techniques**
 - Brainstorming
 - Document analysis
 - Functional decomposition
 - Lessons learned
 - Etc

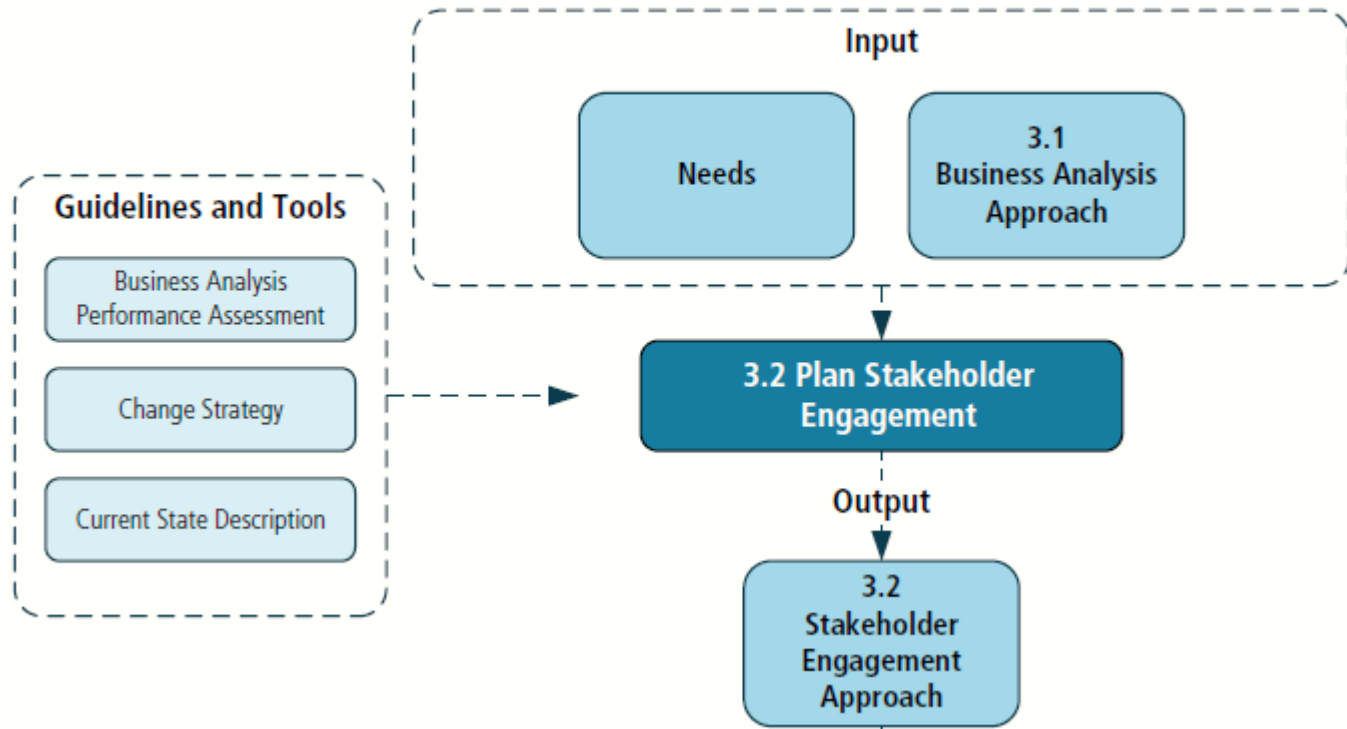


3.1 Plan Business Analysis Approach

- **Stakeholders**
 - Domain Subject Matter
 - Project Manager
 - Regulator organizations where the business analysis process is audited
 - Sponsor

3.2 Plan Stakeholder Engagement

Figure 3.2.1: Plan Stakeholder Engagement Input/Output Diagram



3.2 Plan Stakeholder Engagement

- **Elements**
 - Perform Stakeholder Analysis (*Roles, Attitudes, Decision Making Authority, Level of Power or Influence*)
 - Define Stakeholder Collaboration
 - Stakeholder Communication Needs



3.2 Plan Stakeholder Engagement

- **Guidelines and Tools**
 - Business Analysis Performance Assessment
 - Change Strategy
 - Current State Description

