

Business Analysis Workbook

Based on BABoK® V3

**Most Practical Way to
Practice Your BABoK® V3
Concepts**



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Introduction

As the book title suggests, this book is a practice book for the aspirants of the CBAP®, CCBA®, ECBA™ examination from IIBA®, Canada. This is a companion product to Adaptive CBAP®, CCBA®, ECBA™ Study Guides.

This book is authored by qualified CBAP® trainers who have helped many other participants clear the CBAP®, CCBA®, ECBA™ examinations in the very first attempt. They are also regular trainers for CBAP®, CCBA®, ECBA™ preparations in both corporate and open-house workshops and have trained participants across the world – USA, Australia, Middle East, South East Asia, Europe and Africa.

Feedbacks and suggestions on the book

We will be glad and thankful if you can share your feedbacks and suggestions on the book. Please send your feedbacks and suggestions to Info@AdaptiveUS.com.

Table of contents

COPYRIGHT NOTICE.....	3
INTRODUCTION.....	4
FEEDBACKS AND SUGGESTIONS ON THE BOOK	4
UNIQUE BENEFITS OF WORKING WITH US.....	9
OUR KEY CLIENTS.....	9
ADAPTIVE WORKSHOPS CATALOGUE	10
1. PREFACE AND INTRODUCTION.....	11
1.1 WHAT IS BUSINESS ANALYSIS?	19
1.2 WHAT IS IIBA®?	20
1.3 WHAT AND WHY OF CBAP®	21
2. BUSINESS ANALYSIS KEY CONCEPTS	26
2.1 KEY TERMS	26
2.2 REQUIREMENTS CLASSIFICATIONS	28
2.3 STAKEHOLDERS	29
3. BABOK® V3 TECHNIQUES	32
BABOK® V3 TECHNIQUES MIND MAP	32
3.1 BUSINESS ANALYSIS PLANNING AND MONITORING	33
FUNCTIONAL DECOMPOSITION.....	33
ESTIMATION	34
INTERFACE ANALYSIS	37
ORGANIZATIONAL MODEL	38
STAKEHOLDER LIST, MAP, OR PERSONAS	39
SCOPE MODELS.....	42
3.2 ELICITATION AND COLLABORATION	43
BRAINSTORMING	43
WORKSHOPS.....	44
FOCUS GROUPS	46
COLLABORATIVE GAMES	48
INTERVIEWS	50
OBSERVATIONS.....	54
SURVEYS AND QUESTIONNAIRE	56
DOCUMENT ANALYSIS	58
BENCHMARKING AND MARKET ANALYSIS	60
PROTOTYPING.....	62
3.3 REQUIREMENTS LIFE CYCLE MANAGEMENT	65
GLOSSARY	65
MIND MAP	66
BACKLOG MANAGEMENT	67
BUSINESS RULES ANALYSIS	68
LESSONS LEARNED (RETROSPECTIVE)	69

PRIORITIZATION	70
REVIEWS	72
ITEM TRACKING	75
3.4 STRATEGY ANALYSIS	76
BALANCED SCORE CARD (BSC)	76
BUSINESS CAPABILITY ANALYSIS.....	78
BUSINESS CASE	79
BUSINESS MODEL CANVAS	81
DECISION ANALYSIS.....	82
DECISION MODELING	84
FINANCIAL ANALYSIS	86
RISK ANALYSIS.....	88
SWOT ANALYSIS.....	91
3.5 REQUIREMENTS ANALYSIS AND DESIGN DEFINITION	92
USER STORIES	92
USE CASES AND SCENARIOS	93
NON-FUNCTIONAL REQUIREMENTS (NFR) ANALYSIS	96
ROLES AND PERMISSIONS MATRIX.....	99
PROCESS MODELING	101
SEQUENCE DIAGRAM.....	103
STATE MODEL.....	104
CONCEPT MODELING.....	105
DATA DICTIONARY	107
DATA MODELING	109
DATA FLOW DIAGRAMS (DFDs).....	112
3.6 SOLUTION EVALUATION	113
ACCEPTANCE AND EVALUATION CRITERIA.....	113
METRICS AND KPIS.....	114
PROCESS ANALYSIS	115
ROOT-CAUSE ANALYSIS (RCA)	117
VENDOR ASSESSMENT	119
DATA MINING	120
4. BUSINESS ANALYSIS PLANNING AND MONITORING	123
ACTIVITIES	126
4.1 PLAN BUSINESS ANALYSIS APPROACH	126
4.2 PLAN STAKEHOLDER ENGAGEMENT	132
4.3 PLAN BUSINESS ANALYSIS GOVERNANCE	134
4.4 PLAN BUSINESS ANALYSIS INFORMATION MANAGEMENT	137
4.5 IDENTIFY BUSINESS ANALYSIS PERFORMANCE IMPROVEMENTS.....	141
5.ELICITATION AND COLLABORATION	143
ACTIVITIES	146
5.1 PREPARE FOR ELICITATION.....	146
5.2 CONDUCT ELICITATION.....	148

