

ECBA[™] / CBAP[®] / CCBA[®] Study Group

February 27, 2024



Agenda:

15 min Introduction

Mission/Vision

Announcements

Your Hosts

45 min BABOK® Chapter 7: Requirements Analysis & Design Definition

15 min Supplementary/Exam Info

Your Hosts



Gael Mombio, CBAP

Deputy - Professional Certification
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Ziad Sakr, CBAP, AAC

VP of Professional Certification
IIBA Ottawa-Outaouais Chapter

Now let's get to know you!

ZOOM POLL



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.

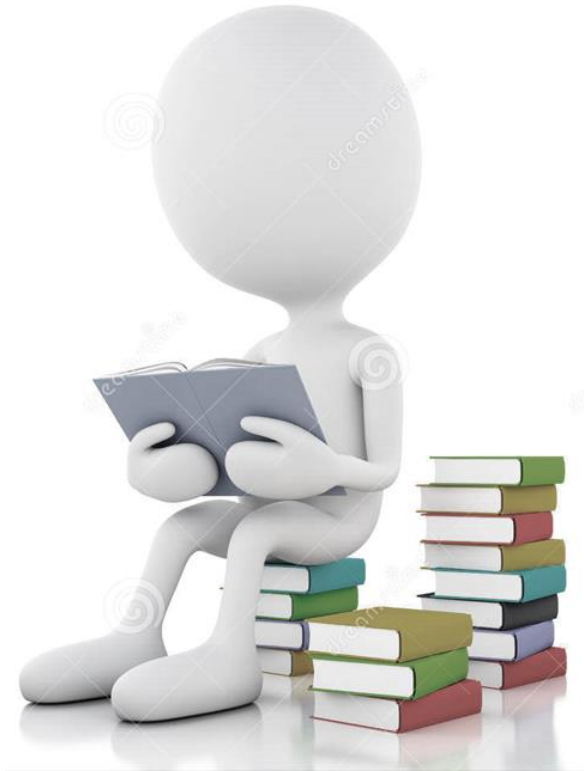
Our Vision:

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 the content of A Guide to the Business Analysis Body of Knowledge® (the BABOK®)

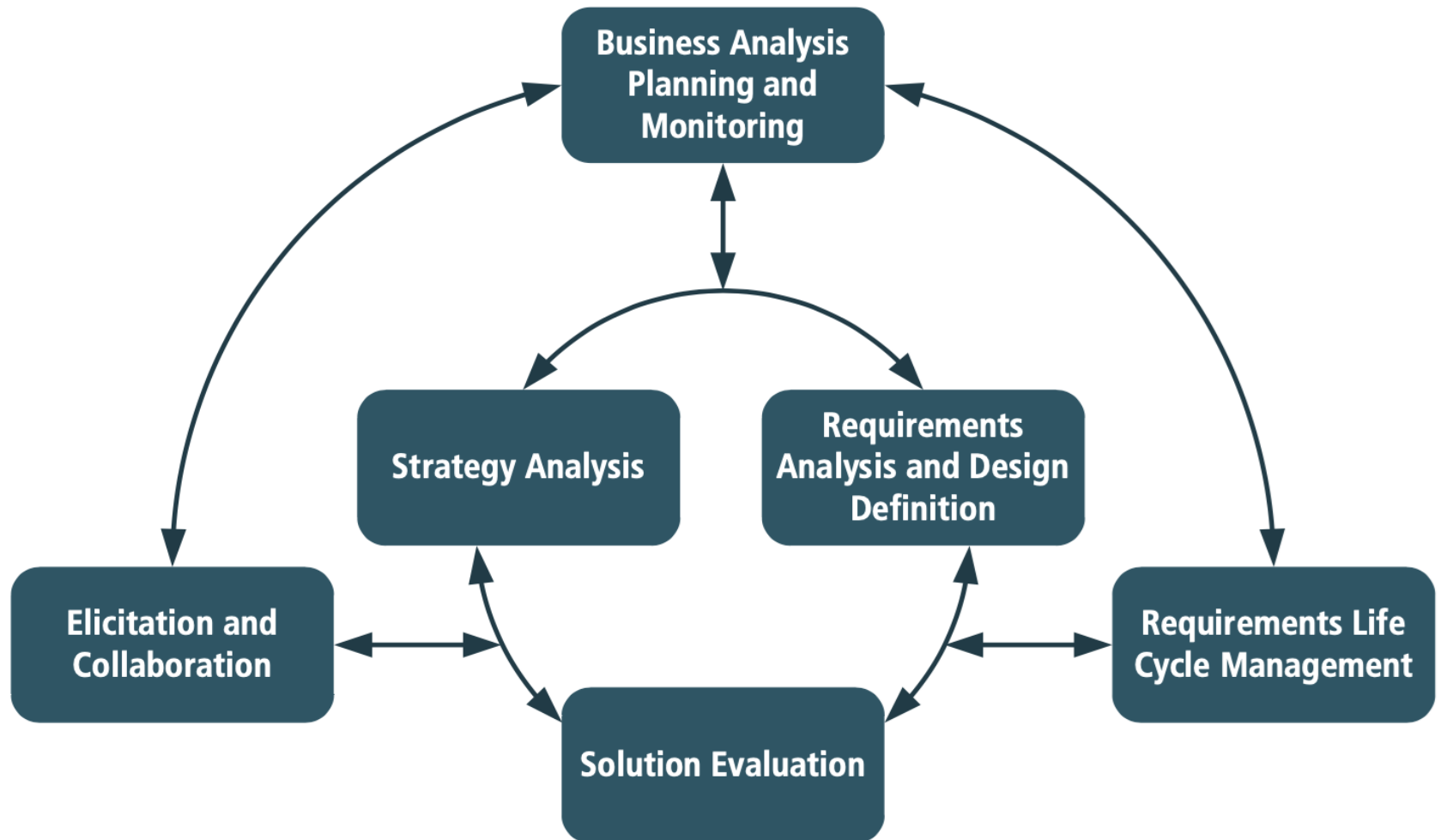




Session	Chapter	Topic
1	1 2	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	3	Chapter 3: BA Planning & Monitoring
3	4	Chapter 4: Elicitation & Collaboration
4	5	Chapter 5: Requirements Life Cycle Management
5	6	Chapter 6: Strategy Analysis
 6	7	Chapter 7: Requirements Analysis & Design Definition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

