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

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2020 LEADERSHIP EXCELLENCE CHAPTER AWARDS

ECBA™/ CBAP®/ CCBA® Study Group

March 23, 2021

CBAP®
CCBA®
ECBA™

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Session	Date	Topic
1	Sep 22, 2020	Chapter 1: Introduction Chapter 2: BA Key Concepts
2	Oct 27, 2020	Chapter 3: BA Planning & Monitoring
3	Nov 24, 2020	**Chapter 4: Elicitation & Collaboration**
4	Dec 8, 2020	Chapter 5: Requirements Life Cycle Management
5	Jan 26, 2021	Chapter 6: Strategy Analysis
6	Feb 23, 2021	Chapter 7: Requirements Analysis & Design Definition
7	Mar 23, 2021	Chapter 8: Solution Evaluation
8	Apr 27, 2021	Chapter 9: Underlying Competencies
9	May 25, 2021	Chapter 10: Techniques
10	Jun 22, 2021	Chapter 11: Perspectives

Welcome to the Study Group

From your hosts Nancy, Emmanuel and Claire

Nancy Beatson, CBAP

VP of Certification
& President-Elect
IIBA Ottawa-Outaouais Chapter

Emmanuel Olasehinwa, CBAP

Volunteer, Certification
IIBA Ottawa-Outaouais Chapter

Claire Paquette, CBAP

Deputy, Certification
IIBA Ottawa-Outaouais Chapter

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Let's get to know you...

If you're willing, please type the following in the chat window:

1. The country in which you live

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Let's get to know you...

If you're willing, please type the following in the chat window:

2. Your favourite food

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Let's get to know you...

If you're willing, please type the following in the chat window:

3. Your first trip after the pandemic is over

AGENDA

10 min	Introduction
15 min	Special Guest
40 min	BABOK® Chapter 8: The Solution Evaluation Knowledge Area
10 min	Exam Prep
5 min	Knowledge Area Quiz

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GUEST SPEAKER

Please welcome our special guest:

Judy Pin

Rajesh Sharma

KNOWLEDGE AREA:

Solution Evalution

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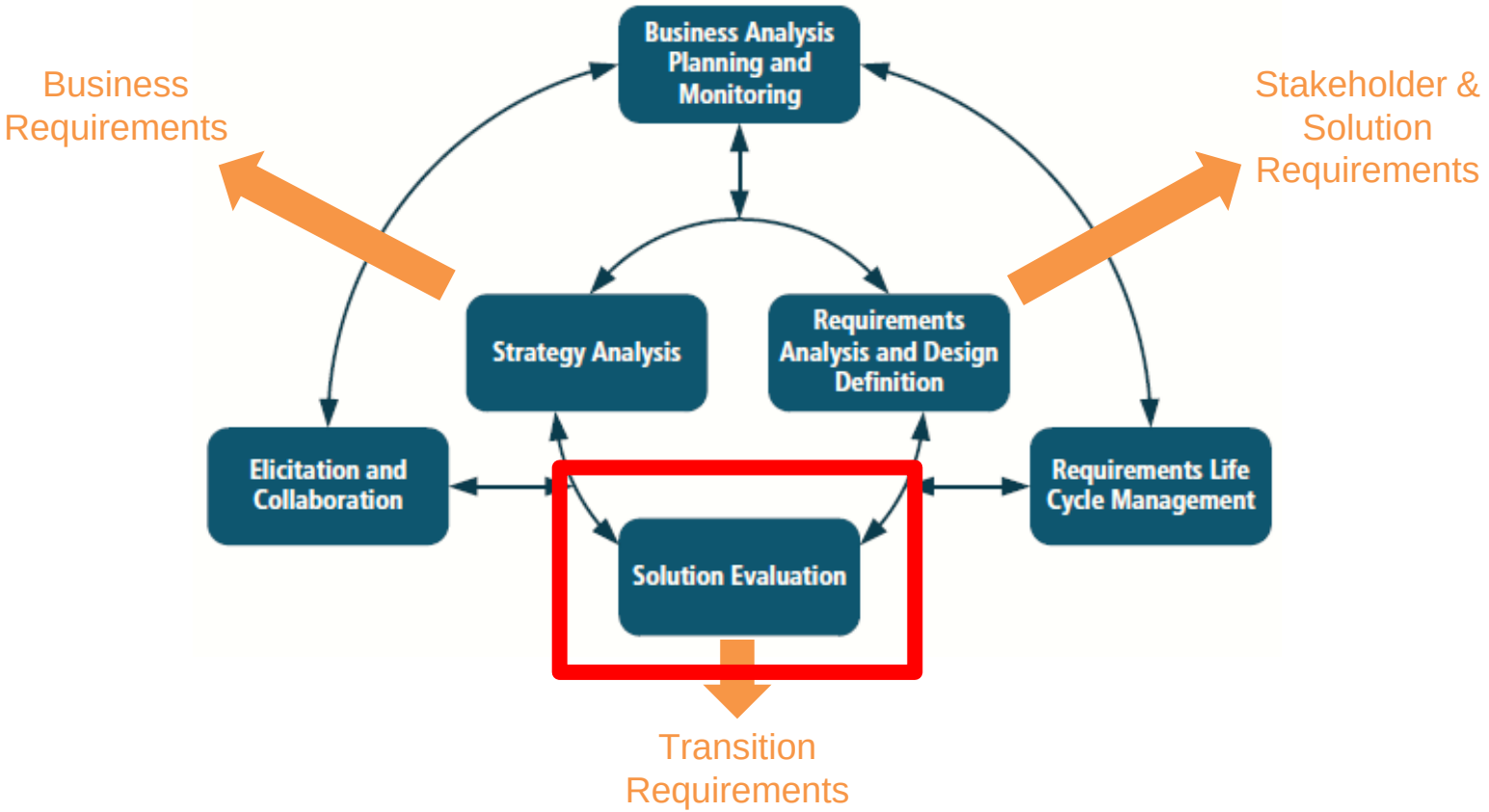
Relationships amongst the BABOK's 6 Knowledge Areas*