TYPES OF ELICITATION	149
5.3 CONFIRM ELICITATION RESULTS	150
5.4 COMMUNICATE BUSINESS ANALYSIS INFORMATION.....	152
5.5 MANAGE STAKEHOLDER COLLABORATION.....	153
6. REQUIREMENTS LIFE CYCLE MANAGEMENT.....	154
ACTIVITIES	156
6.1 TRACE REQUIREMENTS.....	156
6.2 MAINTAIN REQUIREMENTS	159
6.3 PRIORITIZE REQUIREMENTS	160
6.4 ASSESS REQUIREMENTS CHANGES	164
6.5 APPROVE REQUIREMENTS	166
7. STRATEGY ANALYSIS.....	168
ACTIVITIES	171
7.1 ANALYZE CURRENT STATE.....	171
7.2 DEFINE FUTURE STATE	175
7.3 ASSESS RISKS.....	178
7.4 DEFINE CHANGE STRATEGY.....	181
8. REQUIREMENTS ANALYSIS AND DESIGN DEFINITION.....	184
ACTIVITIES	186
8.1 SPECIFY AND MODEL REQUIREMENTS	186
8.2 VERIFY REQUIREMENTS.....	189
8.3 VALIDATE REQUIREMENTS.....	192
8.4 DEFINE REQUIREMENTS ARCHITECTURE.....	194
8.5 DEFINE DESIGN OPTIONS.....	196
8.6 ANALYZE POTENTIAL VALUE AND RECOMMEND SOLUTION.....	199
9. SOLUTION EVALUATION	202
ACTIVITIES	203
9.1 MEASURE SOLUTION PERFORMANCE.....	203
9.2 ANALYZE PERFORMANCE MEASURES.....	205
9.3 ASSESS SOLUTION LIMITATIONS.....	207
9.4 ASSESS ENTERPRISE LIMITATIONS.....	209
9.5 RECOMMEND ACTIONS TO INCREASE SOLUTION VALUE	211
10. UNDERLYING COMPETENCIES.....	214
ANALYTICAL THINKING AND PROBLEM SOLVING.....	214
BEHAVIORAL CHARACTERISTICS	217
BUSINESS KNOWLEDGE.....	219
COMMUNICATION SKILLS	221
INTERACTION SKILLS	223
TOOLS AND TECHNOLOGY	225

About Adaptive US Inc.

Adaptive US Inc. provides CBAP®, CCBA®, ECBA™ online trainings, question banks, study guides, simulators, flash cards, audio books, digital learning packs across the globe.

Adaptive US Inc. is the only training organization to offer success guarantee and all-inclusive plans for its workshops.

Key facts

- ✓ World's #1 ECBA™ training organization
- ✓ World's largest BA publisher and assessments provider
- ✓ Premiere Partner to IIBA®, Canada and IREB, Germany
- ✓ 300+ certified BA professionals
- ✓ 300+ BA workshops – 5000+ BAs trained
- ✓ Our trainers are part of BABoK® V3 team