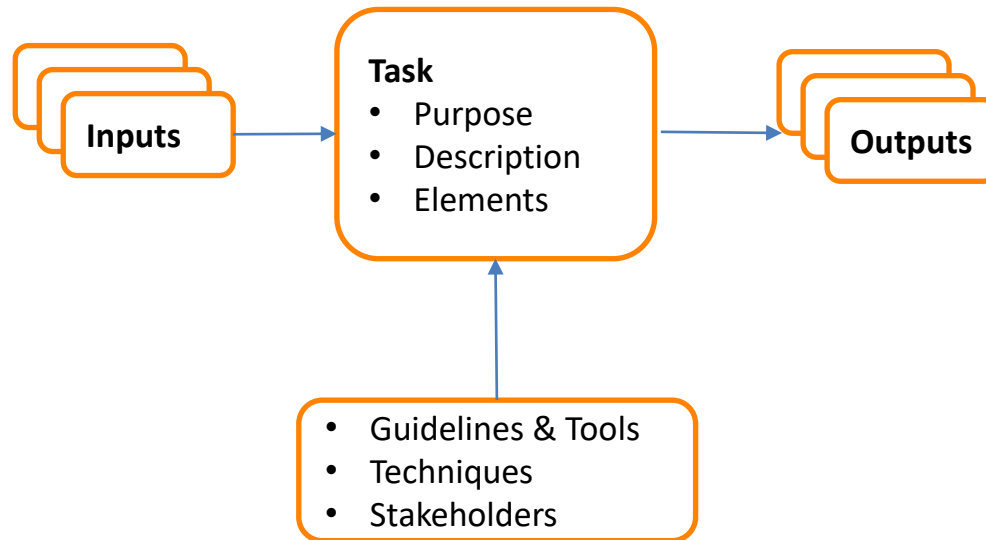
Relationships Amongst the 6 BABOK® Knowledge Areas (Chapter 1)

Figure 1.4.1: Relationships Between Knowledge Areas



Structure of BABOK® Knowledge Area Components (Chapter 1)

Example of components of a Knowledge Area



BABOK® Chapter 7:

Requirements Analysis and Design Definition

Tasks:

7.1 Specify & Model Requirements

7.2 Verify Requirements

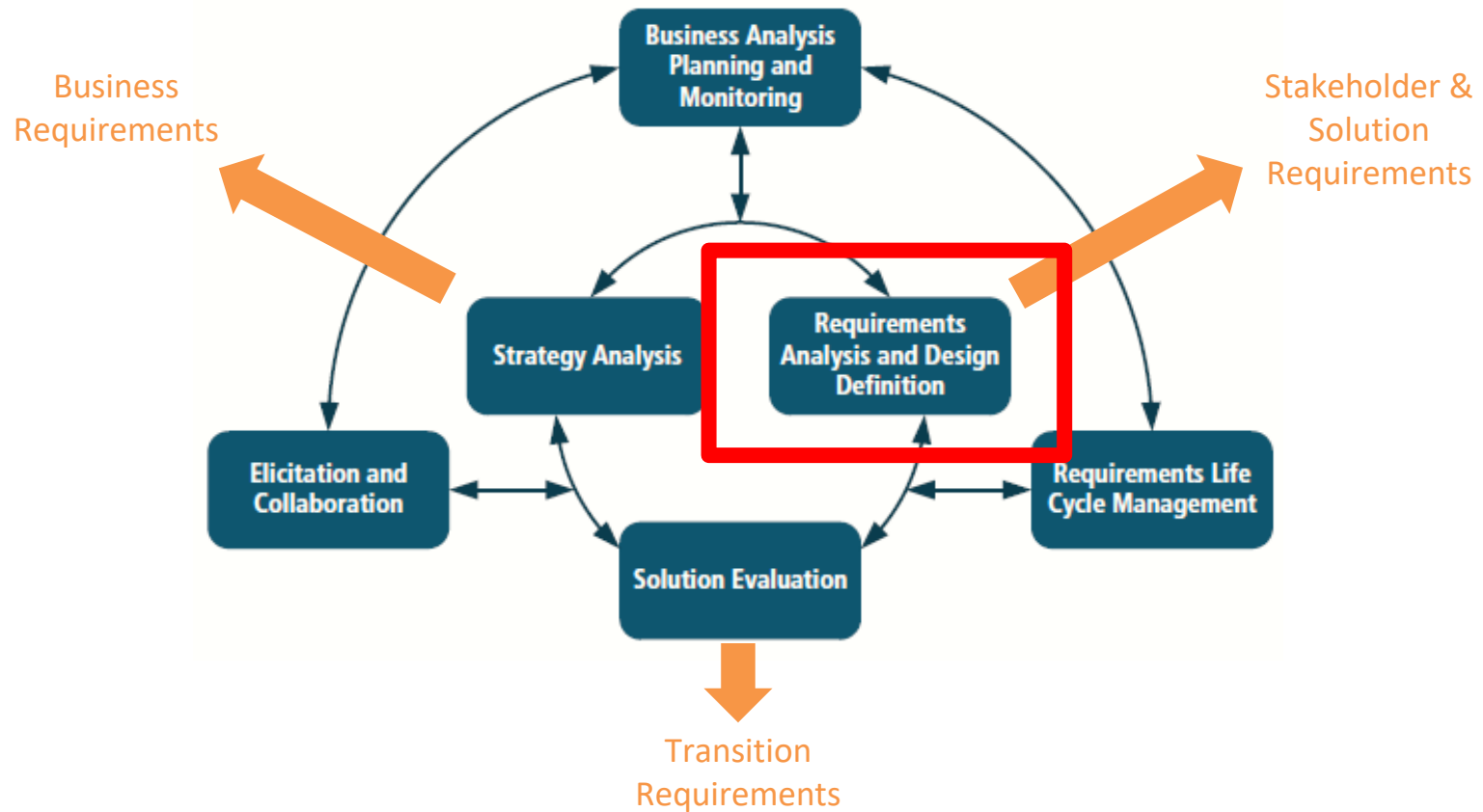
7.3 Validate Requirements

7.4 Define Requirements Architecture

7.5 Define Design Options

7.6 Analyze Potential Value & Recommend Solution

Relationships amongst the BABOK's 6 Knowledge Areas*



Requirements Classification Schema*

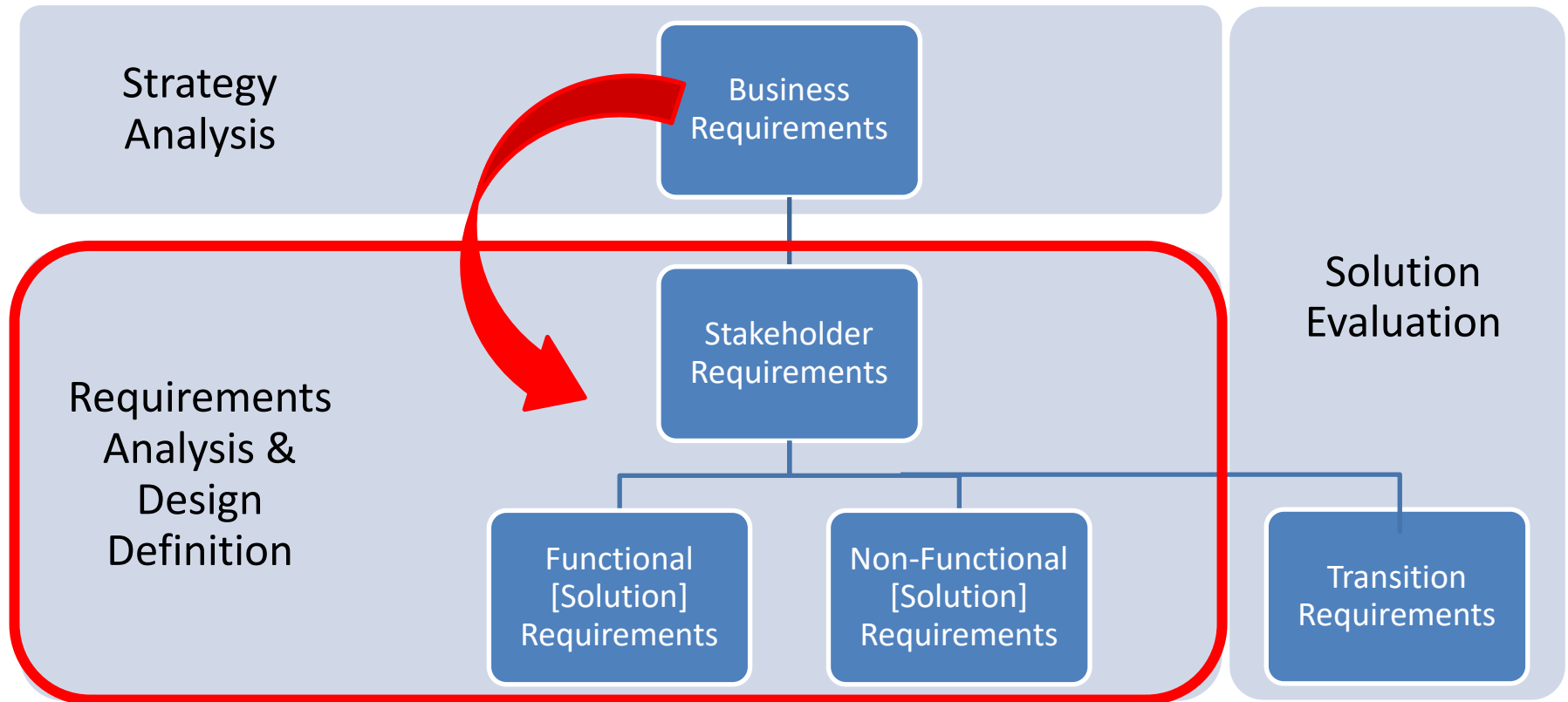
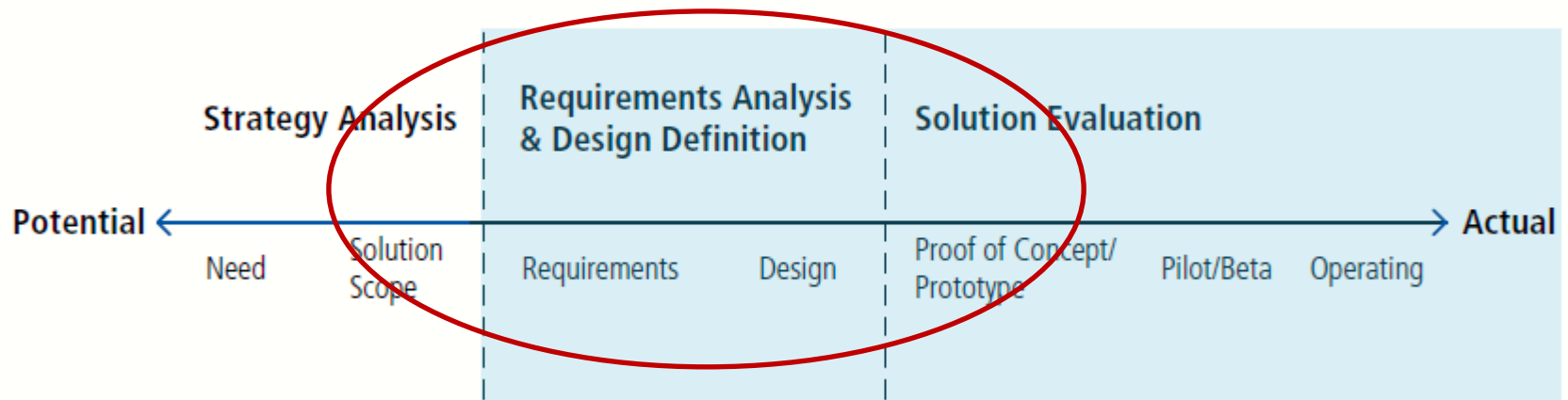