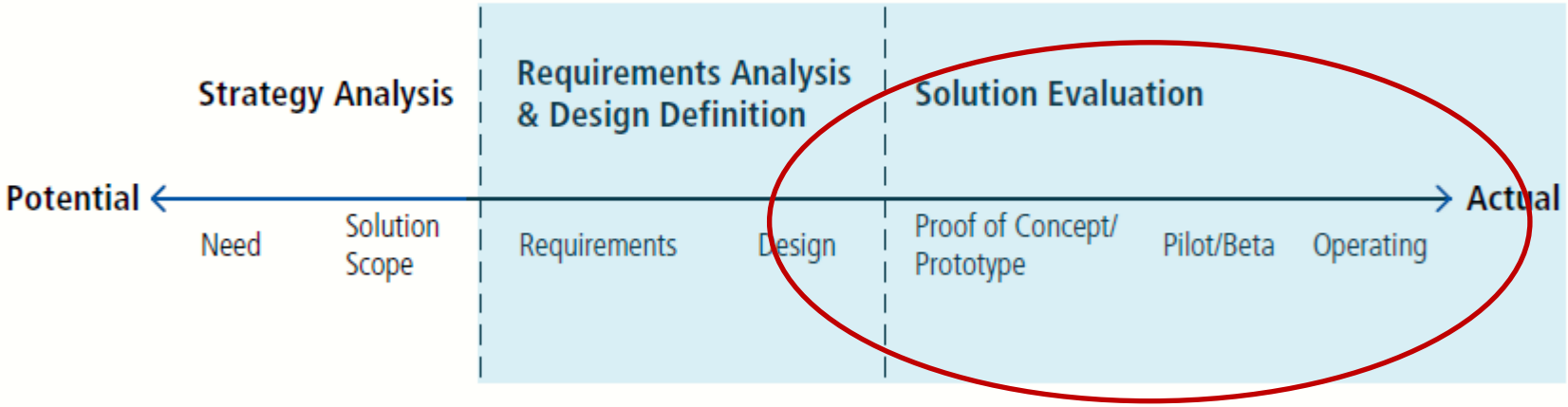


* *BABOK, p. 5*

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

BABOK Knowledge Area: **Solution Evalution**

Tasks:

8.1 Measure Solution Performance

8.2 Analyze Performance Measures

8.3 Analyze Solution Limitations

8.4 Analyze Enterprise Limitations

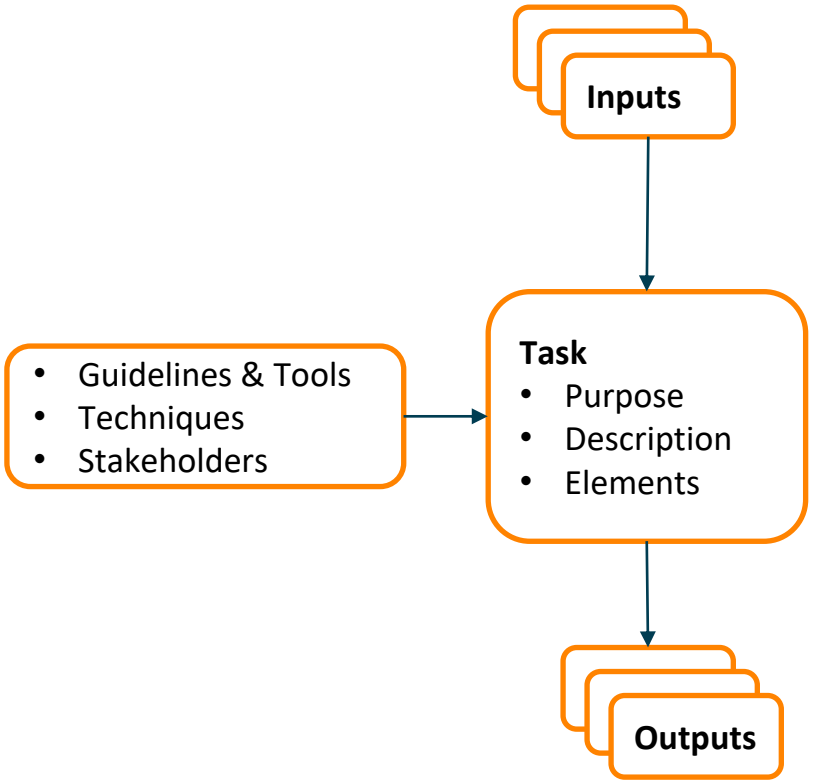
8.5 Recommend Actions to Increase Solution Value

According to BABOK pg163, tasks can be performed on solution components in varying stages of development;

- **Prototypes / Proof of concepts: Pilot / Beta releases: Operational releases**

BABOK: Task Structure

Each task in the BABOK® Guide is presented in the following format:



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 <u>any</u> solution?*

BABOK pgs 163, 167, 168

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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?

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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

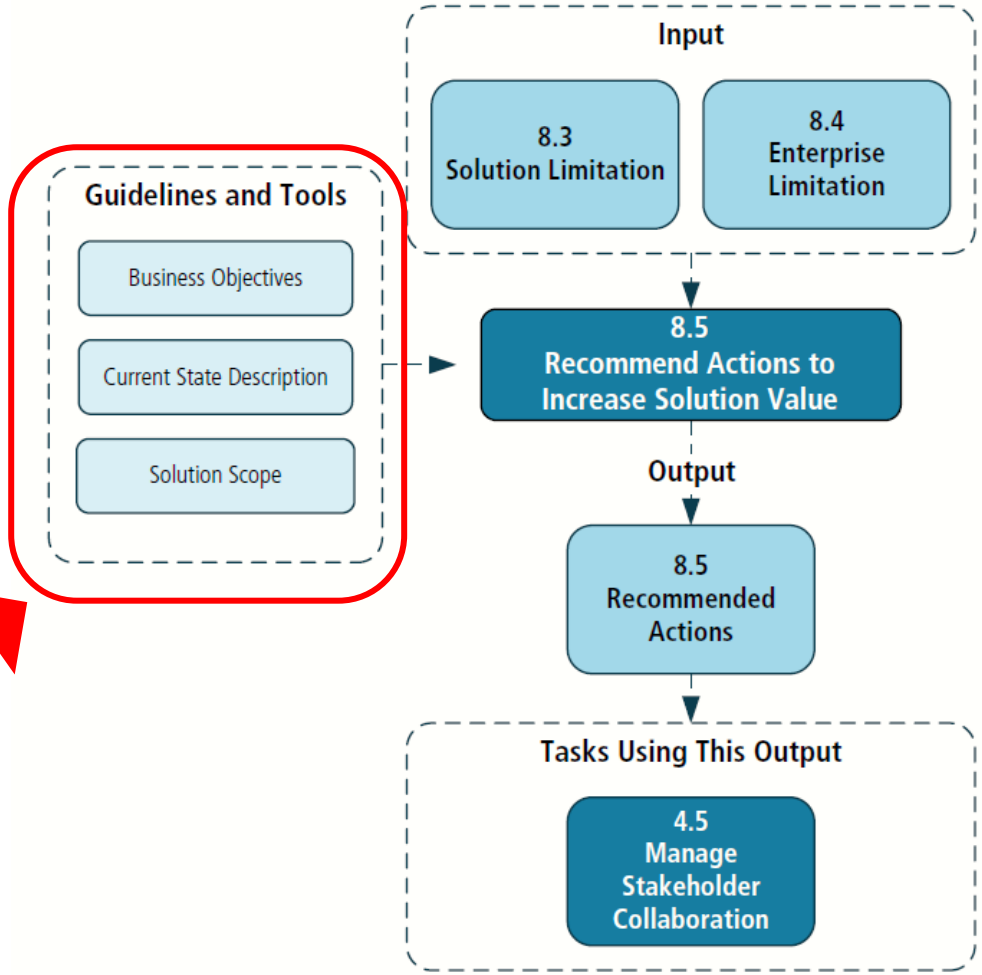
What are some examples of solution components?

