ECBA™/ CBAP®/ CCBA®
Study Group

November 28, 2023

Your Hosts

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AGENDA

15 min	Introduction
45 min	BABOK® Chapter 4: Elicitation and Collaboration
15 min	Technique Spotlight
10 min	Exam Tips
5 min	Supplementary Information

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®)
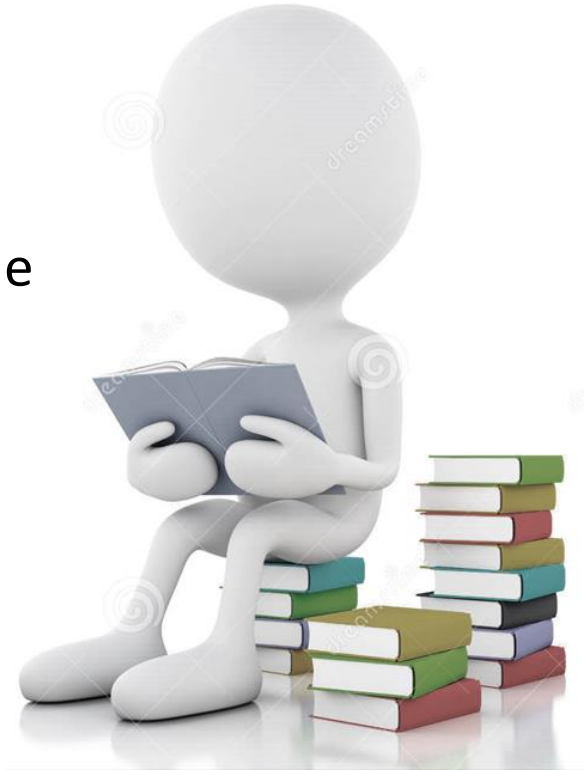
Need information on certification?

- **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/

Next Study Group :
# Thursday, December 14ᵗʰ

Now let's get to know you better!

ZOOM Poll #1 : Ice breaking

1.1

Session	Date	Topic
1	Sep 26, 2023	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	Oct 24, 2023	Chapter 3: BA Planning & Monitoring
3	Nov 28, 2023	**Chapter 4: Elicitation & Collaboration**
4	Dec 14, 2023	Chapter 5: Requirements Life Cycle Management
5	Jan 23, 2024	Chapter 6: Strategy Analysis
6	Feb 27, 2024	Chapter 7: Requirements Analysis & Design Definition
7	Mar 26, 2024	Chapter 8: Solution Evaluation
8	Apr 23, 2024	Chapter 9: Underlying Competencies
9	May 28, 2024	Chapter 10: Techniques
10	Jun 25, 2024	Chapter 11: Perspectives

