# ECBA™/ CBAP®/ CCBA® Study Group

**December 14, 2024**

## Agenda:

15 min   Introduction

Mission/Vision

Announcements

Your Hosts

45 min   BABOK® Chapter 5: Requirements Life Cycle Management

15 min   Techniques

15 min   Supplementary/Exam Info

Attendance (for PDUs)

**Ziad Sakr, CBAP**

VP of Professional Certification
IIBA Ottawa-Outaouais Chapter

**Ramya Dhyapa**

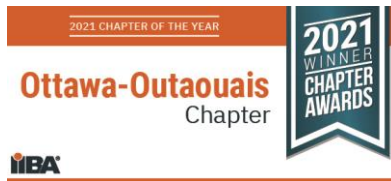Vice-President Member Services

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.

| Session | Chapter | Topic |
|---------|---------|-------|
| 1 | 1<br>2 | Chapter 1: Introduction<br>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 |

## 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
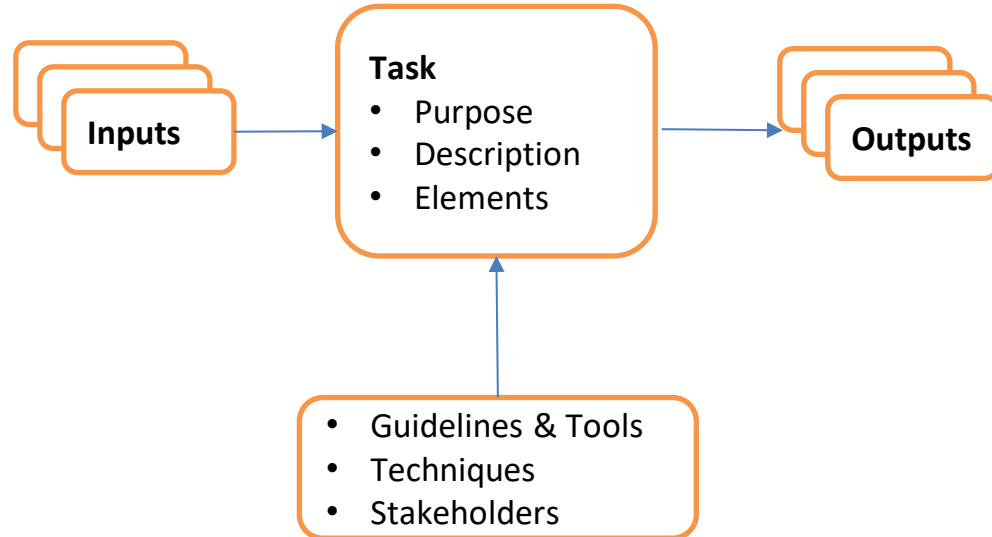- To clarify the content of A Guide to the Business Analysis Body of Knowledge® (the BABOK®)
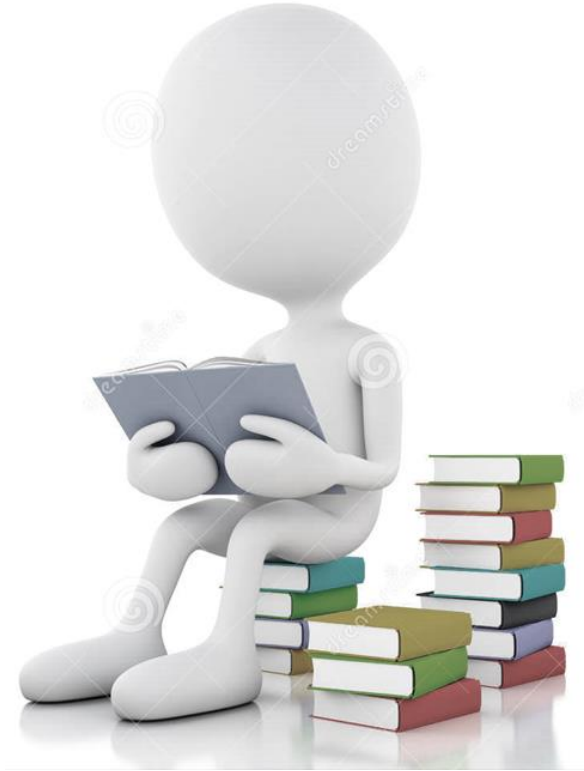
# Relationships Amongst the 6 BABOK® Knowledge Areas (Chapter 1)