3.2 Plan Stakeholder Engagement

- **Techniques**

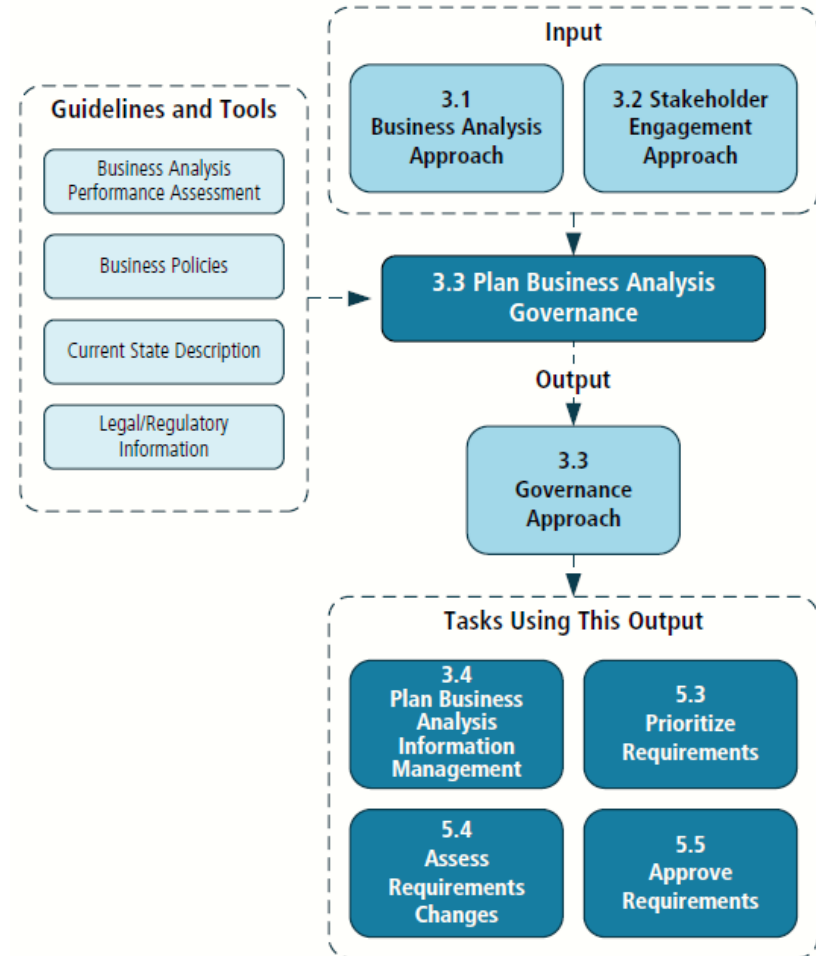
- Brainstorming
- Business Rules Analysis
- Document Analysis
- Interviews
- Lessons Learned
- Mind Mapping
- Organizational Modelling
- Process Modelling
- Survey or Questionnaire
- Workshops
- Scope Modelling
- Risk Analysis and Management
- Stakeholder List, Map, or Personas

3.2 Plan Stakeholder Engagement

- **Stakeholders**
 - Customers
 - Domain Subject Matter Expert
 - End User
 - Project Manager
 - Regulator
 - Sponsor
 - Supplier

3.3 Plan Business Analysis Governance

Figure 3.3.1: Plan Business Analysis Governance Input/Output Diagram



3.3 Plan Business Analysis Governance

- **Elements**
 - Decision Making
 - Change Control Process
 - Plan Prioritization Approach
 - Plan for Approvals



3.3 Plan Business Analysis Governance

- **Guidelines and Tools**
 - Business Analysis Performance Assessment
 - Business policies
 - Current State Description
 - Legal/Regulatory Information

3.3 Plan Business Analysis Governance

- **Techniques**
 - Brainstorming
 - Document Analysis
 - Interviews
 - Item Tracking
 - Lessons Learned
 - Organizational Modelling
 - Process Modelling
 - Reviews
 - Survey or Questionnaire
 - Workshops