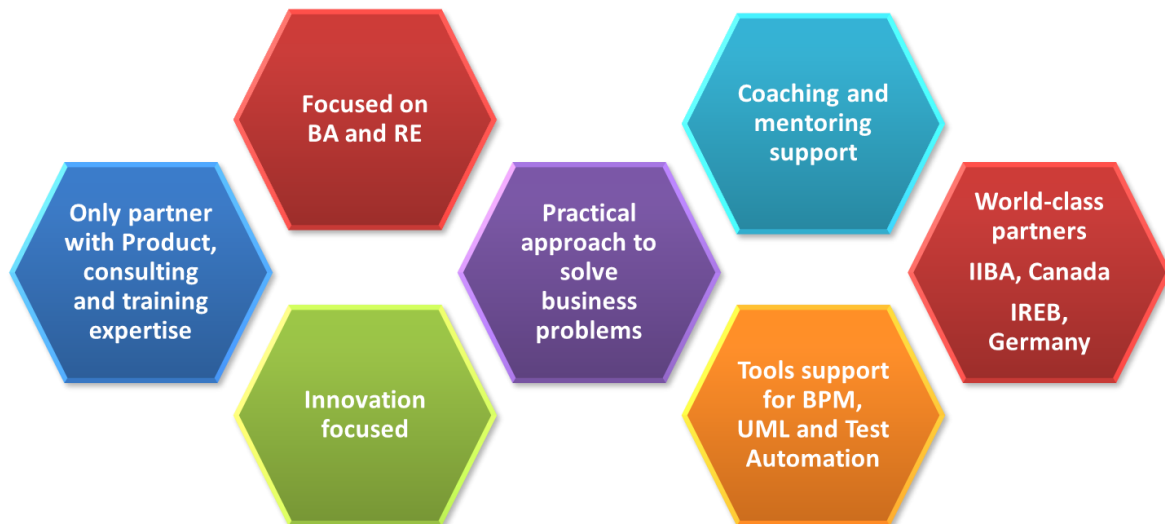


Recognitions	
✓	Red Herring Top 100 finalist for Asia – 2014
✓	Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific
✓	Winner of Deloitte 2013 Technology Fast 50.
✓	Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum.
✓	Certified Microsoft BizSpark Partner.
✓	Nominated for prestigious Tata NEN Hottest Start-up.






Unique benefits of working with us



Our key clients



Adaptive workshops catalogue

Category	Course Name
Business analysis	Certified Business analyst Professional (CBAP®) (Endorsed by IIBA®, Canada)
Business analysis	Certification of Capability in BA (CCBA®) (Endorsed by IIBA®, Canada)
Business analysis	Entry level certificate in Business Analysis (ECBA™) (Endorsed by IIBA®, Canada)
Business analysis	Certified Professional in Requirements Engineering(CPRE- FL®) (Endorsed by IREB, Germany)

For the latest information, always refer to our web-site, www.AdaptiveUS.com.

1. Preface and Introduction

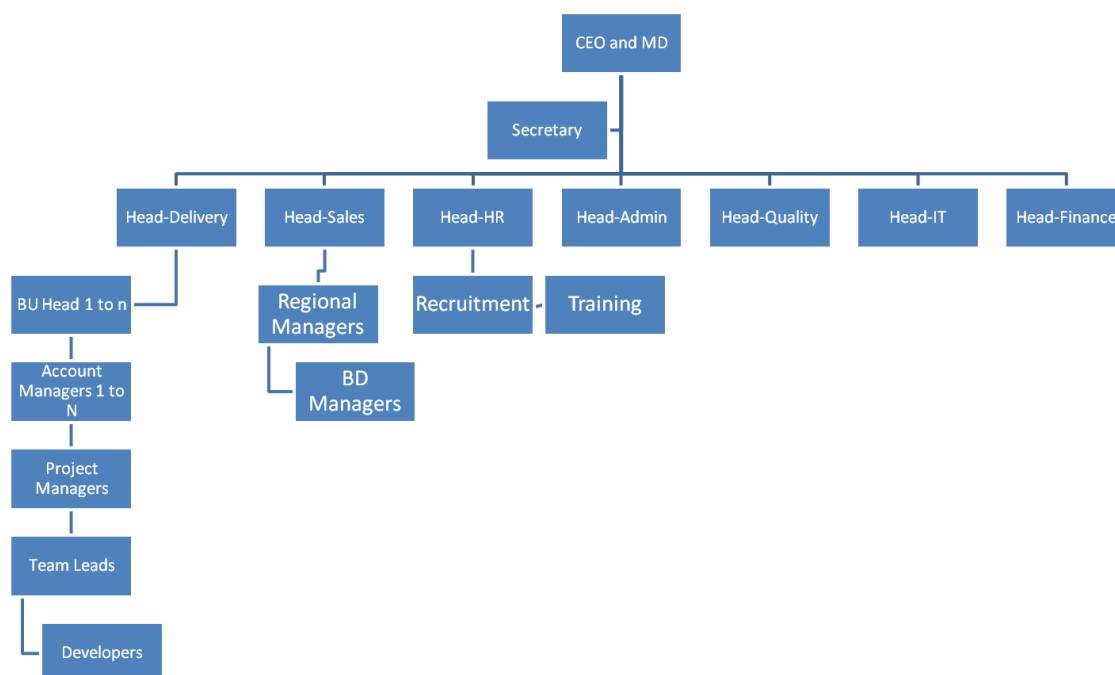
Example case study

About ABCT

ABC Technologies (NASDAQ: ABTC) is a global provider of end-to-end IT services and solutions designed to help clients improve competitiveness and efficiency. Specializing in outsourcing and offshore, systems integration and application development, software and consulting, and quality assurance and training, ABC serves a blue-chip client base of over 500 public- and private-sector customers. With 17,500 employees, ABC maintains operations in 22 countries across North America, Europe, Africa and Asia, and numerous alliances and partnerships around the world. For more information about ABC Technologies, visit www.ABCT.com.