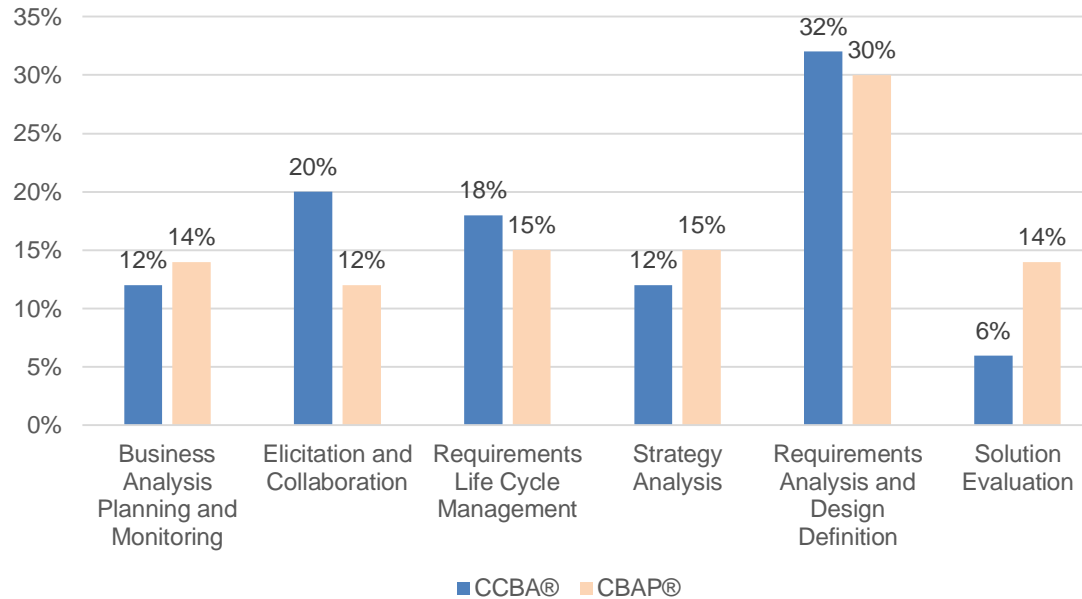

Figure 1.4.1: Relationships Between Knowledge Areas
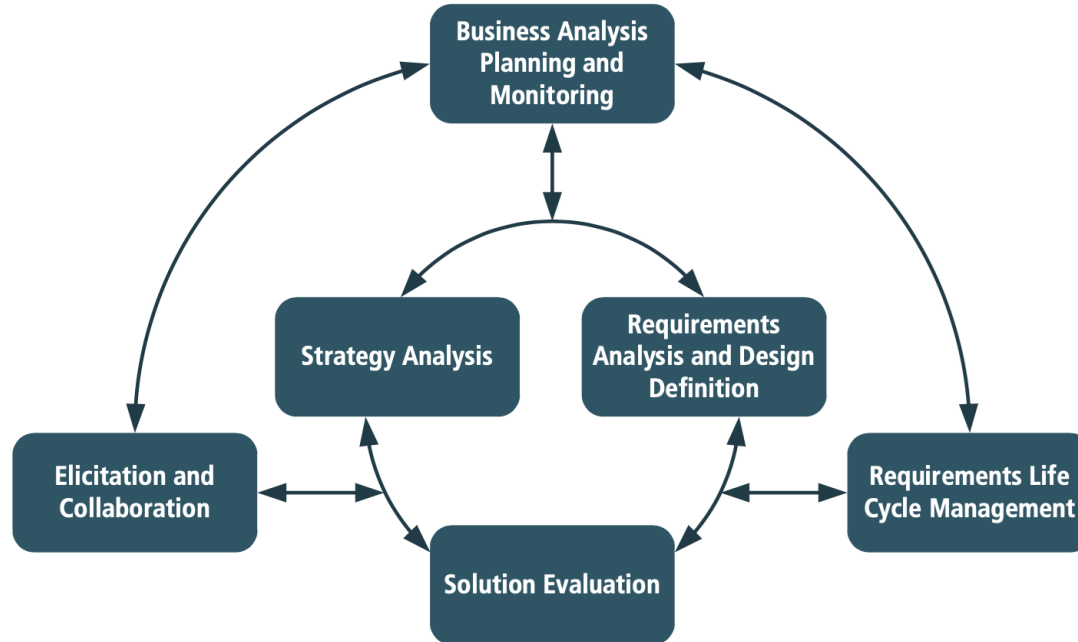
Example of components of a Knowledge Area:

# Exam Blueprint - CCBA & CBAP*

Chart showing exam blueprint percentages for CCBA® and CBAP® certifications across knowledge areas:

| Knowledge Area | CCBA® | CBAP® |
|---|---|---|
| Business Analysis Planning and Monitoring | 12% | 14% |
| Elicitation and Collaboration | 20% | 12% |
| Requirements Life Cycle Management | 18% | 15% |
| Strategy Analysis | 12% | 15% |
| Requirements Analysis and Design Definition | 32% | 30% |
| Solution Evaluation | 6% | 14% |

■ CCBA®   ■ CBAP®

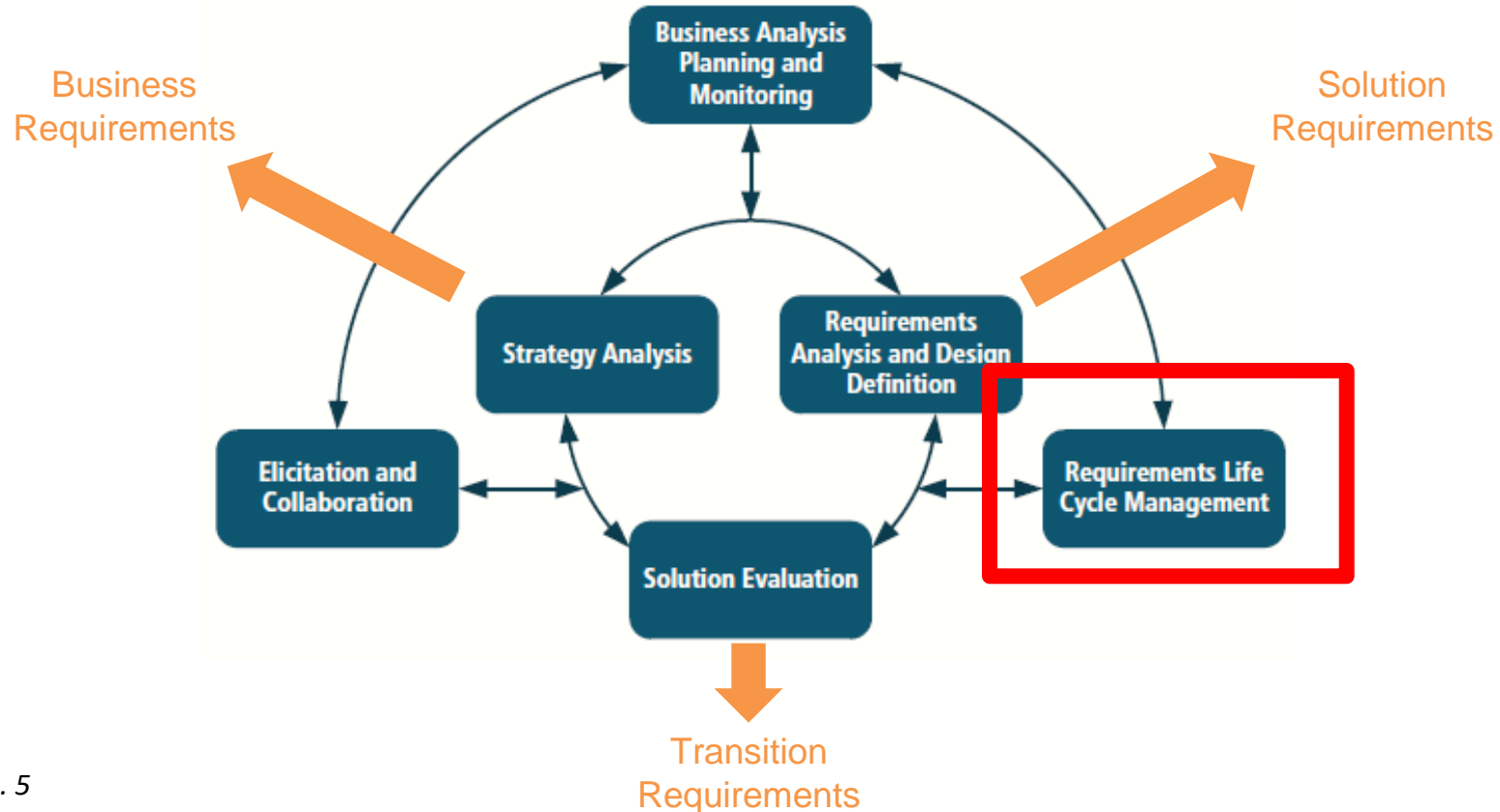# BABOK® Chapter 5:

# Requirements Life Cycle Management

**Tasks:**

5.1 Trace Requirements

5.2 Maintain Requirements

5.3 Prioritize Requirements

5.4 Assess Requirements Changes

5.5 Approve Requirements

Business Requirements

Solution Requirements

Business Analysis Planning and Monitoring

Strategy Analysis

Requirements Analysis and Design Definition

Elicitation and Collaboration

Requirements Life Cycle Management

Solution Evaluation

Transition Requirements

*BABOK, p. 5*

# Knowledge Area:
# **Requirements Life Cycle Management**

The Requirements Life Cycle Management knowledge area describes the tasks that business analysts perform in order to manage and maintain requirements and design information from inception to retirement.

