

**ECBA<sup>™</sup> / CBAP<sup>®</sup> / CCBA<sup>®</sup>  
Study Group**

March 26, 2024

**CBAP<sup>®</sup>  
CCBA<sup>®</sup>  
ECBA<sup>™</sup>**

2021 CHAPTER OF THE YEAR

**Ottawa-Outaouais**  
Chapter



## Agenda:

15 min

Introduction

Mission/Vision

Announcements

Your Hosts

45 min BABOK® Chapter 8: Solution Evaluation

10 min Exam Prep

15 min Supplementary/Exam Info

Attendance (for PDUs)



# Your Hosts



**Gael Mombio, CBAP**

Deputy - Professional Certification  
IIBA Ottawa-Outaouais Chapter



**Ramya Dhyapa**

Vice-President Member Services  
IIBA Ottawa-Outaouais Chapter

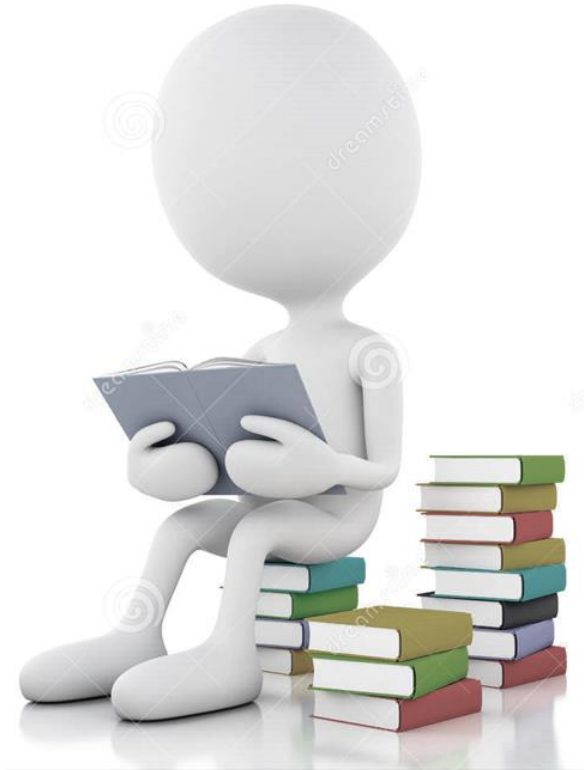


**Ziad Sakr, CBAP, AAC**

VP of Professional Certification  
IIBA Ottawa-Outaouais Chapter

## 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®)



# 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.




Now let's get to know you!