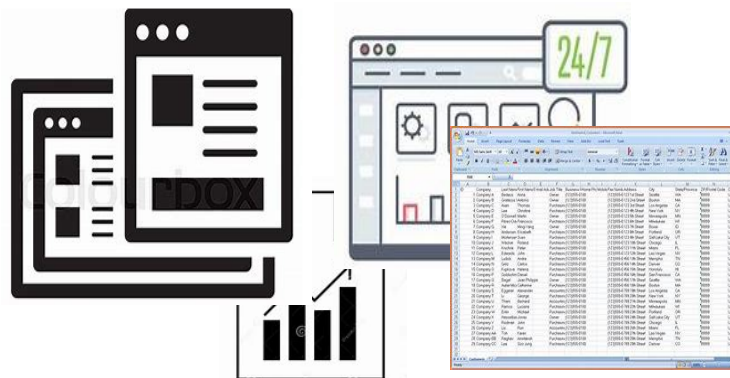
Figure 6.0.1: Business Analysis Value Spectrum



7.1 Specify and Model Requirements

Purpose:

- Transform elicitation results (any state) into representations of those results
- Focus on understanding need → requirements
- When does it start? End?
- According to the BABOK®, what are the two modeling formats?





7.1 Specify and Model Requirements

Category	Useful for representing	Techniques can include
People and Roles	organizations, groups of people, roles and their relationships within and enterprise and with a solution	Organizational Modelling, Roles & Permissions Matrix
Rationale	the “why” of a change	Business Model Canvas, Decision Modelling
Activity Flow	a sequence of actions, events, or a course that may be taken	Process Modelling, User Stories
Capability	features or functions of an enterprise or a solution	Prototyping, Functional Decomposition
Data and Information	characteristics and the exchange of information within an enterprise or a solution	Data Dictionary, Data Flow Diagrams, Glossary