**BABOK V3, P75**

## Trace Requirements
- Focus on the relationship between requirement, impact and coverage

## Maintain Requirements
- Ensure requirements are up to date, accurate and can be reused

## Prioritize Requirements
- Focus on the important requirements first

## Assess Requirements Changes
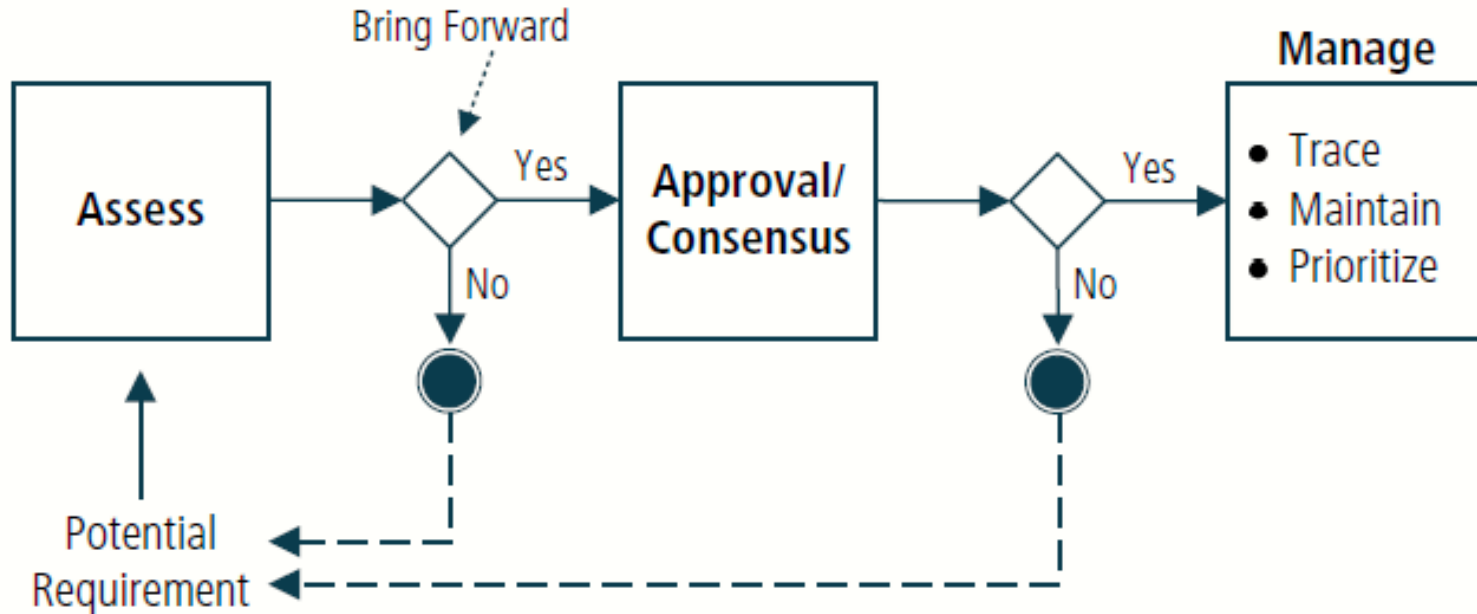- Evaluate new requirements to see where they fit into the lifecycle