ZOOM Poll #1: Ice breaking

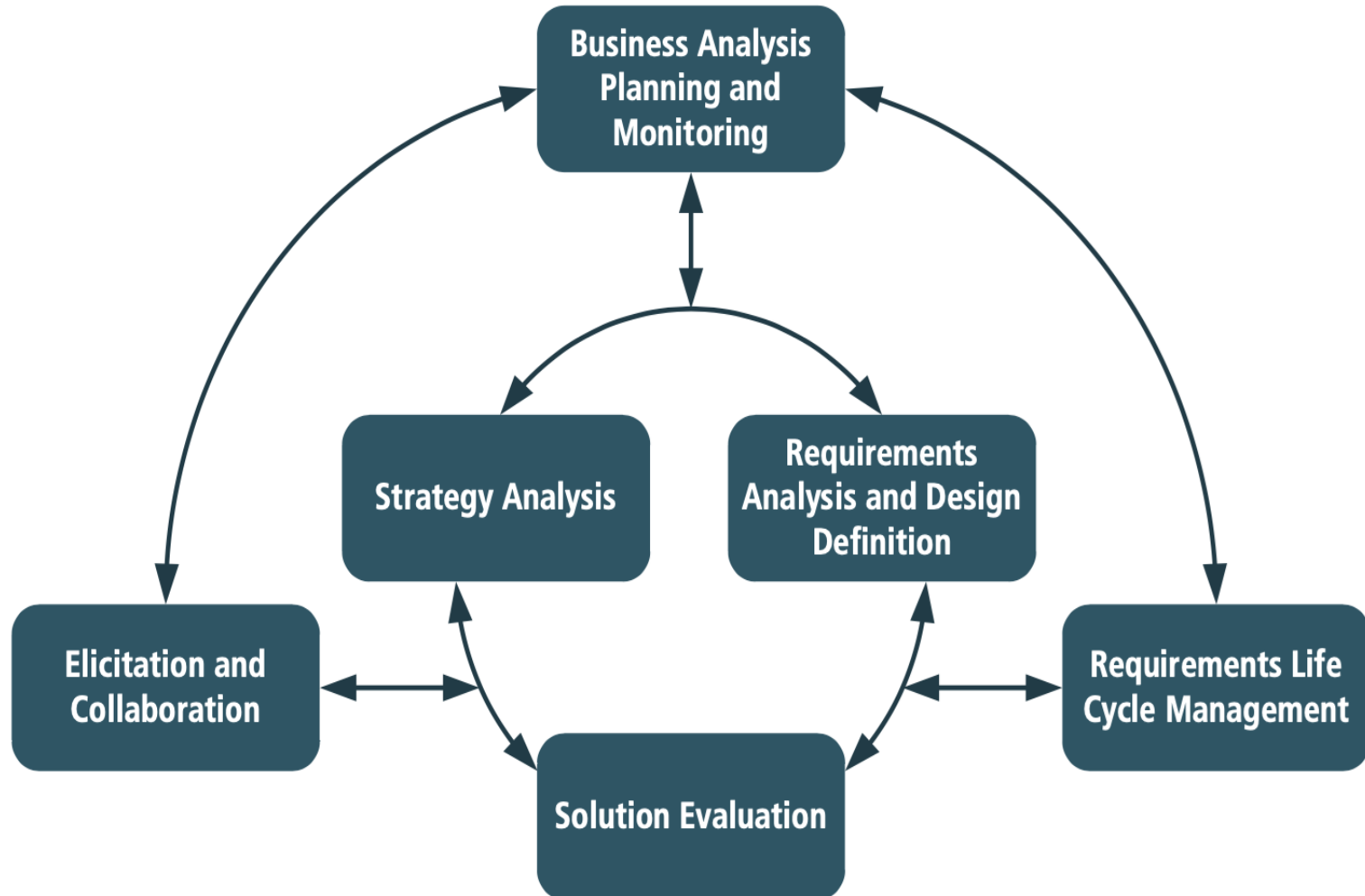




Session	Chapter	Topic
1	1 2	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	3	Chapter 3: BA Planning & Monitoring
3	4	Chapter 4: Elicitation & Collaboration
4	5	Chapter 5: Requirements Life Cycle Management
5	6	Chapter 6: Strategy Analysis
6	7	Chapter 7: Requirements Analysis & Design Definition
 7	<b>8</b>	<b>Chapter 8: Solution Evaluation</b>
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)

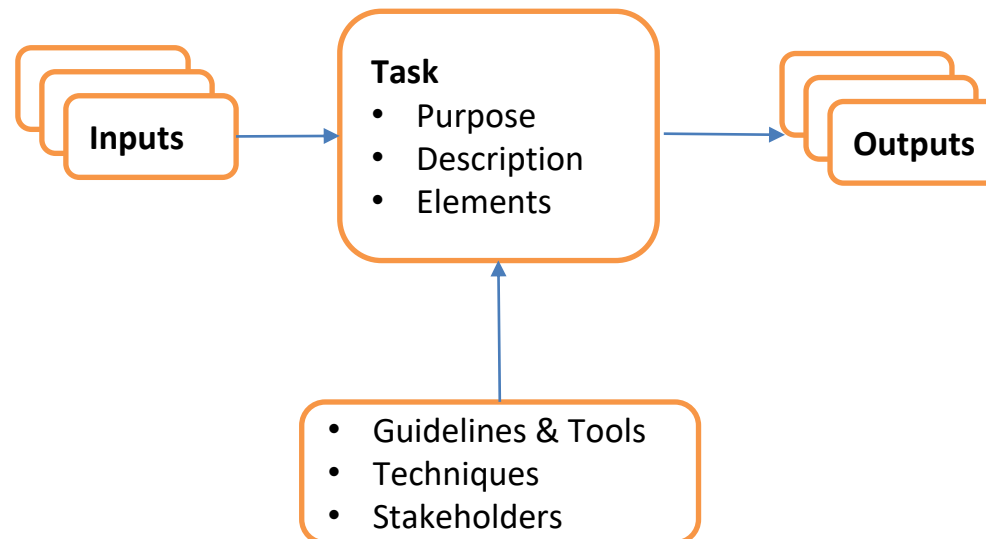
Figure 1.4.1: Relationships Between Knowledge Areas