ABC Technologies aspires to be a global leader in outsourced software development segment providing best of breed solutions to its clients.

ABCT was founded in 1992 and during it's quality journey, it has been certified for ISO 9001, ISO 27001 and CMMI Level 5.



Currently ABCT runs more than 120 active projects at any point in time. Due to lack of an integrated project governance system, management finds it hard to understand how each project is performing, thus management has to do lot of fire-fighting to bring projects back on track. There are also a perception in the company that many projects are incorrectly estimated, leading to loss of revenue.

ABCT top management has envisioned developing an integrated project governance system which will cost USD 500K in the first year and USD 75K per year to maintain.

It is expected to save 10% of project management effort. Currently it has 50 project managers which are expected to grow in a linear manner to 200 in next 6 years. Approximate project manager's per hour cost is USD 25. Per hour project management cost is likely to increase 12% year on year. ABCT assumes 1500 productive hours per year for a Project Manager. ABCT management expects 20% annual return on any investment.

Abstract of a discussion between Head of Delivery and Business analyst

Michelle (BA): Good morning Mike. Thanks for taking time out to talk to me.

Mike (CDO): Good morning Michelle. Pleasure meeting you.

Michelle: I would like to congratulate you on our company receiving the prestigious Delloite Technology Fast 50 award.

Mike: Thanks Michelle. Yes indeed this is a very good news for our organization. I hope you are enjoying your work in our organization.

(Example of an ice-breaker and forming a rapport with the stakeholder).

Michelle: As I had intimated you earlier, I am performing the role of Lead BA for the Governance, Risk and Compliance (GRC) management business for our organization. In this regard, I would like to discuss and collect business requirements for the business.

Mike: Sure Michelle, go ahead.

Michelle: Can you pls. describe in few sentences the key objectives behind the proposed GRC business?

Mike: Let me describe why senior management would like to have a GRC business for the organization. We as a company have been growing at a rapid pace. We had 40 active projects 3 years back and now we have 120+ active projects. In next 3 years, we may have 200+ active projects. We could monitor and manage projects when the numbers were small. We should invest into a GRC business which allows us to grow further.

Michelle: Good to know about our growth story. I would like to know conditions for the GRC business before I discuss the features of the business. Is that ok with you?

Mike: That's fine.

Michelle: Would we like the GRC business to be deployed to our main development center in Seattle or to all development centers world-wide?

Mike: This is a corporate initiative and all development centers will be part of the deployment. However, we plan to deploy it in phases starting with a small development center in New Jersey.

Michelle: That's good to know. Can you let me know who would be primary users of the business?

Mike: Although senior management will be the primary stakeholders of the business, everyone in the organization will be using the business. Especially for attendance and effort tracking, all employees and contractors will be using the business.

Michelle: That means we are expecting about 20000 users for the business.

Mike: Yes. But this could grow up to 100000 users in next 5 to 10 years' time frame.

Michelle: Thanks for this information Mike. Since we are deploying the business world-wide, do you expect the business to support multiple languages and currencies?

Mike: Multiple currencies is a must as this business needs to interface with our accounting business. In future, we would expect the business to enable us invoice our customers. We do not expect the business to support other languages other than English. However, we expect the architecture to be flexible to support other languages in future if needed.

Michelle: What are the platforms and browsers would you like this business to support?

Mike: On the end user front, we expect it to support 4 most popular browsers, IE, Chrome, Fire-fox and Opera.

Michelle: Now that we have discussed key conditions for the business, I would like to capture key features of the business. Can you pls. let me know key user groups for the business?

Mike: Sure Michelle. Although my group is championing the business, the business is envisioned to support GRC related requirements from other groups such as HR, IT, Compliance and Administration as well.

Michelle: What are your key requirements from the GRC business?

Mike: Let me explain my roles for the organization. The 2 key roles for me is to provide our management committee information about revenue projection from our current projects. I also need to monitor health of our client relations and projects.

Michelle: How do we do that currently?

Mike: Currently our PMO function shares an excel workbook which is filled by project managers and consolidated by PMO.

Michelle: What are the challenges that we face in the current process?

Mike: Challenges are many. We spend significant effort in collecting and consolidating the data. There is a high probability of data getting corrupted as it is a manual process. Due to manual process, there is problem with data not being up-to-date which means management is not able to take action when it should.

Michelle: I understand, manual processes do have their challenges. As the Head of Delivery, what features are a must for you?