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



Where were these defined?

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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

EXAM PREP – What you need to know!

Source: Weese, S., & Wagner, T. (2017). *CBAP / CCBA Certified Business Analysis Study Guide* (2nd ed.), pp. 21-23, Chapter 7: Sybex.

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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

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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.

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	

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:

Solution	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.
Solution Components	Solutions are made up of solution components. 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. Each solution component implements a subset of the solution requirements.
Release	Solutions are typically implemented in releases. 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.

What You Need to Know

Understand and be able to apply the following key terms:

acceptance criteria	pilot release
Beta release	proofs of concept
constructed solution	prototypes
currency	qualitative measures
enterprise limitations	quantitative measures
evaluation criteria	solution component
frequency and timing of measurements	solution performance analysis
implemented solution	solution performance measures
necessity	sunk costs
operational assessment	transition requirements
operational life	variance
operational releases	volume or sample size
opportunity costs	

Zoom Poll!

ZOOM Poll

CHAPTER QUIZ

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Announcement

Limited Time Offer ECBA Exam Rebate

- 50% exam rebate when you write the exam between March 1 & March 31, 2021
- applicable to exam and exam rewrite fees
- applied to original payment method after exam is completed

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Questions?

certification@ottawa-outaouais.iiba.org

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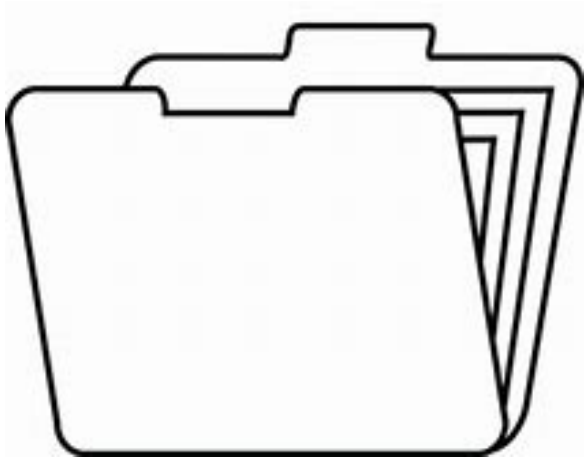
SUPPLEMENTAL SLIDES