# Structure of BABOK® Knowledge Area Components (Chapter 1)

## Example of components of a Knowledge Area



BABOK® Chapter 8:  
Solution Analysis

**Tasks:**

8.1 Measure Solution Performance

8.2 Analyze Performance Measures

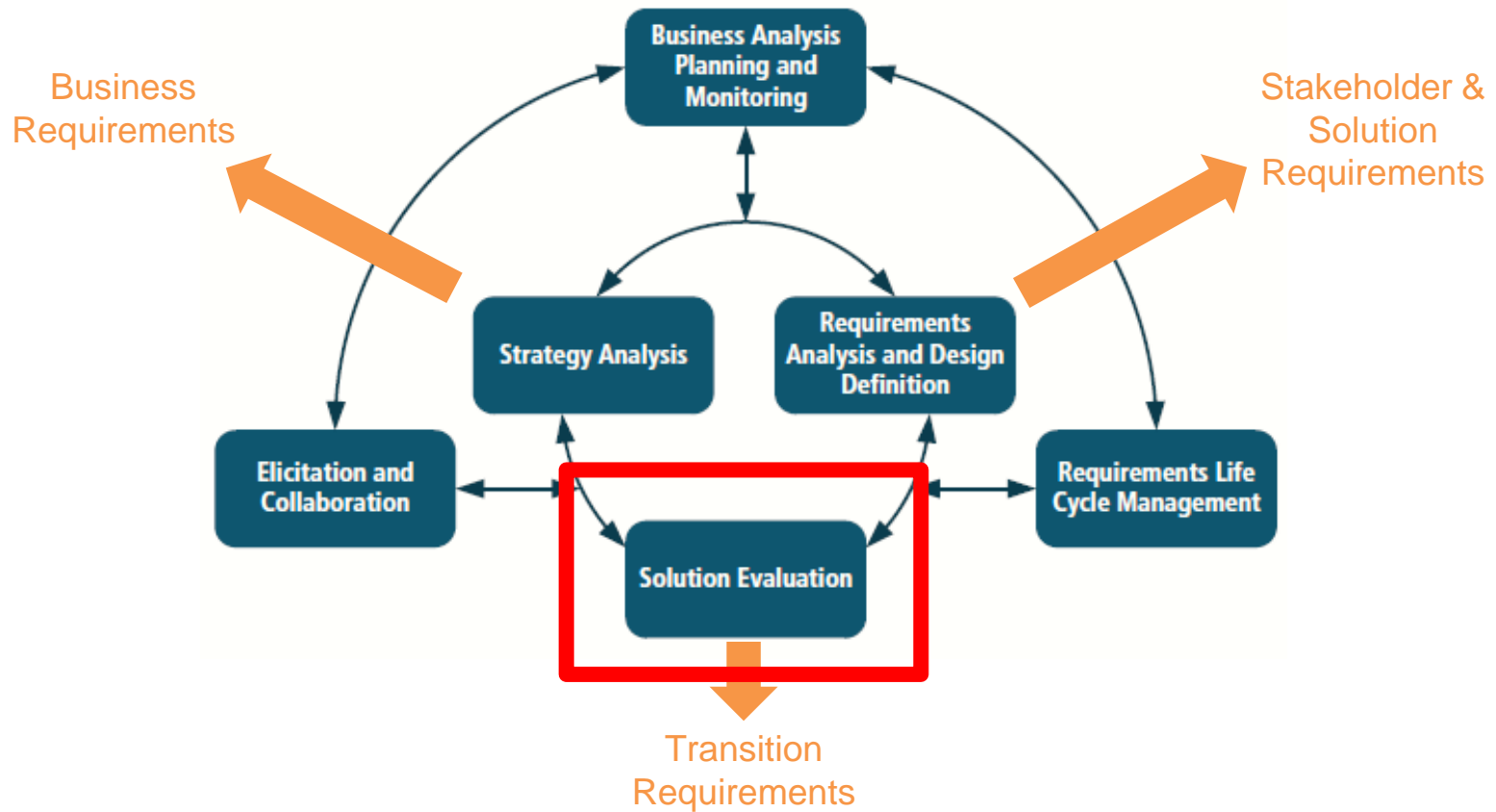
8.3 Analyze Solution Limitations

8.4 Analyze Enterprise Limitations

8.5 Recommend Actions to Increase Solution Value



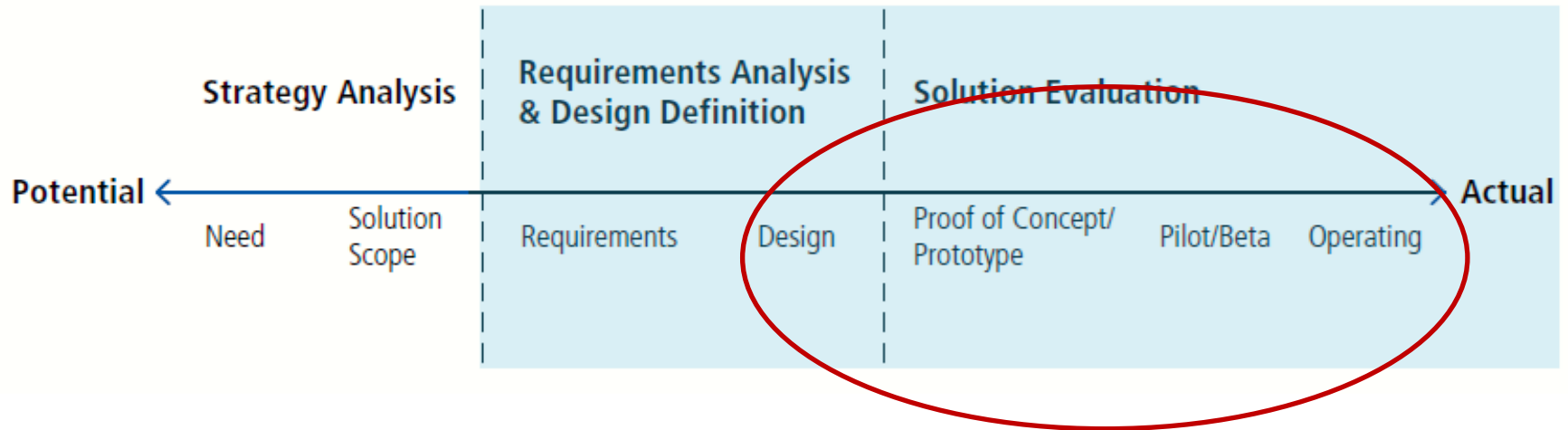
# Relationships amongst the BABOK's 6 Knowledge Areas\*



# SOLUTION EVALUATION

A specific way of satisfying one or more needs in a context (p165, 8.0.1)

Figure 6.0.1: Business Analysis Value Spectrum



The purpose of Solution Evaluation knowledge area is to:

- Assess the actual value / performance delivered by a partial or complete solution or solution component
- Identifies and remove limitations /constraints that may prevent full realization of solution value
- Makes recommendations to increase solution value



## 8.1 Measure Solution Performance

- Why measure solution performance?
- What does BABOK® state are the 2 key inputs to this task?
- Can Solution Evaluation be performed on any solution?



## 8.1 Measure Solution Performance

What are the steps?

1. Define solution performance measures
2. Validate solution performance measures
3. Collect measures and actual performance data from solution



## 8.2 Analyze Performance Measures

- *Purpose: “To provide insights into the performance of a solution”:*
  - *BA task is to organize data, analyze variance, interpret and synthesise data*

*What options does the BA have if the measures are not sufficient to help stakeholders determine solution value?*



## 8.2 Analyze Performance Measures

- What are the inputs to analyzing performance measures?
  - Solution Performance Measures
  - Potential value
- Discuss “quantitative” vs “qualitative” solution performance measures