Mike: Senior management would like to have a visual dashboard about revenue projection and project health of all projects in the organization. We would like to have color coded indicators with ability to drill down. We would also like to track the actions being taken by project and account managers in rectifying any issue identified by senior management or client.

Michelle: Sure Mike. Would you be able to share the current revenue projection process and dashboards with me?

Mike: My colleague, Dinesh who heads our Quality and PMO function can help you with that.

Michelle: Will do that Mike. Let me make a note of that. Would you like to describe any other critical feature from your perspective?

Mike: I do not think so Michelle. For first iteration, let us focus on the revenue projection and dash board requirements. You can discuss other business requirements with Dinesh and other department heads.

Michelle: Thanks Mike for your time and hope we complete the project soon.

Mike: Thanks Michelle and see you again with the solution.

Example for detailed requirements:

Abstract of a discussion between Project Manager – Development Projects and Requirements engineer for Schedule Management Feature

Michelle (BA): Good morning Dave. Thanks for taking time out to talk to me.

Dave (PM-Dev Projects): Good morning Michelle.

Michelle: I would like to congratulate you on our company receiving the prestigious Delloite Technology Fast 50 award.

Dave: Thanks Michelle. Yes indeed this is a very good news for our organization.

Michelle: As I had intimated you earlier, I am performing the role of Lead BA for the Governance, Risk and Compliance (GRC) management system for our organization. I met Mike last week to elicit high level business requirements for the GRC system. Mike wanted me to meet you to understand system requirements for the schedule management module.

Dave: Sure Michelle. Since I manage development projects, I can give you requirements for development projects. For other types of project, pls. do get in touch with Lily, Srinu and Abdullah.

Michelle: Can you pls. describe how our schedule management is currently performed in our organization?

Dave: During proposal preparation phase, our Solutioning team provides a rough schedule with high level milestones to the client. Once the contract is awarded to us, the same details are passed on to the Project Managers. Project managers expand the schedule.

Michelle: Good to know about the process Dave. Can you show me the template that is used by the Solutioning team for the same?

Dave: The data captured is quite simple. The following table is filled-up by Engagement managers and Sales Managers.

Milestone name	Planned Start Week	Planned End Week	Responsible	Key deliverables	Billing %

Michelle: Are there any business rules that we follow while preparing this data?

Dave: Not very sure Michelle. This is prepared by Solutions team given our past data and reviewed by Senior Management for appropriateness.

Michelle: Thanks Dave. How do you expand the schedule?

Dave: This is highly non-standardized at this point in time and that's what makes our projects vulnerable to failures. Each project manager expands the task list based on his or her prior experience.

Michelle: I have noted that Dave. Would you like our new GRC system to standardize the process?

Dave: That will be a great thing to happen. It will reduce our work as well reduce opportunities for failure. I know from my personal experiences that many projects have suffered heavily because the project manager forgot to include performance or security testing.

Michelle: In the expanded schedule, do you capture any other information?

Dave: Yes, Michelle. The expanded schedule has planned, re-planned and actual start and end dates, efforts and resource names.

Michelle: Ok Dave. Is there any current template that you use?

Dave: I have created an excel based template which I use for my projects. Being an excel based template, it is difficult to share with all team members. Especially collecting actual efforts become very hard as each week I am consolidating 40+ excel workbooks.

Michelle: Thanks for this information Dave. I will collect the requirements for the effort tracking system some other time. However, I am noting that our schedule module will require integration with effort capture system, even possibly with our attendance tracking system.

Dave: Sure, Michelle.

Michelle: Are there any specific rules that we need to follow for schedule management?

Dave: Of course, Michelle. Since tasks can have a hierarchy, the child elements must be contained with parent elements. End dates can never be prior to start dates.

Michelle: Are there any specific interfaces that you would like to have schedules?

Dave: Yes, Michelle. Since most of our planning may happen in MS-Project or MS-Excel, we would like the system to have feature for importing tasks from MS-Project and MS- Excel and exporting back as well.

Michelle: What are the reports that you expect the system to provide?

Dave: We need reports on task wise schedule variance and effort variance. This is a very key report for customer and for our senior management.

Michelle: Ok Dave. Let me make a note of that. Would you like to describe any other critical feature from your perspective?

Dave: We also would need alerts for task allocation and escalation for tasks delayed more than a week.

Michelle: Anything else Dave?

Dave: No Michelle. I am done from my side.

Michelle: Thanks Dave for your time and hope we complete the project soon.

Dave: Thanks Michelle and see you again with the solution.

1.1 What is business analysis?

Who is a Business analyst?

What are the key activities that BAs perform? List 5 major ones.

1.2 What is IIBA®?

What is BABoK®?