Relationships amongst the 6 Knowledge Areas*

* BABOK, p. 5
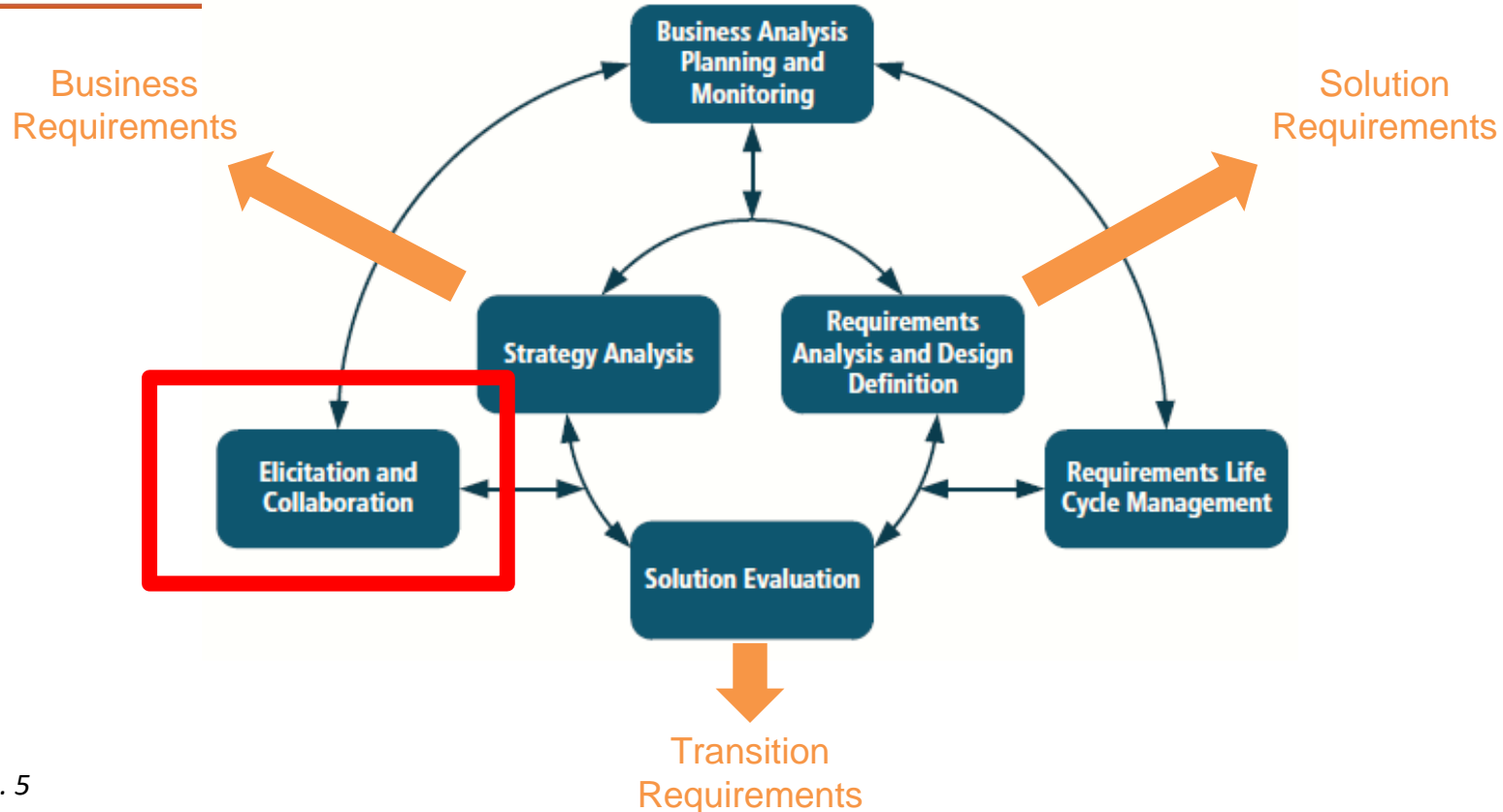
KNOWLEDGE AREA:

Elicitation & Collaboration

Tasks

4.1 Prepare for Elicitation

4.2 Conduct Elicitation
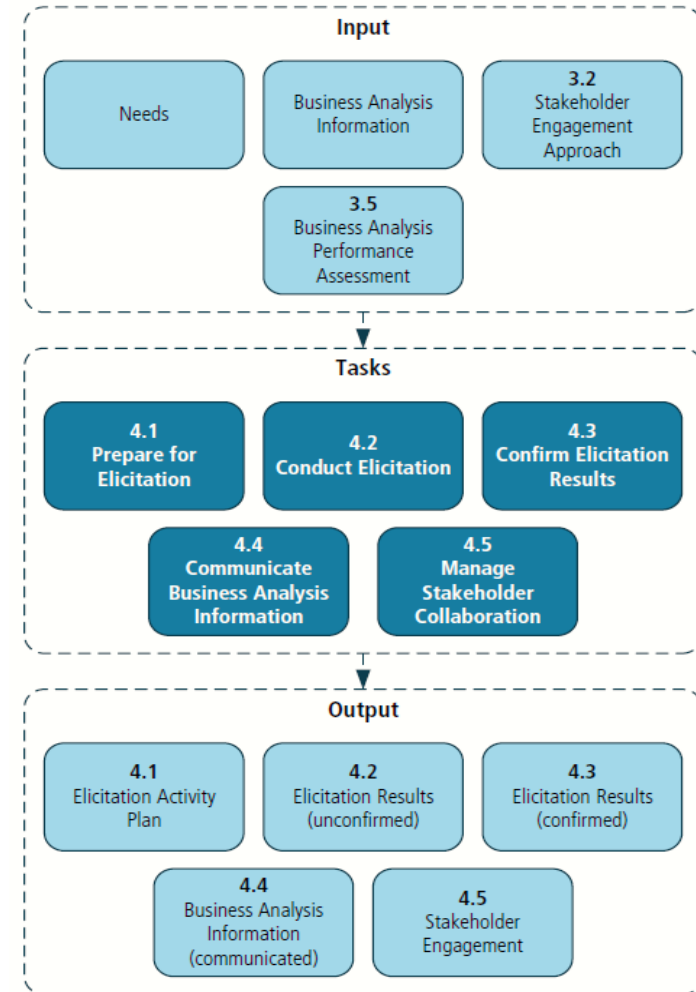
4.3 Confirm Elicitation Results

4.4 Communicate Business Analysis Information

4.5 Manage Stakeholder Collaboration

Knowledge Area:
Elicitation and Collaboration

Input/Output Diagram, p. 56

**Know all inputs, tasks and outputs for all Knowledge Areas!

Figure 4.0.1: Elicitation and Collaboration Input/Output Diagram

Input

- Needs
- Business Analysis Information
- 3.2 Stakeholder Engagement Approach
- 3.5 Business Analysis Performance Assessment

Tasks

- 4.1 Prepare for Elicitation
- 4.2 Conduct Elicitation
- 4.3 Confirm Elicitation Results
- 4.4 Communicate Business Analysis Information
- 4.5 Manage Stakeholder Collaboration

Output

- 4.1 Elicitation Activity Plan
- 4.2 Elicitation Results (unconfirmed)
- 4.3 Elicitation Results (confirmed)
- 4.4 Business Analysis Information (communicated)
- 4.5 Stakeholder Engagement

- What is Elicitation?

- What is Collaboration?