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

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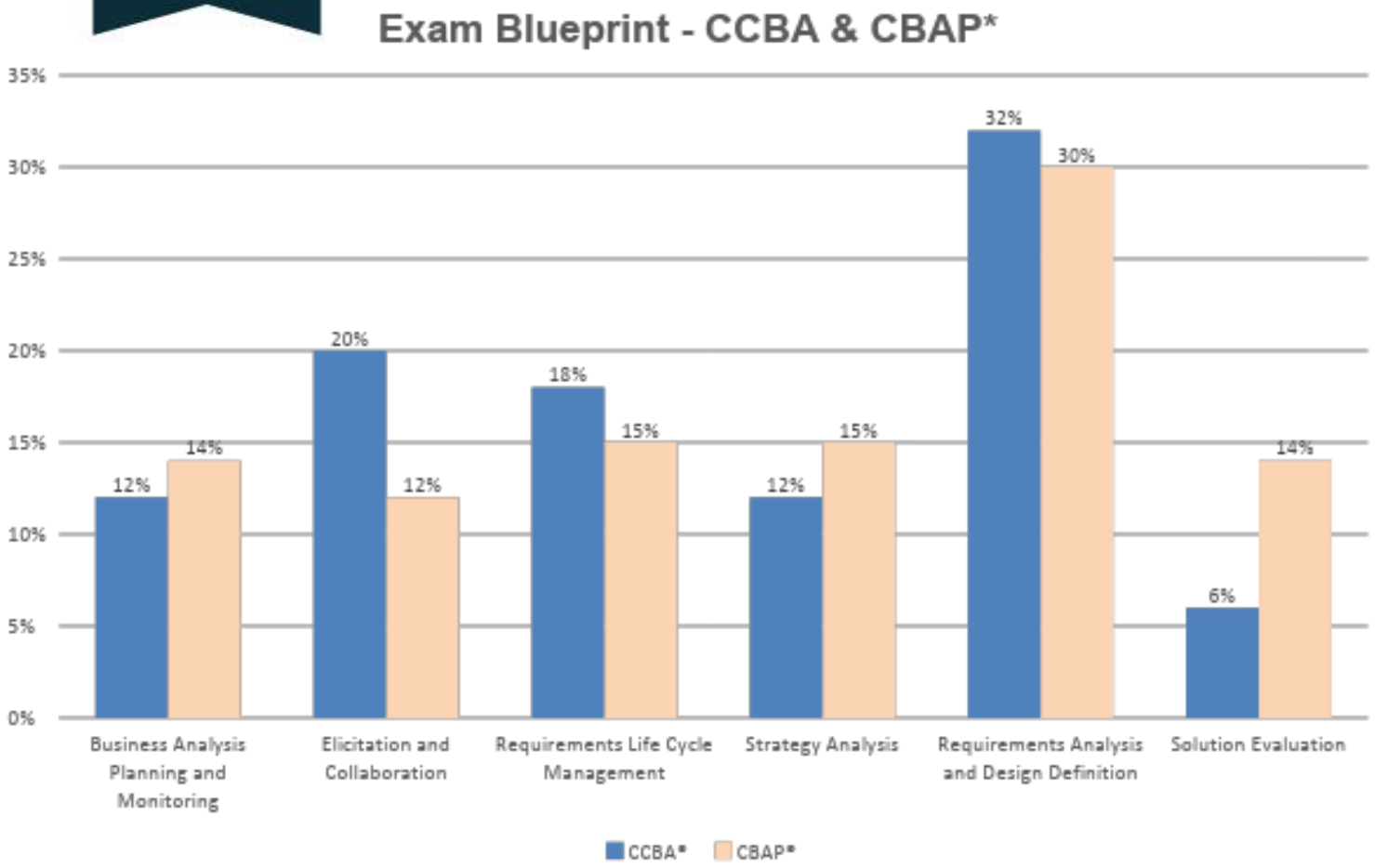

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~Business Analysis Certification | Certified Business Analysis Professional (CBAP®) | IIBA®. Retrieved 8 January 2021, from https://www.iiba.org/certification/iiba-certifications/cbap/#sampleexam

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Application and Exam Fees

	Application Fee (non-refundable and non-transferable)	Exam Fee		
	Member, Non-Member, Corporate Member	Member	Non-Member	Corporate Member
ECBA™	$60	$110	$235	$97.50
CCBA®	$125	$325	$450	$289.25
CBAP®	$125	$325	$450	$289.25

~ Iiba.org. n.d. *Certification Fees | IIBA®*. [online] Available at: <https://www.iiba.org/certification/certification-fees> [Accessed 8 January 2021].

Need more information on certification?

- IIBA core business certifications *https://www.iiba.org/certification/core-business-analysis-certifications/*

- IIBA certification program frequently asked questions *https://www.iiba.org/certification/certification-faq/*