1.3 What and Why of CBAP®

Who is the target audience for CBAP®?

What is the eligibility for CBAP®?

Note down the CBAP® Question pattern

Note down the examination weightage – KA wise

Domain	% Distribution
BA planning and monitoring	
Elicitation and collaboration	
Requirements life cycle management	
Strategy analysis	
Requirements analysis and design definition	
Solution evaluation	

Describe 10 key steps to complete your CBAP® certification

How is the application prepared?

Write top 10 tips that you should adopt for the certification examination

What are the knowledge areas in BABoK®?

Write a brief description of what each knowledge area in BABoK® covers.

Knowledge Areas	Description
BA planning and monitoring	
Elicitation and collaboration	
Requirements life cycle management	
Strategy analysis	
Requirements analysis and design definition	
Solution evaluation	

--	--

Draw the interaction diagram between the various BABoK knowledge areas

What are tasks?

2. Business Analysis Key Concepts

2.1 Key terms

Define the key terms mentioned below

Terms	Definition
Business analysis information	
Design	
Enterprise	
Organization	

Terms	Definition
Plan	
Requirement	
Risk	

2.2 Requirements Classifications

Define the following requirements and write an example from your project / case provided

Requirements type	Definition
Business requirements	
Stakeholder requirements	
Solution requirements	

Requirements type	Definition
Transition requirements	

2.3 Stakeholders

Briefly describe key responsibilities for the following stakeholders:

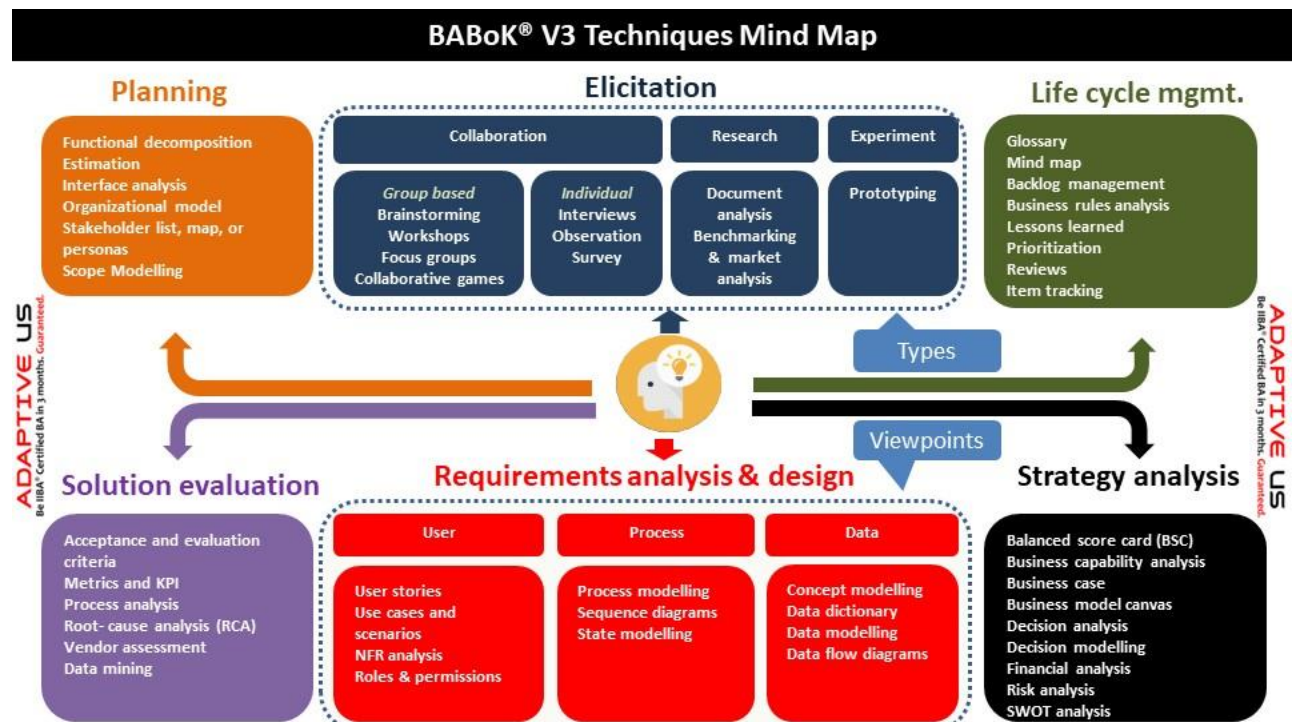
Stakeholder	Role
Business analyst	
Customer	
Domain Subject Matter Expert (SME)	

Stakeholder	Role
End user	
Implementation SME	
Operational support	
Project manager	
Regulator	

Stakeholder	Role
Sponsor	
Supplier	
Tester	

3. BABoK® V3 Techniques

BABoK® V3 Techniques Mind Map



3.1 Business Analysis Planning and Monitoring

Functional Decomposition

What is functional decomposition?