TASK 4.1:
Prepare for Elicitation

Input/Output Diagram, p. 57

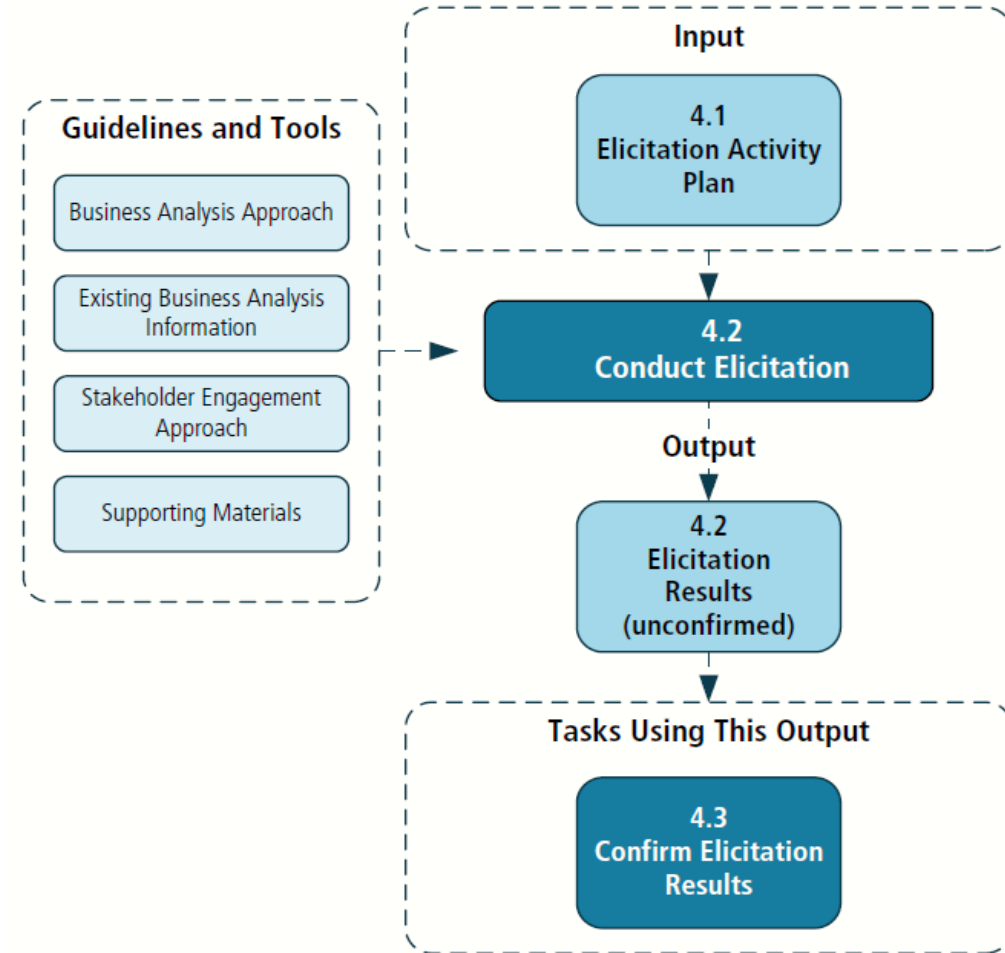Figure 4.1.1: Prepare for Elicitation Input/Output Diagram
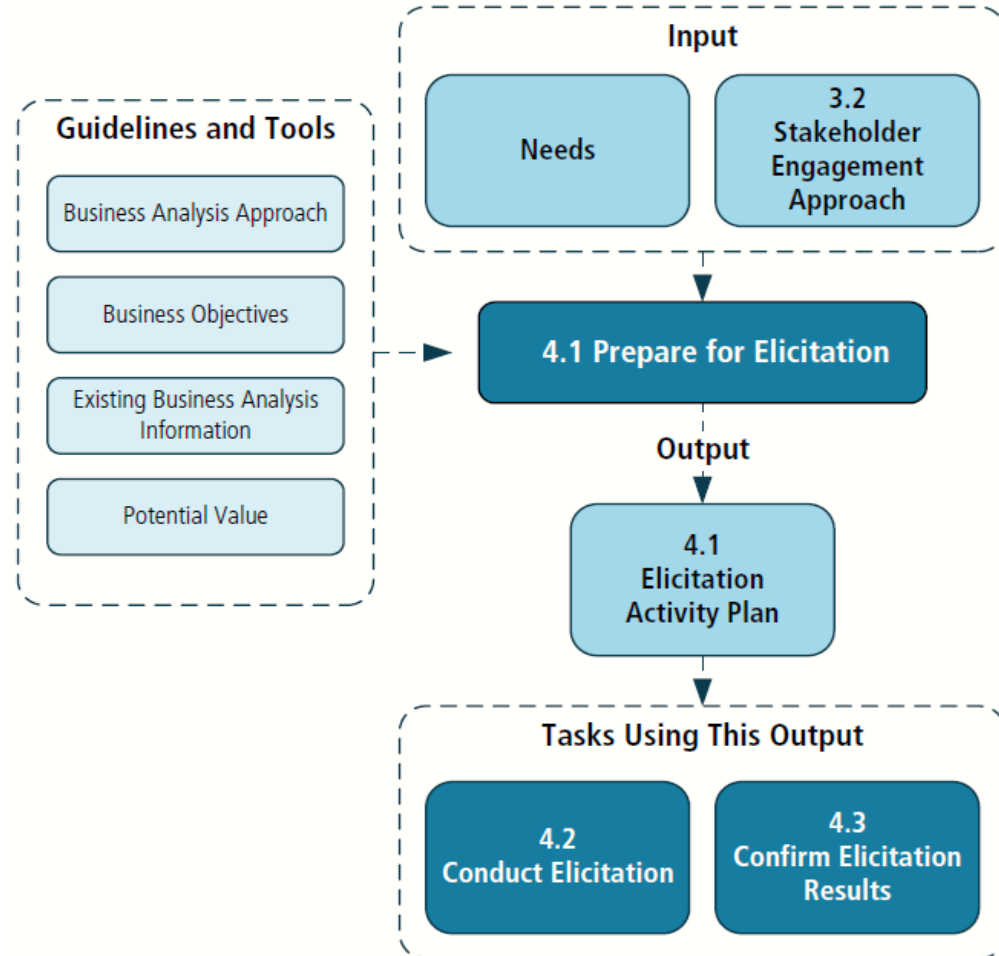
- Why is it important to prepare for elicitation events?

- What are some things that a BA must consider when planning for elicitation?

TASK 4.2:
Conduct Elicitation

Input/Output Diagram, p. 62

Figure 4.2.1: Conduct Elicitation Input/Output Diagram

What is the purpose of this task?