7.2 Verify Requirements

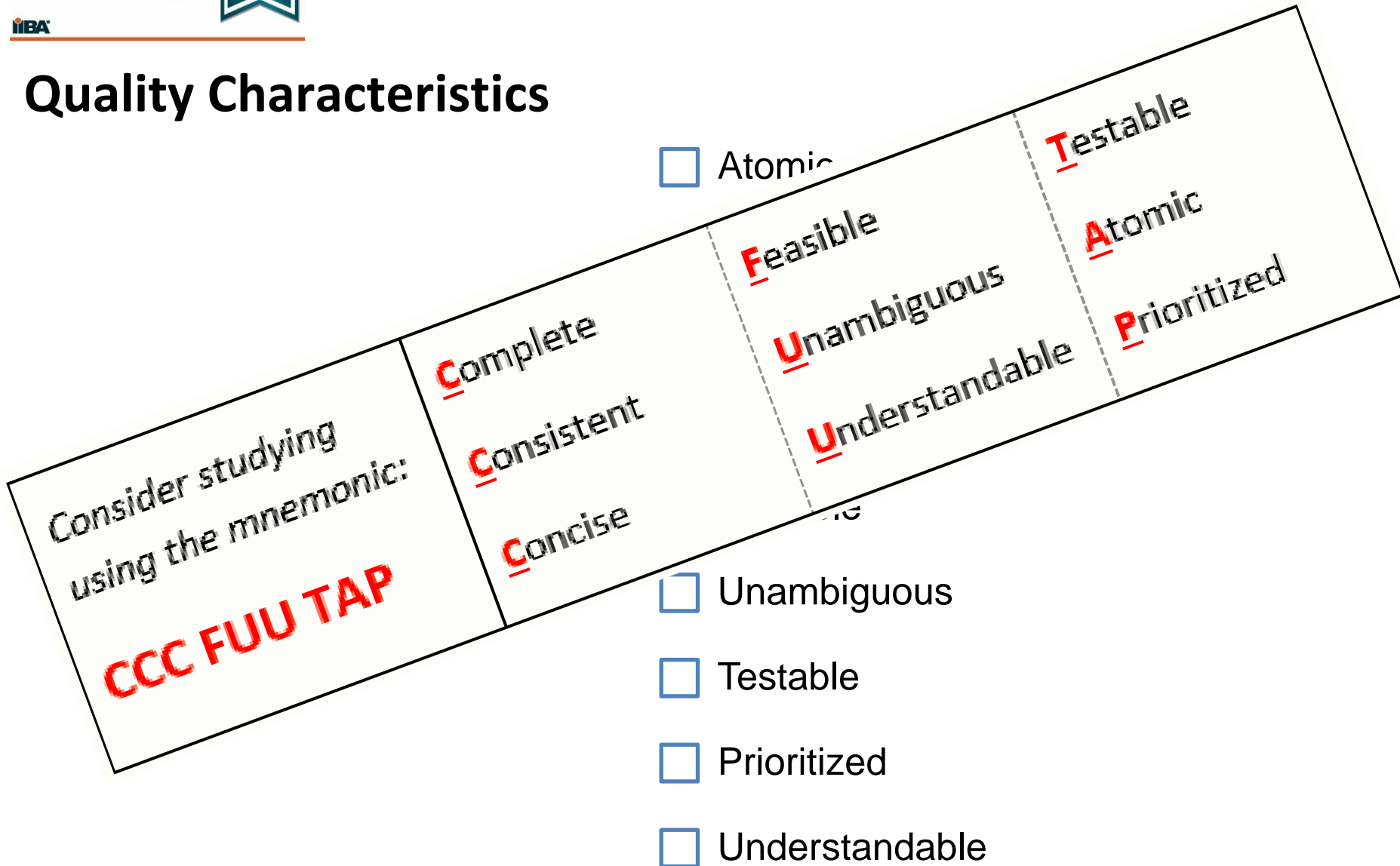
Purpose

- A quality check
- To ensure that requirements are well-written and ready to be validated and used in other project work e.g., design
- Which requirements can be verified and how soon?



7.2 Verify Requirements

Quality Characteristics



7.3 Validate Requirements

Purpose

- To ensure that the STAKEHOLDER, SOLUTION and TRANSITION requirements align to business requirements
- To ensure that the designs satisfy the requirements
- Why validate?



7.3 Validate Requirements

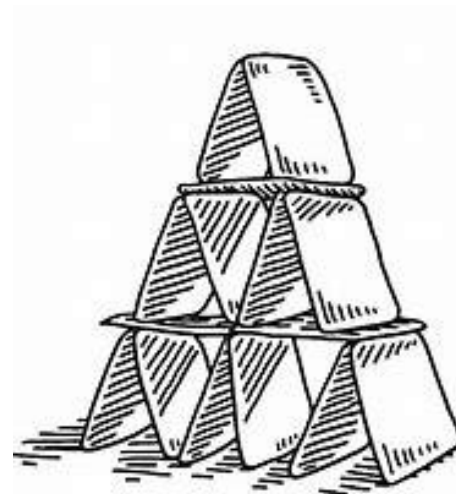
How to effectively validate requirements:

1. Record assumptions about realizing business benefits
2. If not done already, define measurable evaluation criteria
3. Always align to the business case/solution scope to prevent scope creep