Develop a functional decomposition for your current project / case provided

What are the 4 key strengths of functional decomposition?

What are its limitations?

Estimation

What do you understand by estimation.

Write a brief description of each of the following types of estimation

Types	Description
Top-down estimation	
Bottom-up estimation	
Parametric estimation	

Types	Description
Rough order of magnitude (RoM) / Ball park	
Rolling wave	
Delphi estimation	
PERT (Program Evaluation Review Technique)	

What are common the sources of information for estimation?

What are the strengths of this technique?

Mention 4 limitations of estimation technique.

Interface Analysis

Define interface analysis.

What are the 3 most common types of interfaces?

What are the aspects covered as part of interface analysis?

Elaborate the steps in interface analysis

Mention the key strengths of interface analysis

What are its limitations?

Organizational Model

What is organizational model?

What do you understand by functional organization?

What do you understand by market structure organization?

What do you understand by matrix organization?

Mention 3 strengths of organizational model

What are 2 key limitations of this technique?

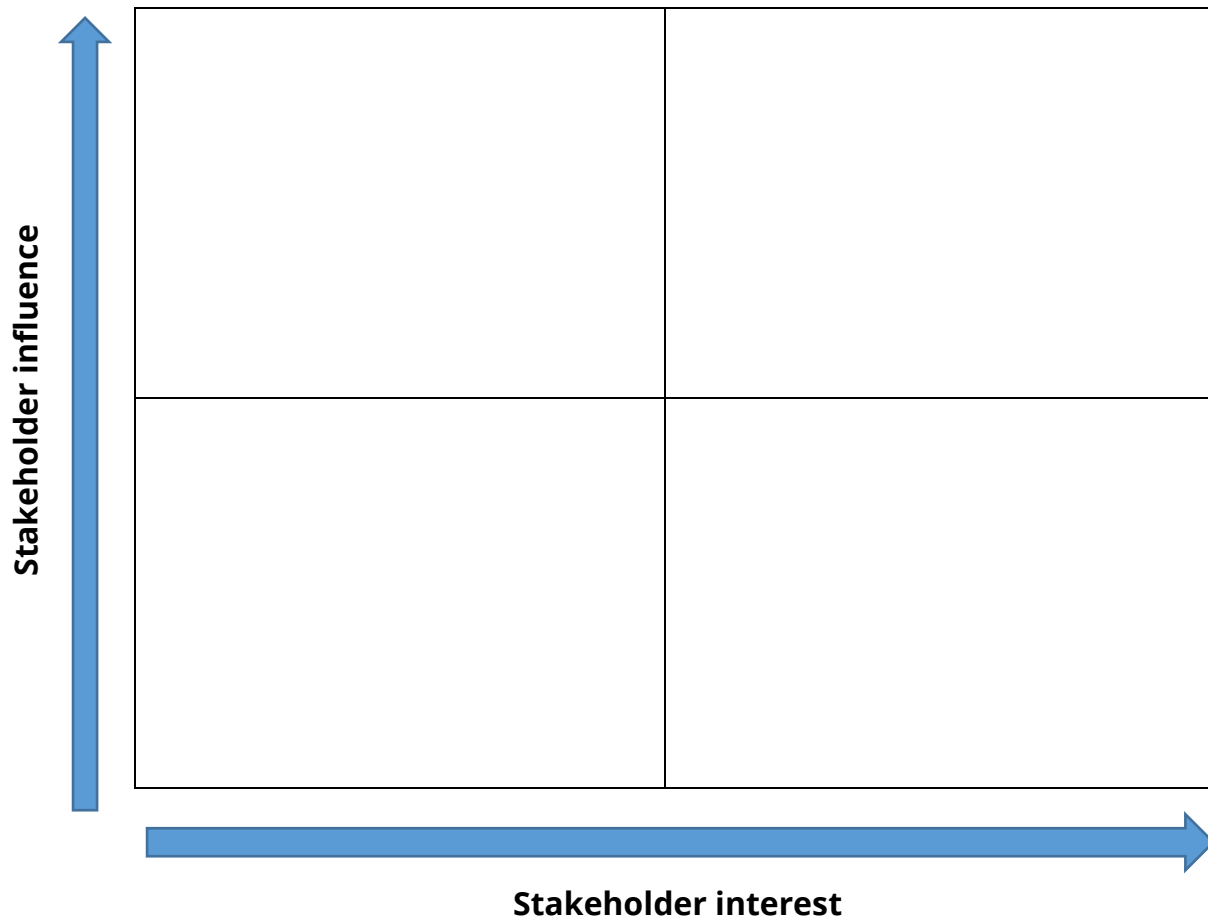
Stakeholder List, Map, or Personas

What is stakeholder map? List 2 common types.