## Approve Requirements
- Ensure stakeholders sign off requirements

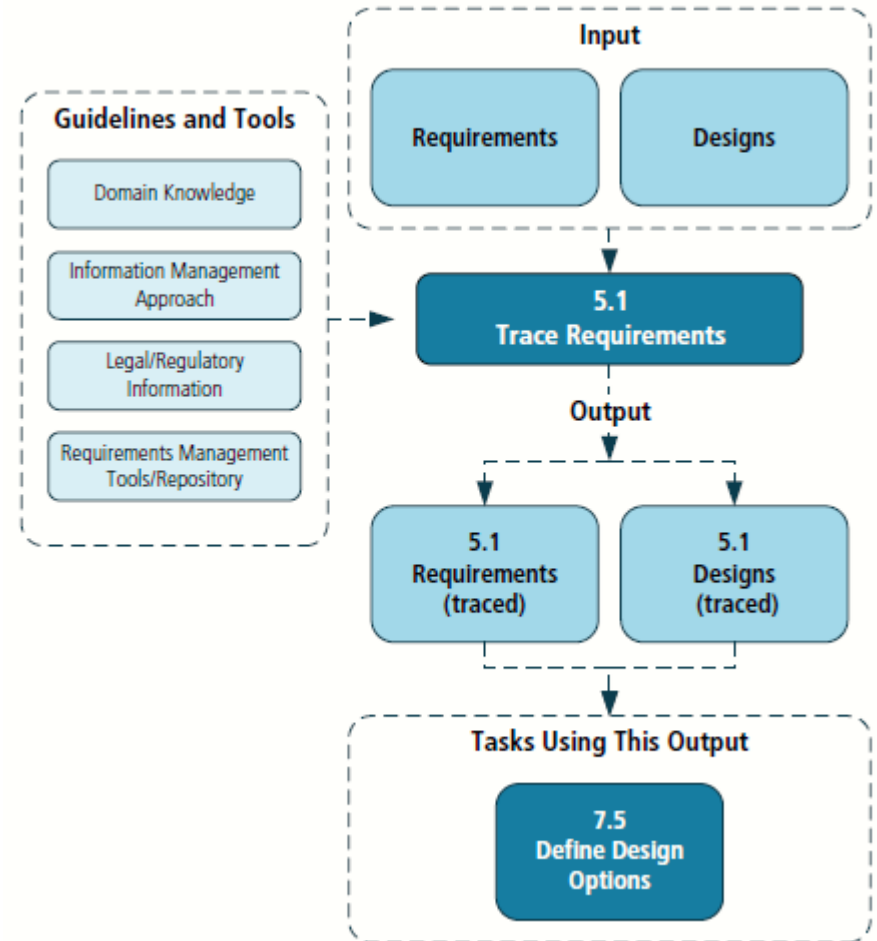## Figure 5.0.1: Requirements Life Cycle Management

# TASK 5.1 Trace Requirements

**Purpose**
The purpose of Trace Requirements is to ensure that requirements and designs at different levels are aligned to one another, and to manage the effects of change to one level on related requirements.

# Input/Output Diagram, p. 81

Figure 5.1.3: Trace Requirements Input/Output Diagram

What does it mean to "trace" a requirement?

Name some ways that tracing requirements is helpful
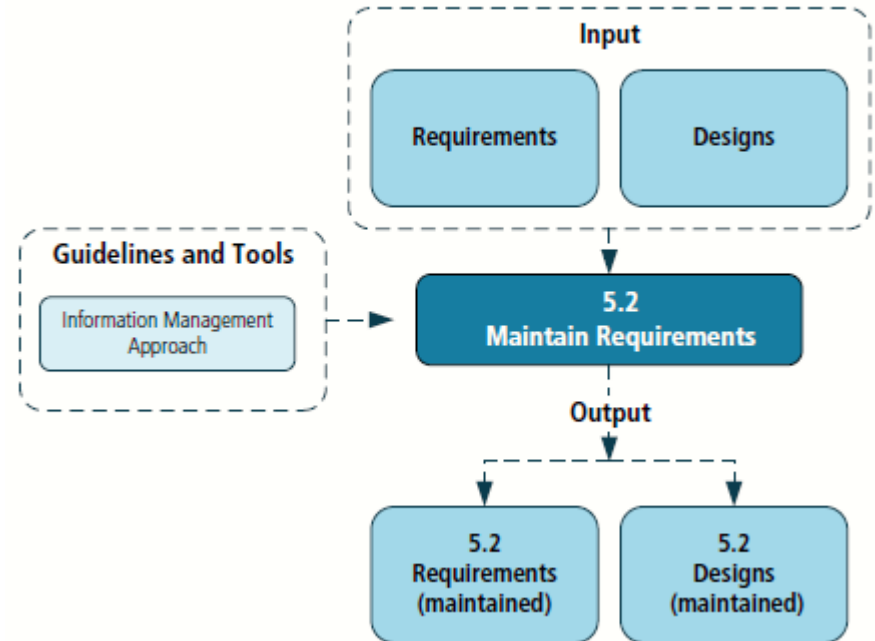
## Describe the following traceability relationships

- – Derive
- – Depends
- – Satisfy
- – Validate

*See attached "trace" example*

TASK 5.2 Maintan
Requirements

Input/Output Diagram, p. 84

Figure 5.2.1: Maintain Requirements Input/Output Diagram

**Input**

Requirements

Designs

**Guidelines and Tools**

Information Management Approach

5.2
**Maintain Requirements**

**Output**

5.2
Requirements
(maintained)

5.2
Designs
(maintained)

What is the **purpose** of the Maintain Requirements task?