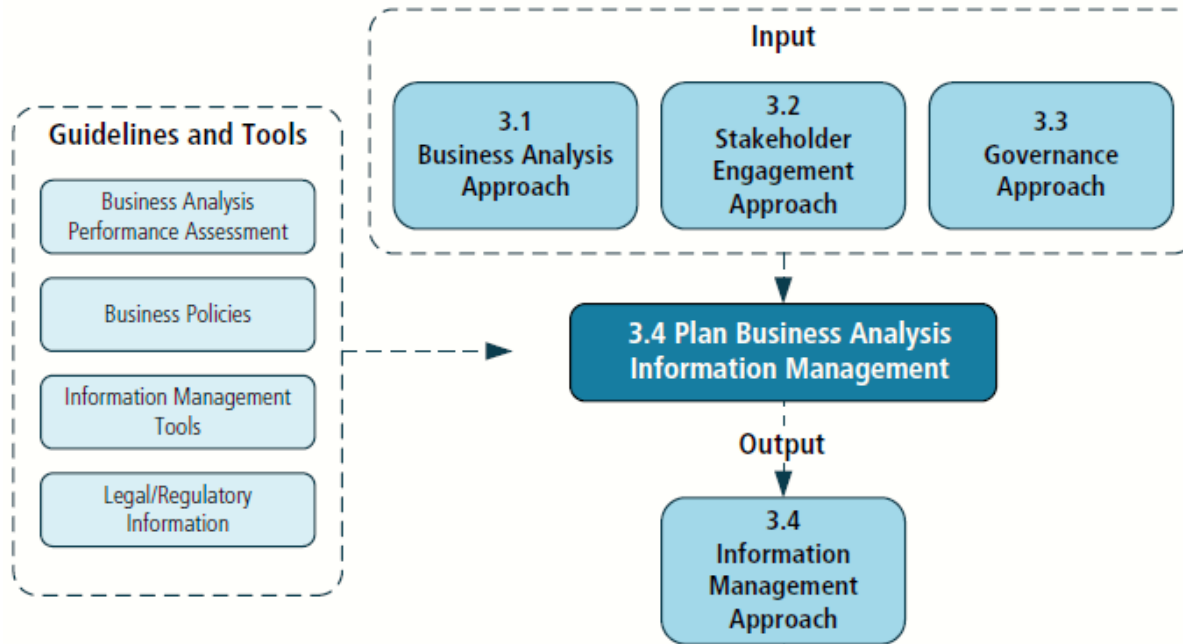


3.3 Plan Business Analysis Governance

- **Stakeholders**
 - Domain Subject Matter
 - Project Manager
 - Regulator
 - Sponsor

3.4 Plan BA Information Management

Figure 3.4.1: Plan Business Analysis Information Management Input/Output Diagram



3.4 Plan BA Information Management

- **Elements**
 - Organization of Business Analysis Information
 - Level of Abstraction
 - Plan Traceability Approach
 - Plan for Requirements Reuse
 - Storage and Access
 - Requirements Attributes

3.4 Plan BA Information Management

- **Guidelines and Tools**
 - Business Analysis Performance
 - Business Policies
 - Information Management Tools
 - Legal/Regulatory Information

3.4 Plan BA Information Management

- **Techniques**
 - Brainstorming
 - Interviews
 - Item Tracking
 - Lessons Learned
 - Mind Mapping
 - Process Modelling
 - Survey or Questionnaire
 - Workshops