"The purpose [of the Conduct Elicitation task] is to draw out, explore, and identify information relevant to the change."
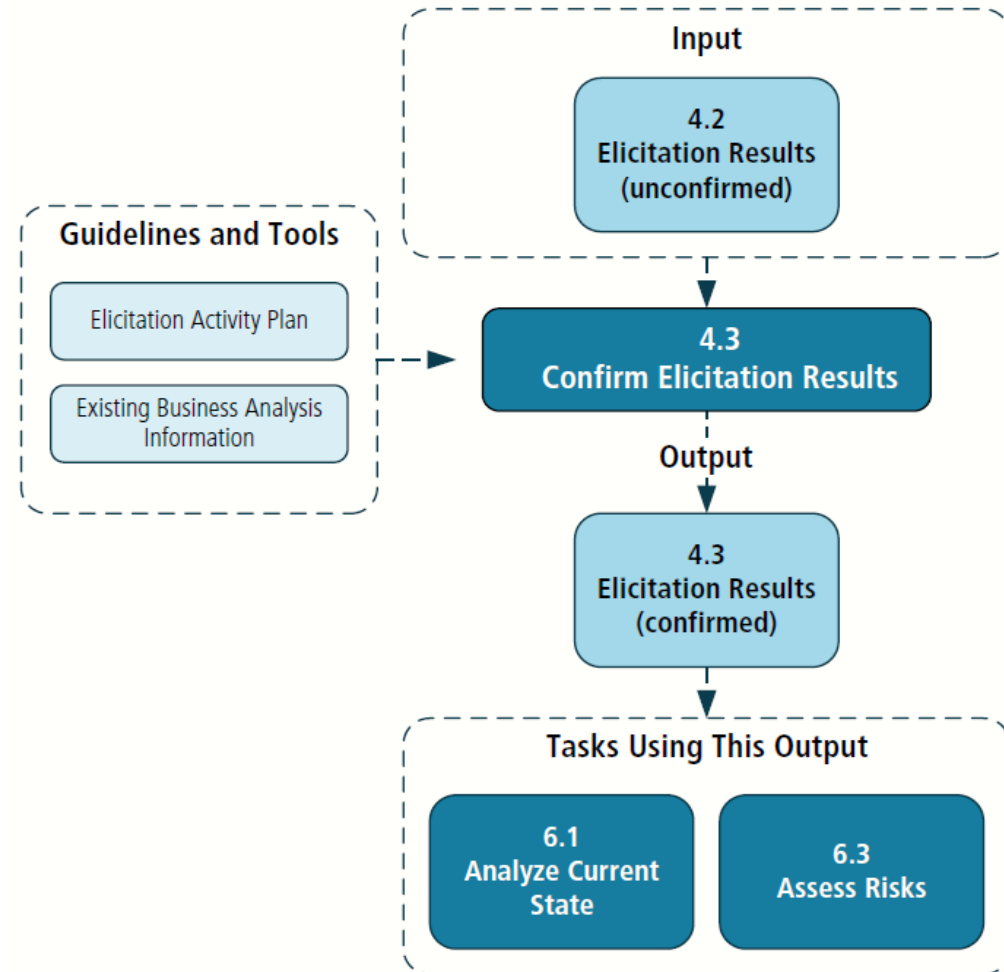
~BABOK® v3

What are the three common types of elicitation?