"The purpose of Maintain Requirements is to retain requirement accuracy and consistency **throughout and beyond** the change during the **entire requirements life cycle**, and to **support reuse** of requirements in other solutions."

**~BABOK®**

Why is the BA responsible for conducting maintenance of requirements after an approved change?
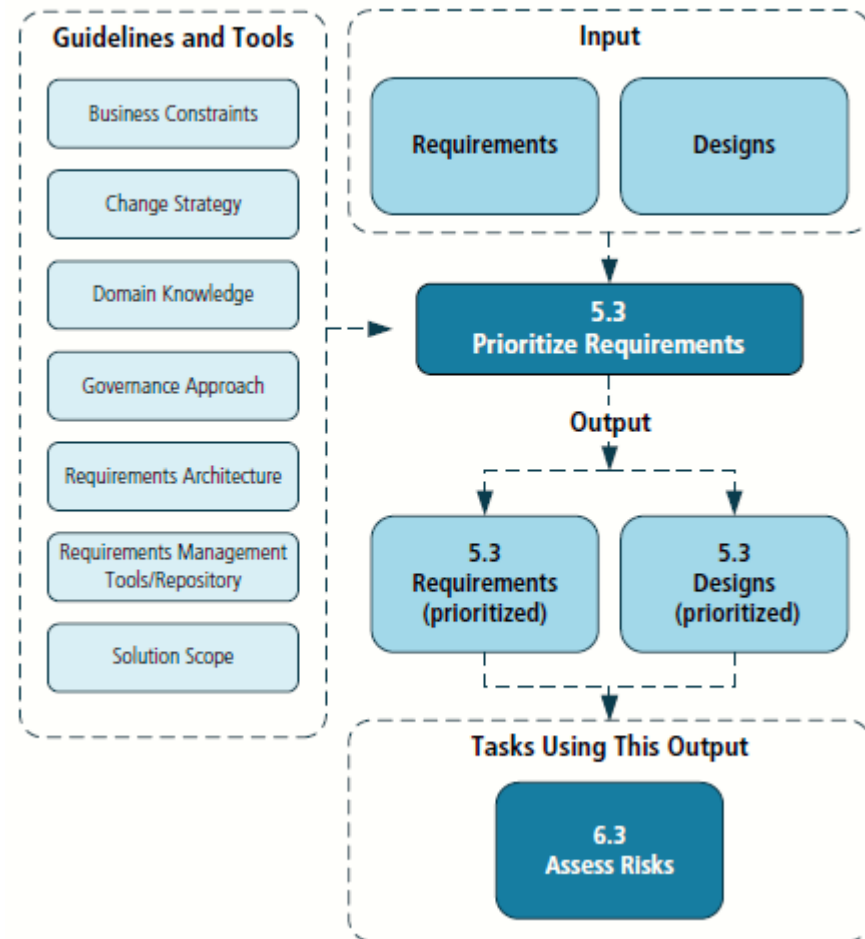
Name some requirement attributes that might change

What is an example of a requirement that can & should be reused?

TASK 5.3 Prioritize Requirements

Input/Output Diagram, p. 87



Figure 5.3.1: Prioritize Requirements Input/Output Diagram

**Purpose:** to rank requirements in order of relative importance

*Discuss some typical factors that influence prioritization:*
— Benefit
— Penalty
— Cost
— Risk
— Time sensitivity
— Stability
— Regulatory or policy compliance
— Dependencies (example next slide)