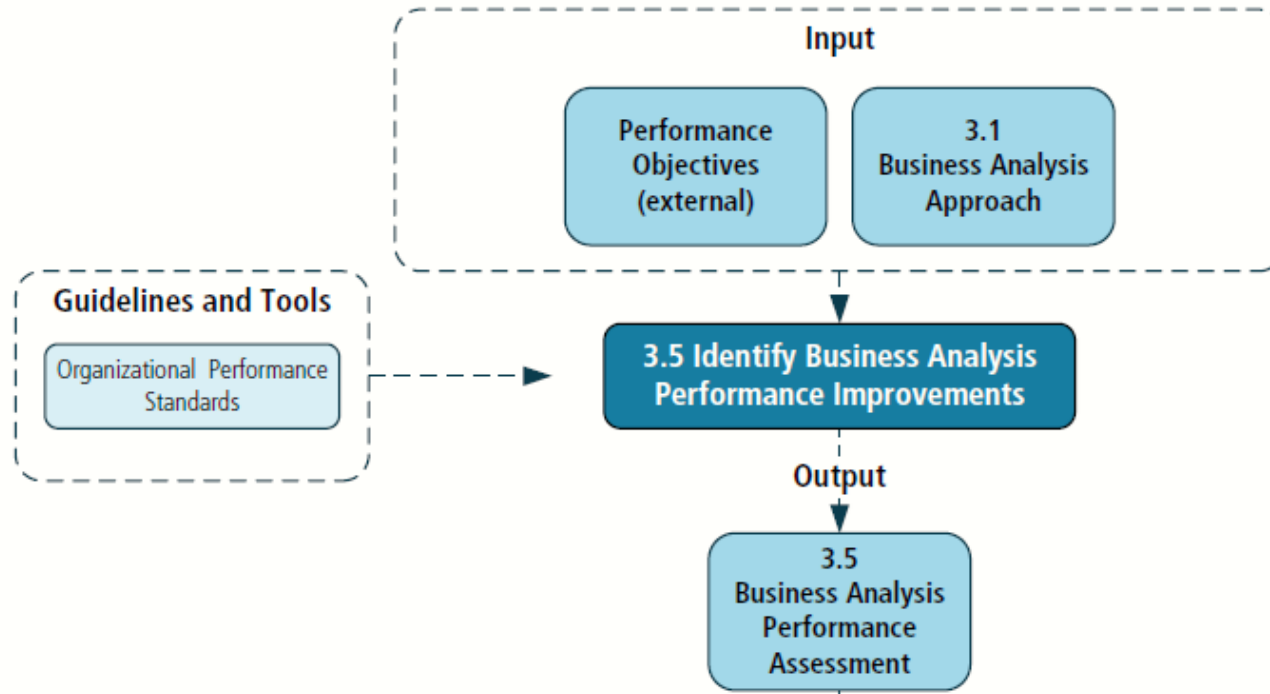


3.4 Plan BA Information Management

- **Stakeholders**
 - Domain Subject Matter Expert
 - Regulator
 - Sponsor

3.5 Identify BA Performance Improvements

Figure 3.5.1: Identify Business Analysis Performance Improvements Input/Output Diagram





3.5 Identify BA Performance Improvements

- **Elements**
 - Performance Analysis
 - Assessment Measures
 - Analyze Results
 - Recommend Actions for Improvement



3.5 Identify BA Performance Improvements

- **Guideline and Tools**
 - Organizational Performance Standards

3.5 Identify BA Performance Improvements

- **Techniques**

- Brainstorming
- Interviews
- Item Tracking
- Risk Analysis and Management
- Workshops
- Observation
- Process Analysis
- Process Modelling
- Reviews
- Lessons Learned
- Root Cause Analysis
- Survey or Questionnaire
- Metrics and Key Performance Indicators (KPIs)



3.5 Identify BA Performance Improvements

- **Stakeholders**
 - Domain Subject Matter Experts
 - Project Manager
 - Sponsor

Zoom Poll!

ZOOM Poll CH3 BA Planning and Monitoring



Techniques

Techniques

- About 50 Techniques in BABOK®
- Know how BABOK® uses the techniques, not how you might commonly think of the technique
- Not all techniques are used in each Knowledge Area or Task
- Know how BABOK® applies the technique in different knowledge area tasks





Interview Technique in Chapter 3

Task	How Interview is Used
3.1 Plan Business Analysis Approach	Used to help build the plan with an individual or small group
3.2 Plan Stakeholder Engagement	Used to interact with specific stakeholders to gain more information or knowledge about stakeholder groups
3.3 Plan Business Analysis Governance	Used to identify possible decision-making, change control, approval, or prioritization approaches and participants with an individual or small group.
3.4 Plan Business Analysis Information Management	Used to help specific stakeholders uncover their business analysis information management needs
3.5 Identify Business Analysis Performance Improvements	Used to gather assessments of business analysis performance



Interview Technique

- BABOK® states interview technique is a systematic approach designed to elicit business analysis information from a person or group of people by talking to the interviewee(s), asking relevant questions, and documenting the responses
 - **Structured Interview:** in which the interviewer has a predefined set of questions
 - **Unstructured Interview:** in which the interviewer does not have a predetermined format or order of questions. Questions may vary based on interviewee responses and interactions



Interview Technique

- Walking through Interview Technique in the BABOK® Guide
- Section 10.25 Interviews (about p. 290)

BABOK®

Chapter 3:

BA Planning and Monitoring

Supplementary Info



Get on the Chapter Mailing List

From the IIBA Ottawa-Outaouais homepage, go to ottawa-outaouais.iiba.org/ News Newsletter Subscription

<https://ottawa-outaouais.iiba.org/newsletter-subscription>

Partnership

Projerra

**Special offer from
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30% discount on all items purchased
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Academy

Visit

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<https://projerra-academy.ca>

Study group materials are available for download at the Ottawa-Outaouais Chapter website

- <https://ottawa-outaouais.iiba.org/ecbar-ccbar-cbapr-study-groups>



Time for some smile before
we talk about exam tips!