7.4 Define Requirements Architecture

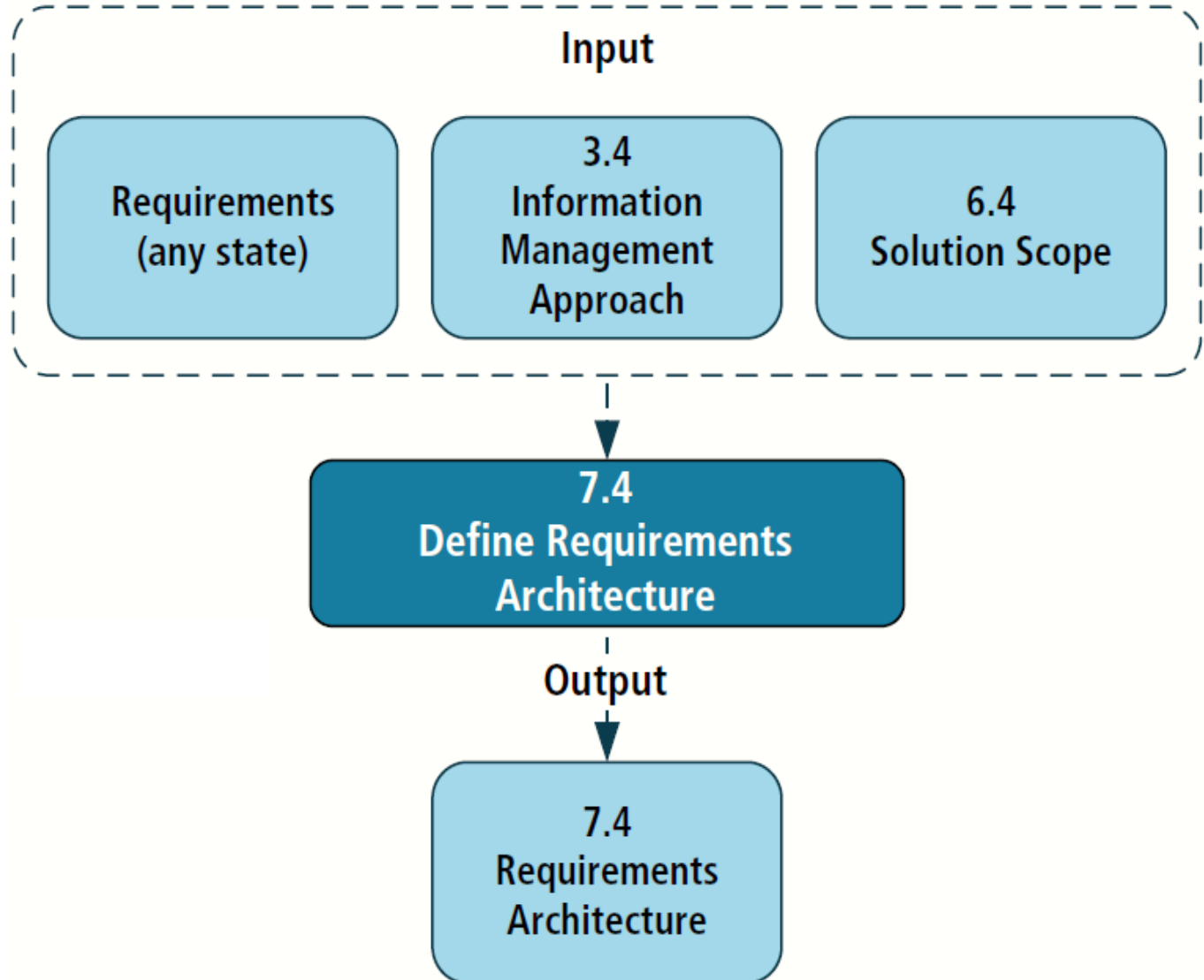
Purpose

- to ensure that the requirements collectively support one another to fully achieve the objectives
- Discuss inputs and outputs (next slide)



7.4 Define Requirements Architecture

**Inputs
&
Outputs**



7.4 Define Requirements Architecture

Views Vs Viewpoints

Requirements architecture can be represented from a variety of **viewpoints**, all which can be combined to create a **holistic view** of the system

Each view addresses some specific set of concerns, specific to stakeholders in the overall process

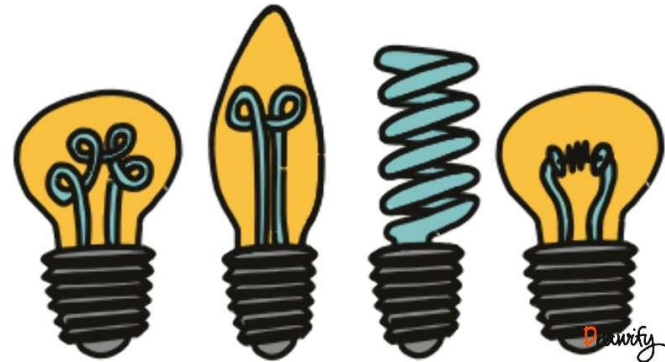
Views are abstractions

- Simplifications of the whole
- Important characteristics are made more visible by leaving details aside
- Focused on bringing forth content relevant for a specific **viewpoint**

7.5 Define Design Options

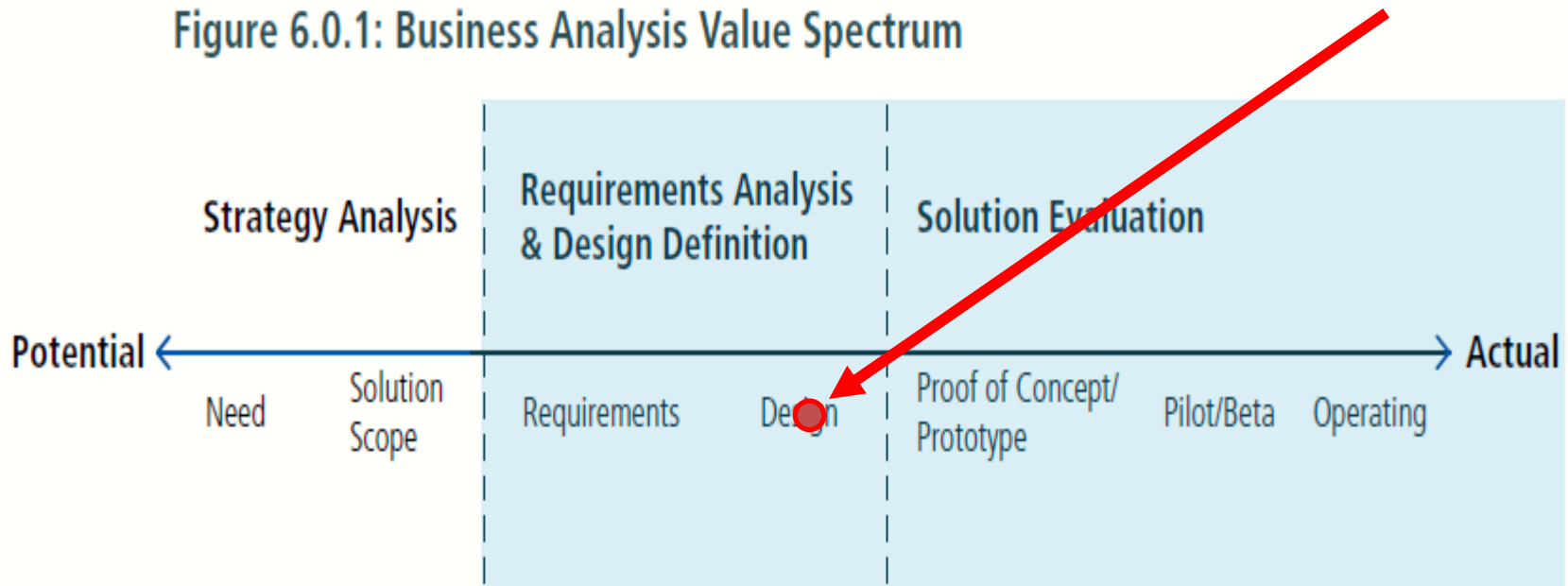
Purpose

- to define possible forms a solution will take
 - to present multiple alternatives that can satisfy a set of requirements
 - to identify design options that each may potentially achieve the desired future state
- What are some solution approaches?