**Example:** how dependencies impact prioritization
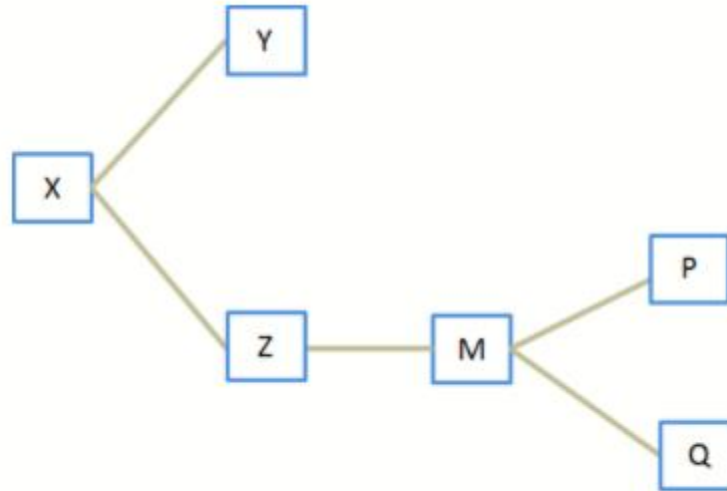


Dependency Map 1
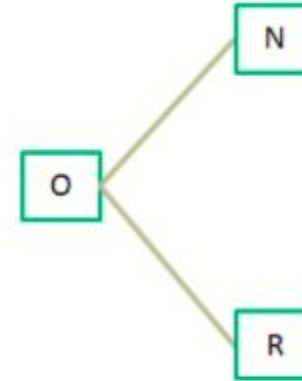
Dependency Map 2

What are some typical challenges when prioritizing requirements?

How can the BA address these challenges?

TASK 5.4 Assess
Requirements Changes


Input/Output Diagram, p. 92



Figure 5.4.1: Assess Requirements Changes Input/Output Diagram

**PURPOSE:** To evaluate implications of proposed changes on requirements and designs

When is this task performed?

When considering changes to requirements, BAs assess the impact by considering:

- *Benefit*
- *Cost*
- *Impact*
- *Schedule*
- *Urgency*

TASK 5.5 Approve
Requirements

Input/Output Diagram, p. 96



Figure 5.5.1: Approve Requirements Input/Output Diagram
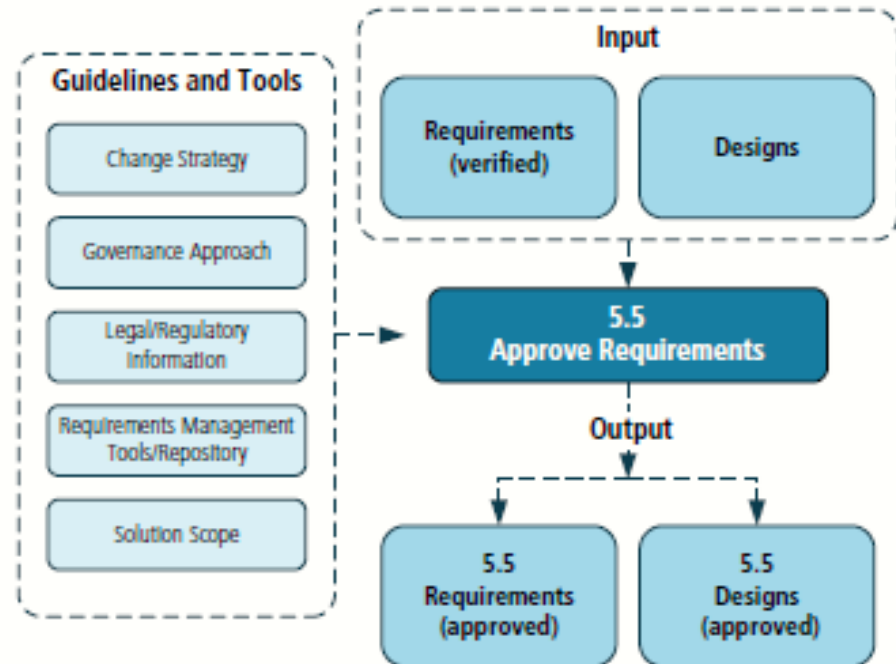
**Purpose:** to obtain agreement on and approval of requirements and designs for business analysis work to continue and/or solution construction to proceed.

*Which techniques can be used to approve requirements?*

**Activities:**

1. Understand Stakeholder Roles (Plan BA Governance)

2. Conflict and Issue Management

3. Gain **Consensus**

4. Track and Communicate Approval

# Smile!

Everyone has experienced these meetings!

Credit: Modern Analyst

hashtag#Humour
hashtag#ModernAnalyst
hashtag#BusinessAnalysisHumour

Thanks to IIBA:

https://www.linkedin.com/posts/iiba_humour-modernanalyst-businessanalysisishumour-activity-7116180413718396928-mfEX?utm_source=share&utm_medium=member_desktop

# Zoom Quiz!

CH5 – Zoom Poll #2 Req Life Cycle Management

1.1

# Techniques

# TECHNIQUE SPOTLIGHT:

- Prioritization

What is the **purpose** of the Prioritization technique?