1. Collaborative
2. Research
3. Experiments

TASK 4.3:
Confirm Elicitation Results

Input/Output Diagram, p. 66

Figure 4.3.1: Confirm Elicitation Results

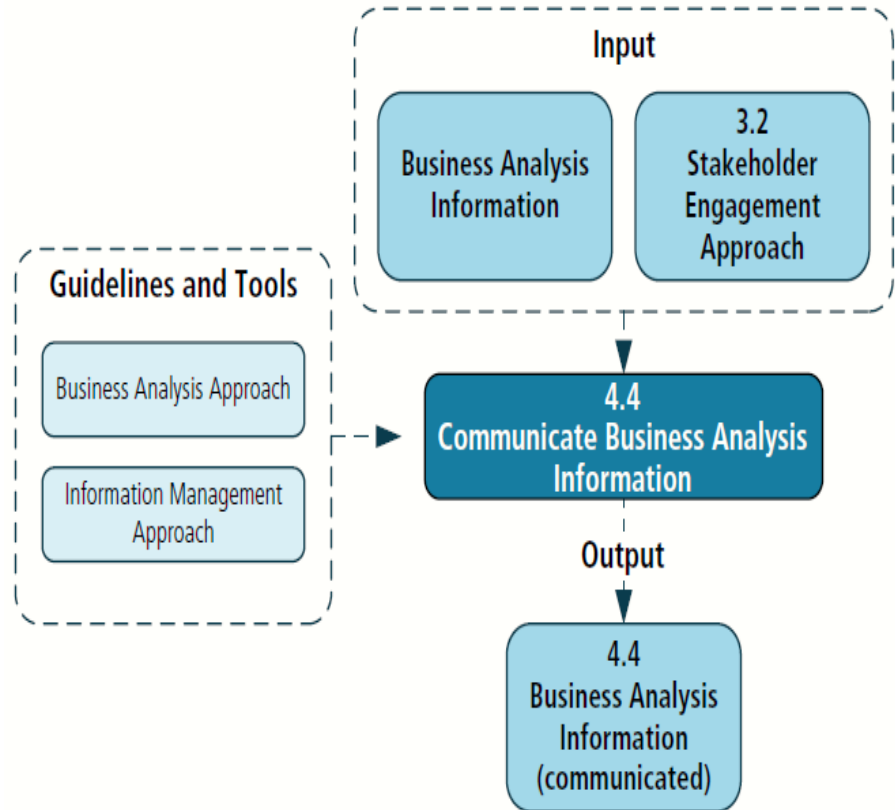Why bother to confirm elicitation results?

What techniques might you use?

Formal vs *Informal* Review techniques?

TASK 4.4:
Communicate Business
Analysis Information

Input/Output Diagram, p. 68

Figure 4.4.1: Communicate Business Analysis Information Input/Output Diagram

The BABOK® v3 states that communication of BA information is *"…bi-directional and iterative…"*.

What does this mean?

According to the BABOK® v3, what are the **3 possible forms** for communication packages?

- – Formal Documentation

- – Informal Documentation

- – Presentations

TASK 4.5:
Manage Stakeholder Collaboration

Input/Output Diagram, p. 72

Figure 4.5.1: Manage Stakeholder Collaboration Input/Output Diagram

What is the purpose of this task?

"The purpose *[of the Manage Stakeholder Collaboration task]* is to encourage stakeholders to work towards a common goal."

~BABOK® v3

In this task, the business analyst does the following key activities:

— Identifies stakeholders

— Confirms their roles

— Communicates with them to ensure that the right stakeholders participate at the right times and in the appropriate roles

Zoom Poll!

ZOOM Poll: CH4 – Zoom Poll #2 Elicitation and Collaboration

Techniques

✔ 50 techniques listed in BABOK®

✔ Know how BABOK® uses the techniques, not how you might commonly think of the technique

✔ Not all techniques are used in each KA or task

✔ Know how BABOK® applies the technique in different tasks

Techniques Used in the **Elicitation & Collaboration** Knowledge Area

Technique	4.1	4.2	4.3	4.4	4.5
Benchmarking and Market Analysis		X			
Brainstorming	X	X			
Business Rules Analysis		X			
Collaborative Games		X			X
Concept Modelling		X			
Data Mining	X	X			
Data Modelling		X			
Document Analysis	X	X	X		
Estimation	X				
Focus Groups		X			
Interface Analysis		X			
Interviews	X	X	X	X	
Lessons Learned					X
Mind Mapping	X	X			
Observation		X			
Process Analysis		X			
Process Modelling		X			
Prototyping		X			
Reviews			X	X	
Risk Analysis and Management	X				X
Stakeholder List, Map, or Personas	X				X
Survey or Questionnaire		X			
Workshops		X	X	X	

Benchmarking and Market analysis

- Source of information used to compare specific processes, systems, services, structure with an external baseline.
- Determines customer wants and what competitors provide.

Brainstorming

- Generates many ideas in a short period of time.
- Allows for organization and prioritization of those ideas.

Business Rules Analysis

- Identifies rules used to govern decisions.
- Rules define, constrain, enable operations.