## 8.3 Assess Solution Limitations

- *What is the purpose?*
  - *To discover internal factors and root-causes for solution under-performance*
- *Discuss technique: Root Cause Analysis (RCA)*
  - *RCA Task BA must perform according to the BABOK includes?*
    - ***Establishing causes of problem and the Effect***
      - *State the problem, identify solution component/dependency, collect data, investigate, identify corrective action*
  - *Methods used for RCA*
    - *Fishbone analysis (Ishikawa) and Five Whys (pg. 336)*



## **8.3 Assess Solution Limitations**

*What are some examples of solution components?*

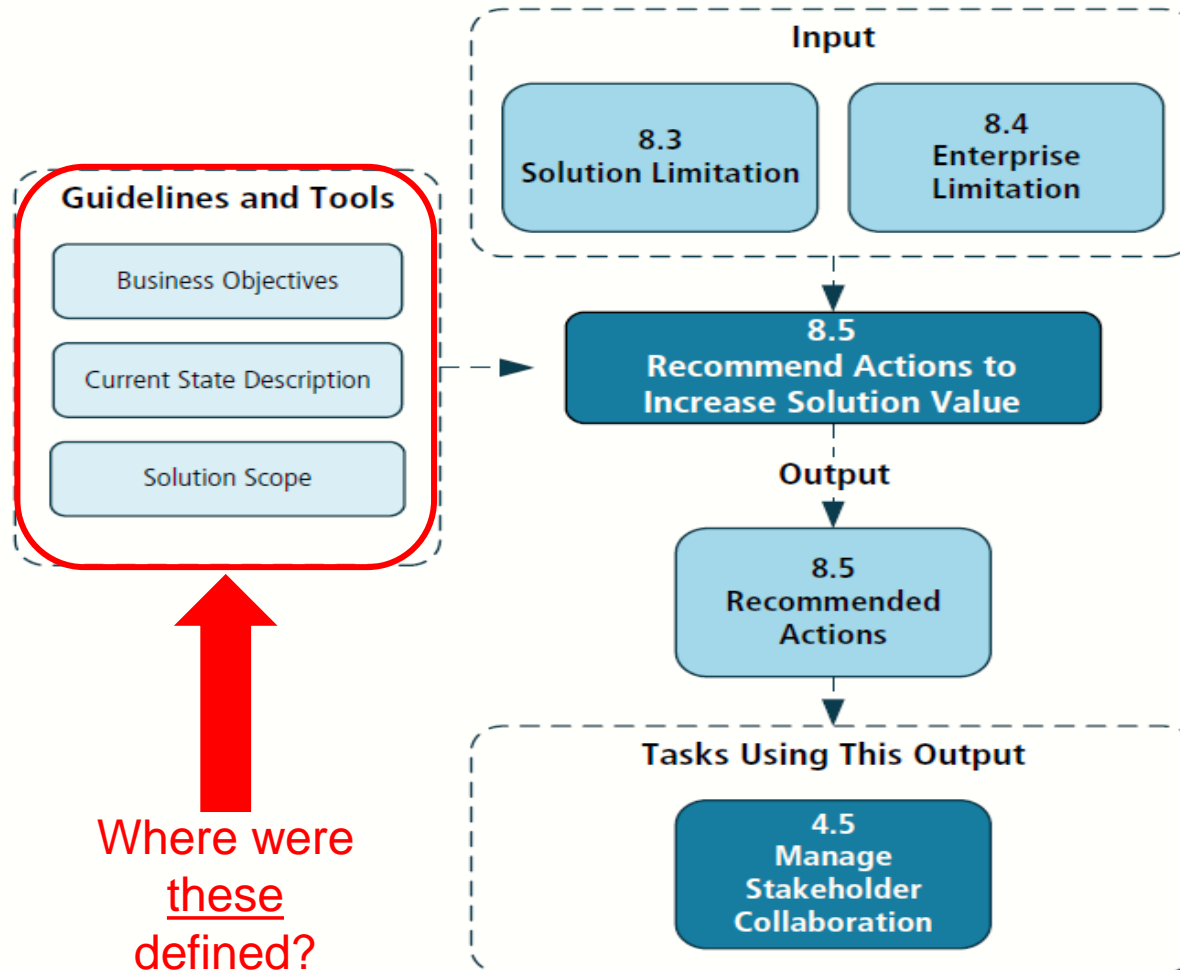


## 8.4 Assess Enterprise Limitations

- Purpose: To determine how factors external to the solution are restricting value realization
- *Which enterprise factors may limit value realization?*
  - *Enterprise culture*
  - *Stakeholder impact*
  - *Organizational structure changes*
  - *Operational*