"Prioritization provides a framework for business analysts to facilitate stakeholder decisions and to understand the relative importance of business analysis information."

**~BABOK®**

Prioritization is used to determine the relative importance of business analysis information

Four approaches:

1. Grouping
2. Ranking
3. Time boxing / Budgeting
4. Negotiation

## Prioritization Approach: **Grouping**

| Requirement | Attribute 1 | Attribute 2 | Attribute 3 | Priority |
|---|---|---|---|---|
| Req A | | | | High |
| Req B | | | | High |
| Req C | | | | High |
| Req D | | | | Medium |
| Req E | | | | Medium |
| Req F | | | | Medium |
| Req G | | | | Medium |
| Req H | | | | Medium |
| Req I | | | | Low |
| Req J | | | | Low |

## Prioritization Approach: **Ranking**

| Requirement | Attribute 1 | Attribute 2 | Attribute 3 | Priority |
|---|---|---|---|---|
| Req D | | | | 1 |
| Req G | | | | 2 |
| Req A | | | | 3 |
| Req I | | | | 4 |
| Req E | | | | 5 |
| Req C | | | | 6 |
| Req J | | | | 7 |
| Req F | | | | 8 |
| Req B | | | | 9 |
| Req H | | | | 10 |

## Prioritization Approach:  **Time boxing / Budgeting**

| Requirement | Attribute 1 | Attribute 2 | Attribute 3 | Priority |
|---|---|---|---|---|
| Req D | | | | Release 1A |
| Req G | | | | Release 1A |
| Req A | | | | Release 1A |
| Req I | | | | Release 1A |
| Req E | | | | Release 1B |
| Req C | | | | Release 1B |
| Req J | | | | Release 2 |
| Req F | | | | Release 2 |
| Req B | | | | Release 2 |
| Req H | | | | Release 2 |

- Release 1A → 3 mths
- Release 1B → 1 mth
- Release 2 → 6 mths

Prioritization Approach:  **Negotiation**

| Requirement | Attribute 1 | Attribute 2 | Attribute 3 | Priority |
|---|---|---|---|---|
| Req A | | | | **High** |
| Req B | | | | **High** |
| Req C | | | | **High** |
| Req D | | | | **Medium** |
| Req E | | | | **Medium** |
| Req F | | | | **Medium** |
| Req G | | | | **Medium** |
| Req H | | | | **Medium** |
| Req I | | | | **Low** |
| Req J | | | | **Low** |

What problems might the BA face when trying to prioritize requirements?

# BABOK®
# Chapter 5:

# Requirements Life Cycle Management

**Supplementary Info**

IIBA
Ottawa-Outaouais

## 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

## Our Mentoring Program is on !

The goal of the Mentoring Program is to help IIBA Ottawa-Outaouais chapter members achieve their professional development goals through the mentor-mentee relationship. Starting this month, eligible Chapter members are welcome to apply as mentors or as mentees.

- **Open to all IIBA Ottawa-Outaouais chapter members in good standing**
- Numerous benefits to mentors and mentees
- Application & contract process
- Monthly reporting by participants
- Details and application forms available on our chapter website

*See our chapter website for details*

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Visit
https://www.projerra.ca/
Or
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

# 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/

# 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)*

## #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

## #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))

## #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 / 32 tasks / 50 techniques / 5 perspectives

## #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*)*

## #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

## #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: 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

## Upcoming Events

**BABOK® Chapter 6:**
**Strategy Analysis**
**Tuesday, January 23, 2024**
**6:00 PM - 7:30 PM ET**

**ECBA | CCBA | CBAP Study Group**

**https://ottawa-outaouais.iiba.org/ecbatm-ccbar-cbapr-study-groups**

**https://www.eventbrite.ca/e/ecba-ccba-cbap-virtual-study-group-2023-2024-registration-715770578067?aff=IIBAOOwebsite**

# Capital BA Day 2024



Our 3rd IIBA Ottawa-Outaouais Chapter Professional development conference, will take place on May 17, 2024

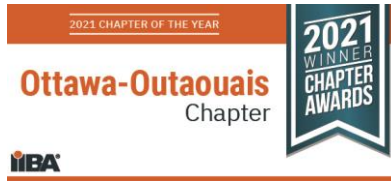**Volunteers needed to help our organizing committee!**

**Contact info@ottawa-outaouais.iiba.org**

Questions?



[certification@ottawa-outaouais.iiba.org](mailto: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.

# THANK YOU!