7.5 Define Design Options

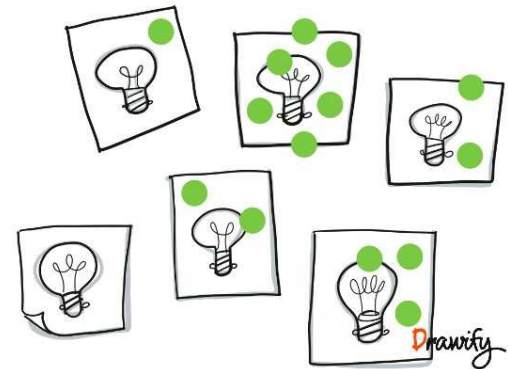
Figure 6.0.1: Business Analysis Value Spectrum



7.6 Analyze Potential Value and Recommend Solution

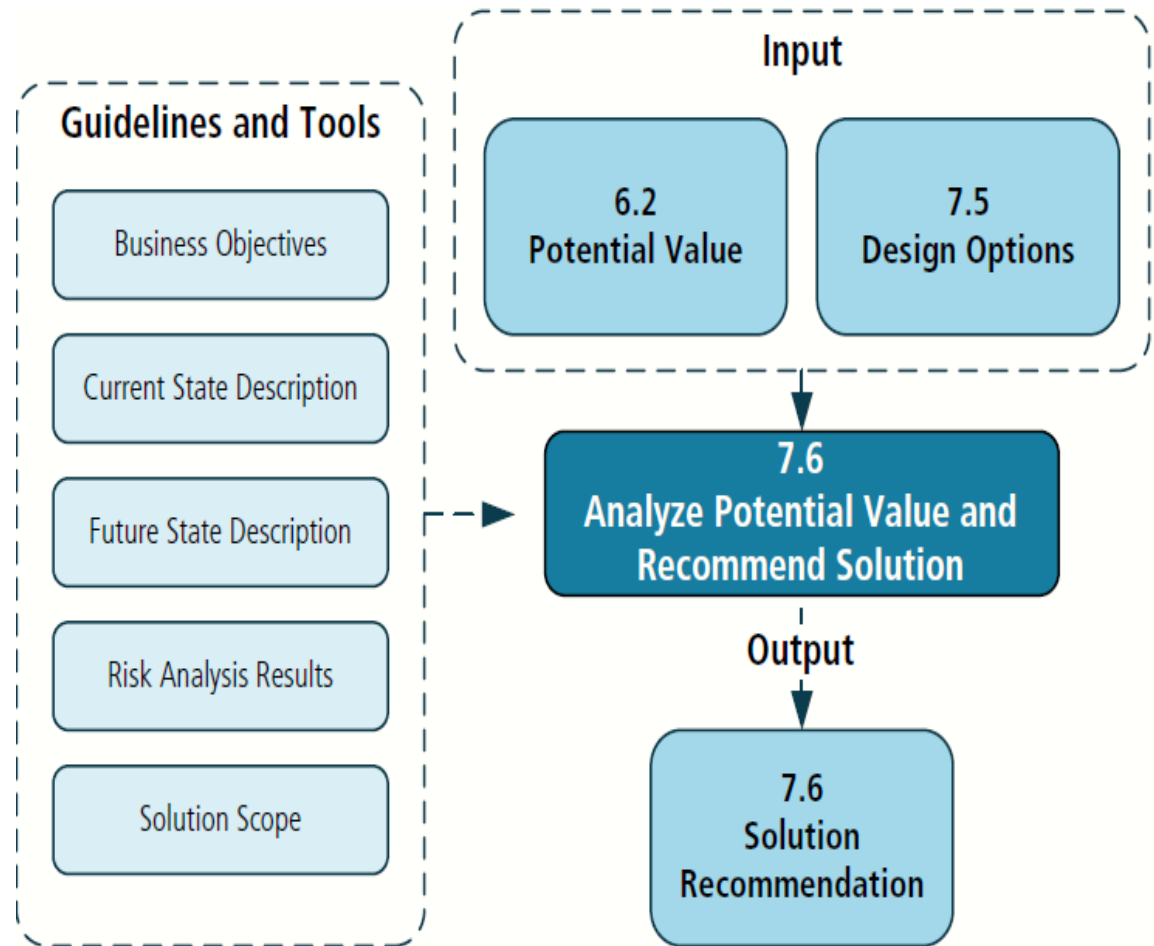
Purpose

- To analyze the potential value of design options
- To determine the most appropriate option for the enterprise
- Considerations for determining potential value:
 - Expected benefits
 - Expected costs (\$, time)
 - Functional scope
 - Risks
- Could “do nothing” be a recommended solution?



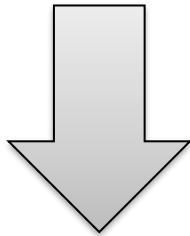
7.6 Analyze Potential Value and Recommend Solution