# 8.5 Recommend Actions to Increase Solution Value

Figure 8.5.1: Recommend Actions to Increase Solution Value Input/Output Diagram





## 8.5 Recommend Actions to Increase Solution Value

### Common Solution Recommendations:

Do nothing

Organizational  
Change

Reduce  
Interface  
Complexity

Eliminate  
Redundancy

Avoid Waste

Identify  
Additional  
Capabilities

Retire the  
Solution



# What You Need to Know

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

**Memorize these tasks and their key outputs:**

- 8.1 Measure Solution Performance
- 8.2 Analyze Performance Measures
- 8.3 Analyze Solution Limitations
- 8.4 Analyze Enterprise Limitations
- 8.5 Recommend Actions to Increase Solution Value



# What You Need to Know

**Understand and be able to apply the techniques used during solution evaluation. Be able to name them, understand them, know when they are useful (and not) and how to perform them to assess and validate a solution and its performance.**

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Acceptance and Evaluation Criteria	Organizational Modelling
Benchmarking and Market Analysis	Prioritization
Brainstorming	Process Analysis
Business Cases	Process Modelling
Business Rules Analysis	Prototyping
Data Mining	Risk Analysis and Management
Decision Analysis	Roles and Permissions Matrix
Document Analysis	Root Cause Analysis
Financial Analysis	Survey or Questionnaire
Interviews	SWOT Analysis
Item Tracking	Use Cases and Scenarios
Lessons Learned	User Stories
Metrics and Key Performance Indicators (KPIs)	Vendor Assessment
Non-Functional Requirements Analysis	Workshops
Observation	

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# What You Need to Know

Be able to describe and **distinguish between assessing solution and enterprise limitations**

Be able to **define the three recommended statistical sampling concepts for collecting solution performance measures**. Make certain you understand what they are and how they differ:

- Volume or sample size
- Frequency and timing
- Currency

**Be able to discuss the three areas to be considered as part of the stakeholder assessment when assessing enterprise limitations.**

- Functions
- Locations
- Concerns





# What You Need to Know

## Understand and know the difference amongst the following key concepts:

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<b>Solution</b>	A set of changes to an organization's current state enabling the organization to meet a business need, solve a problem, or take advantage of an opportunity.
<b>Solution Components</b>	<p>Solutions are made up of solution components.</p> <p>Solution components are the parts of a solution that span the enterprise architecture of the organization, such as new business processes, new software applications, or new hardware.</p> <p>Each solution component implements a subset of the solution requirements.</p>
<b>Release</b>	<p>Solutions are typically implemented in releases.</p> <p>A release is the distribution of all or part of a scheduled operational solution, such as a release consisting of software application code, related documents, and support materials.</p>

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# What You Need to Know

## Understand and be able to apply the following key terms:

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Acceptance criteria

BETA RELEASE

Constructed solution

Currency

Enterprise limitations

Evaluation criteria

Frequency and timing of measurements

Implemented solution

Necessity

Operational assessment

Operational life

Operational releases

Opportunity costs

Pilot release

Proofs of concept

Prototypes

Qualitative measures

Quantitative measures

Solution component

Solution performance analysis

Solution performance measures

Sunk costs

Transition requirements

Variance

Volume or sample size

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# Zoom Poll!

## CH8 - Zoom Poll #2 Solution Evaluation



BABOK® Chapter 8:

Solution Analysis

## **Supplementary Info**



# 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

## Upcoming Events

**BABOK® Chapter 9:  
Chapter 8: Underlying Competencies  
Tuesday, April 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>





## Get on the Chapter Mailing List

From the IIBA Ottawa-Outaouais homepage, go to [ottawa-outaouais.iiba.org](https://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*

2021 CHAPTER OF THE YEAR

Ottawa-Outaouais  
Chapter



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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?

## 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-ouataouais.iiba.org](mailto:certification@ottawa-ouataouais.iiba.org)

[certification@iiba-oo.com](mailto: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!**