**We know YOU will
do great though!**

Credit: Modern Analyst

Copied from IIBA LinkedIn
Page

BUSINESS ANALYST BEFORE THE CBAP CERTIFICATION EXAM



https://www.linkedin.com/posts/iiba_businessanalysis-humour-comic-activity-7105927883268771840-Pln8?utm_source=share&utm_medium=member_desktop



7 Steps to Passing the CBAP® or CCBA® Exam

#1 — Obtain and Skim the BABOK® v3

#2 — Apply for the Exam

#3 — Read the entire BABOK®

#4 — Absorb the BABOK®

#5 — Take Practice Exam Questions

#6 — Do Final Preparation

#7 — Do a “Brain Dump” then Pass the Exam

**<https://www.modernanalyst.com/Resources/Articles/tabid/115/ID/3430/Seven-Steps-to-Passing-the-CBAP-or-CCBA-Exam-A-Foolproof-Plan.aspx> (Accessed October 2020)*



7 Steps to Passing the CBAP® or CCBA® Exam

#1: Obtain and Skim the BABOK® v3

- Familiarize yourself with BABOK terms
- Understanding of KAs and Tasks important for exam application
- Softcopy free for IIBA members
- Hardcopy can be purchased online via retailers
- Endorsed Education Providers (EEPs endorsed by IIBA) may provide a hardcopy during certain courses, e.g. CBAP Boot Camp



7 Steps to Passing the CBAP® or CCBA® Exam

#2: Apply for the Exam

- Familiarize yourself with exam prerequisites:
 - # hrs of professional business analysis experience
 - # hrs demonstrated experience aligned to KAs
 - # hrs BA professional development
 - Minimum high school education
 - 2 work references
- Pay application fee
- Agree to IIBA Code of Conduct
- Submit application & await approval (~21 days)
- **NEW:** Understand virtual exam requirements and connections needed (Test your connections (<https://www.iiba.org/certification/exam-information/#next-steps>))



7 Steps to Passing the CBAP® or CCBA® Exam

#3: Read the entire BABOK®

- Read the entire book (not necessarily in one sitting) before doing any other preparation
- Take notes as you go
- Business analysis is iterative and non-linear, therefore pick your favourite KA first then concentrate on others
- 6 KAs / 30 tasks / 50 techniques / 5 perspectives



7 Steps to Passing the CBAP® or CCBA® Exam

#4: Absorb the BABOK®

Study according to your learning style – choose a method **or several methods** that suit you:

- For some, reading and rereading the BABOK
- For others, using a study guide (tips and tricks)
- For others, attending study groups
- For others, answering exam questions
- For others, attending classes
- For others, individual study
- Consider flash cards for BABOK terminology new to you (premade, online or homemade will do)

7 Steps to Passing the CBAP® or CCBA® Exam

#5: Take Practice Exam Questions

- In this phase, begin practicing exams
- Take numerous quizzes and exams
- Track your progress
- Revisit KAs that you are not scoring well on
- Consider online exam simulators
- Do a few timed simulations to check your speed



7 Steps to Passing the CBAP® or CCBA® Exam

#6: Do Final Preparation

- Focus on areas you have had trouble with
- Further study and practice questions on these areas
- Get a good sleep the night before the exam:
“REST WELL = TEST WELL”



7 Steps to Passing the CBAP® or CCBA® Exam

#7: Do a “Brain Dump” then Pass the Exam

On the day of the exam:

- Eat a nutritious breakfast or lunch
- Drink enough water... but not too much
- Allow plenty of time to prepare for the virtual exam
- Test your connections (<https://www.iiba.org/certification/exam-information/#next-steps>)
- “brain dump” just before the start of the exam (inside the exam room)
 - helps to clear your brain, reduce test anxiety and can serve as a reference during your exam
- Don’t be intimidated by the first questions



Need information on certification?

Core BA Certification Handbook (September 2023): <https://www.iiba.org/business-analysis-certifications/certification-handbooks/>

Certification FAQs: <https://www.iiba.org/business-analysis-certifications/certification-faq/>

5 Things to Know Before Writing CBAP exam: <https://www.iiba.org/iiba-analyst-catalyst-blogs/5-things-you-need-to-know-before-writing-the-cbap-certification-exam/>

Questions?



certification@ottawa-outaouais.iiba.org

IIBA OO Chapter does not issue any document or certificate for PDUs. The participants are responsible to log their hours in their IIBA Accounts. In case of an audit, IIBA OO Chapter will confirm the attendance for the event.



Upcoming Events

BABOK® Chapter 4: Elicitation and Collaboration

**Tues, November 28, 2023
6:00 PM - 7:30 PM ET**

ECBA | CCBA | CBAP Study Group

<https://ottawa-outaouais.iiba.org/event/ecba-ccba-cbap-study-group-november-2023-session>





THANK YOU!