Elicitation Techniques

Collaborative Games

- Develops a better understanding of a problem
- Stimulate creative solutions

Concept Modeling

- Identifies key terms and ideas of importance
- Defines the relationship of the key terms and ideas

Data Mining

- Used to identify pertinent information and patterns

Data Modelling

- Used to understand relationships

Elicitation Techniques

Document Analysis

- Review of existing systems, contracts, business procedures, policies, standards, and regulations.

Focus Groups

- Identify and understand ideas and attitudes.

Interface Analysis

- Aids in understanding the interaction, and the characteristics of that interaction between two entities.
  - Systems
  - Roles
  - Organization

Elicitation Techniques

Interviews

- Used to ask questions and uncover needs of stakeholders
- Identities problems
- Uncovers additional opportunities

Mind Mapping

- Used to generate many ideas from a group in limited amount of time
- Organize and prioritize ideas

Observation

- Gain insight how current process is done in different environments or circumstances

Elicitation Techniques

Process Analysis

- Understanding the current process and to identify opportunities for improvement.

Process Modelling

- Used to elicit processes from participants during activities.

Prototyping

- Elicit and validate needs through an iterative process.
- Creates a model or requirements or designs.

Elicitation Techniques

Survey or Questionnaire

- Elicit business analysis information thru a series of questions.
- Large audience in a short amount of time.
- Provides information about customers, products, practices, and attitudes.

Workshops

- Elicit business analysis information thru a more structured and facilitated method.
- Provides information about customers, products, practices, and attitudes.

Elicitation Techniques

Zoom Poll!

ZOOM Poll: CH4 – Zoom Poll #3 Elicitation and Collaboration

Exam Study Tips

Exam Tips from Other* BAs

Preparation & Study Tips:

- (Most CBAP® recipients said they dedicated over 150 – 200 hours of time studying for the exam)

- Read the BABOK® Guide v3 at least 2, if not 3, times before the exam

- Use a study guide to help better understand the concepts

- Know your preferred learning style and use it to your advantage

- Utilize study aids like mnemonics or study tables which consolidate information

- Spend time studying in proportion to the percentages of questions on the exam (exam blueprints), and spend more time studying areas in which you are not as proficient

- Study related information: stakeholders involved in each task, inputs and outputs of each task

- Learn the terms used in BABOK <u>even when they differ</u> from those used in your organization

Source: IIBA Palmetto Chapter, South Carolina (2018)

Exam Tips from Other* BAs

Exam Taking Tips:

- Figure out the essence of the question and rule out as many answers as possible. Then choose the answer that applies the most universally

- Most questions will have single statement (and not extensively long) correct answers

- Scenario-based questions will generally have at least two answers that are similar to one another

- Skim each case study for initial understanding. Then read the questions that pertain to that case study thoroughly to find out what the questions are asking

- Make one pass through the exam and only answer questions on which you are confident of the right answers. On your second pass, the difficult questions will be easier, and you can still leave some blank or flag some for review. Take a third pass through the questions when necessary.

Source: IIBA Palmetto Chapter, South Carolina (2018)

Supplementary Information

Partnership

Special offer from

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Visit

https://www.projerra.ca/

Or

https://projerra-academy.ca

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

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

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

Mock Test and Exam Practice Tips:

- Study one KA at a time and do practice exams after you read each one to gauge your understanding - it doesn't matter which one you start with.   Use feedback from your incorrect answers to go straight back to the BABOK to ready why you answered wrong.

- If purchasing an on-line exam simulator or looking at sample questions on-line, make sure the information has been upgraded to v3 material.

- Take "speed tests." As you take practice exams, be sure to time yourself. A challenge for everyone is the short time allotment of each of the exams, so it helps to know how fast you answer questions.

- Aim for answering practice questions online or from a Study Guide in one minute or less to be prepared for the real exam.

- If purchasing an on-line exam simulator, make sure it includes several case studies.

- Take lots of (short) practice tests and 1-2 (long) mock simulation exams.

Source: IIBA Palmetto Chapter, South Carolina (2018)

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 5:
Requirements Life Cycle Management

Thursday, December 14, 2023
6:00 PM - 7:30 PM ET

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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

THANK YOU!