**Output = Your
Solution
Recommendation!**

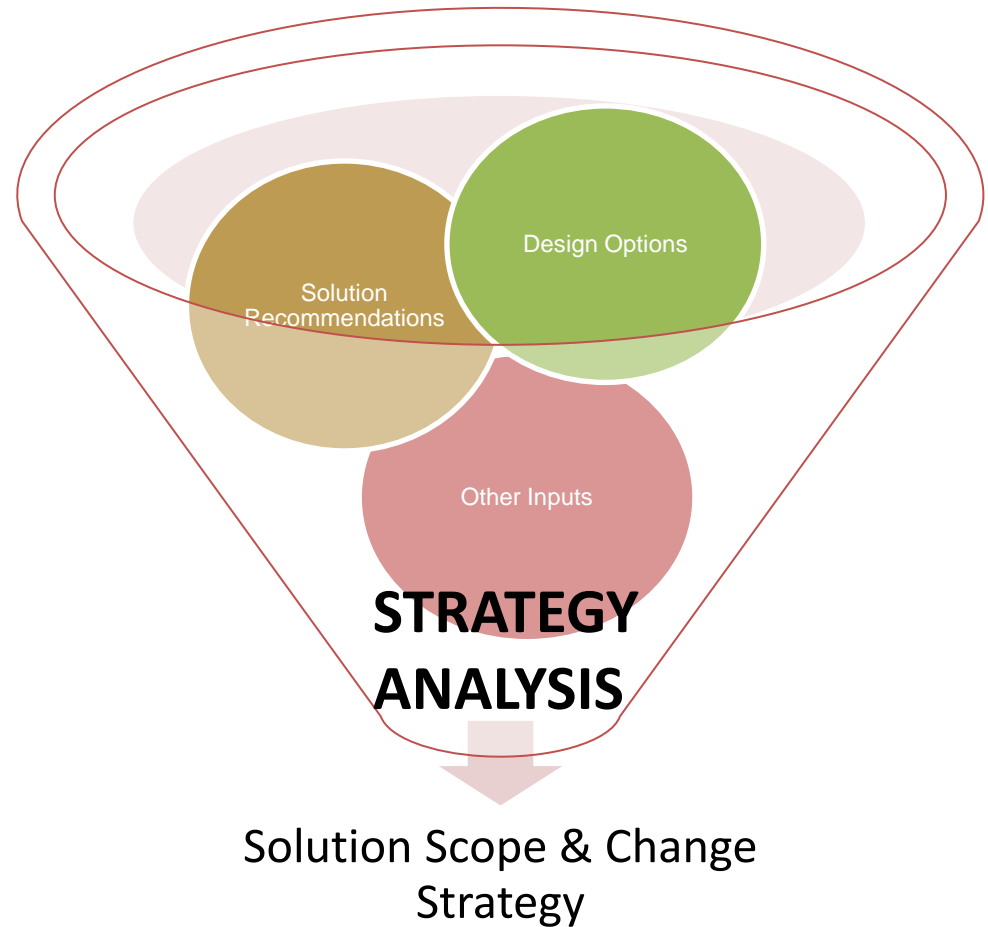


7.6 Analyze Potential Value and Recommend Solution

**Design Options
& Solution
Recommendations**



**Inputs to 6.4 Define
Change Strategy**



What You Need to Know

For all tasks: know their inputs, their associated techniques, their more detailed elements and their outputs:

7.1 Specify & Model Requirements

7.2 Verify Requirements

7.3 Validate Requirements

7.4 Define Requirements Architecture

7.5 Define Design Options

7.6 Analyze Potential Value & Recommend Solution



What You Need to Know

Understand and apply the modelling techniques used during requirements analysis and design. Be able to name them, understand them, know when they are useful (and not) and how to perform them.

Business Capability Analysis

Process Modelling

Business Rules Analysis

Prototyping

Concept Modelling

Roles and Permissions Matrix

Data Flow Diagrams

Root Cause Analysis

Data Modelling

Scope Modelling

Decision Modelling

Sequence Diagrams

Functional Decomposition

State Modelling

Interface Analysis

Use Cases and Scenarios

Mind Mapping

User Stories

Organization Modelling

What You Need to Know

Describe the 2 modeling formats and the 5 categories of models used to specify and model requirements. Be able to identify them and provide examples of each type.

Modeling formats:

- Matrices
- Diagrams

Modeling categories:

- People and Roles
- Rationale
- Activity Flow
- Capability
- Data and Information



What You Need to Know

Understand and know the difference amongst the following key concepts:

Viewpoints

Stakeholder-focused templates, standards, and guidelines that define how requirements will be represented, organized, and related to one another

Views

Name given to the actual requirements and designs for a particular solution from a chosen stakeholder viewpoint. A collection of views makes up the requirements architecture for a specific solution.

Design Options

Possible ways to satisfy one or more needs in a solution

Solution Components

Subparts of a solution, such as people, infrastructure, hardware, or software

Solution Approach

How to go about building and implementing the solution, such as whether solution components will be created, purchased, or some combination of both

What You Need to Know

Distinguish between verified and validated requirements:

- Verified = correctly-defined and appropriate level of detail → think “very good”
- Validated = aligned with business goals & objectives → think “valuable”

List and explain the 9 characteristics of well-defined requirements:

- Complete
- Consistent
- Concise
- Feasible
- Unambiguous
- Understandable
- Testable
- Atomic
- Prioritized

mnemonic = C³FU²TAP



What You Need to Know

Understand and apply the following key terms:

Business rules	Organizational modelling
Component	Physical data models
Conceptual data models	Potential value
Data flow diagrams	Process models
Decompose	Releases
Definitional business rules	Requirements allocation
Design option	Requirements architecture
Expected benefits	Sequence diagrams
Expected costs	Solution approach
Formal models	Solution components
Functional decomposition	State modelling
Informal models	User stories
Logical data models	Validated requirements
Metadata	View
Opportunity costs	Viewpoints

Let's test our knowledge
ZOOM POLL: CH7 - Zoom Poll #2 RADD



BABOK® Chapter 7:

Requirements Analysis
and Design Definition

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>

Our Mentoring Program is on!

The Mentoring Program aims 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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<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>



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 the 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 / 32 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, use 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 the 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?

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/>

Upcoming Events

**BABOK® Chapter 8:
Chapter 8: Solution Evaluation
Tuesday, March 26, 2024
6:00 PM - 7:30 PM ET**

ECBA | CCBA | CBAP Study Group

<https://ottawa-ouataouais.iiba.org/ecbatm-ccbar-cbapr-study-groups>

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



Upcoming Event – Chapter Meeting



Tuesday, March 19, 2024

6:00 PM - 7:30 PM EST

Change Management: How it Helps Projects Succeed

Presenter:

**Betsy Bond, EMBA, CCMP, B.Comm., Prosci
Executive Instructor**

Questions?



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certification@iiba-oo.com

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!