Can you describe 1 persona for the case.

Make the stakeholder list for your current project / case provided.

What is a stakeholder matrix? Position the various stakeholders in your project / case provided in the stakeholder matrix shown below:



What is an Onion diagram? Illustrate.

Define Responsibility (RACI) matrix for a project at your project / case provided place.

Responsible	
Accountable	
Consulted	
Informed	

Mention 5 key strengths of this technique

Write 2 limitations of this technique

Scope models

What are scope models?

Illustrate use case diagram for a particular module of a system in your project / case provided.

Mention the strengths of scope model

What are its limitations?

3.2 Elicitation and Collaboration

Brainstorming

What is brainstorming?

Briefly describe what is done in each of the steps in brainstorming

Prepare

Conduct session

Wrap-up

List the strengths of brainstorming

What are its limitations?

Workshops

What are workshops also known as?

In a workshop, what are the roles of the below mentioned role players:

Sponsor	
Facilitator	
Scribe	
Time keeper	
Participants	

How do you conduct a requirements workshop?

What needs to be done as part of post requirements workshop wrap-up?

Mention the key strengths of workshops

List 4 limitations of workshops

Focus Groups

What are focus groups?

How is it different from brainstorming sessions?

Describe how focus groups can be used in following product life cycle phases

Product life cycle stage	
Under development	
To be launched	
In production	

Elaborate the below steps for conducting focus group discussions

Plan

Conduct

Close

Mention the strengths of focus groups

What are its limitations?

Collaborative Games

What are collaborative games?

What are the steps to conduct collaborative games?

Describe the various types of collaborative games shown below:

Game	Description	Objective
Product box		
Affinity map		
Fishbowl		

What are the key strengths of collaborative games?

What are its limitations?

Interviews

Describe interviews.

What are the skills required for an interviewer?

What is the role of an interviewee during the interview?

Define interview goals:

Identify potential interviewees for your current project / case study

How are interview questions designed?

What are the logistics aspects to be taken into account while conducting interviews?

Briefly describe what is done during each step of the interview flow

Opening:

During interview:

Closing interview:

Briefly describe what is done the interview follow-up

List the key strengths of interviews

List 5 limitations of interviews

Observations

What are the objectives of this technique?

Describe the two types of observation:

Active/Noticeable observation:

Passive/Unnoticeable observation:

Detail the steps for observation

Prepare for observation

Conduct observation session

Confirm observation results

What are the strengths of this technique?

List 4 limitations of this technique

Surveys and Questionnaire

Write how can use this technique in your project / case provided.

Mention the steps for carrying out a survey

What are the things you should avoid in a survey?

What should you consider while distributing the survey or questionnaire?

How are survey results documented?

What are the key strengths of this technique?

List few limitations of this technique

Document Analysis

Write how you can use document analysis in your project / case provided.

Briefly describe the steps for conducting document analysis

1. Prepare

2. Perform document review and analysis

3. Record findings

What are the strengths of this technique?

List 4 limitations of this technique

Benchmarking and Market Analysis

Why is benchmarking and market analysis carried out?

List down the steps for benchmarking

List down the steps for market analysis

What are the key strengths of this technique?

List 4 limitations of this technique

Prototyping

Develop a wire frame for your current project / case provided.

Describe the 2 common approaches to prototyping:

Throw-away
prototype

Evolutionary or
Functional
prototype

Describe the different kinds of prototypes

Proof of principle
/ Concept

Form study
prototype

Usability
prototype

Visual prototype

Functional
Prototype /
Working model

Describe the following prototyping methods

Story boarding

Paper
prototyping

Workflow
modeling

Simulation

What are the key strengths of prototyping?

List down 4 limitations of prototyping

3.3 Requirements Life Cycle Management

Glossary

What is a glossary? When should it be defined?

Write 5 terms specific to your domain which has different meaning from everyday use.

List 3 strengths of glossary

List 2 limitations of glossary

Mind Map

What is a mind map? Illustrate with an example from a project that you worked on.

List 4 strengths of this technique

List 2 limitations of this technique

Backlog Management

What is a backlog? How is it managed?

How are changes to backlog managed?

List 3 key strengths of backlog management

List 3 limitations of this technique

Business Rules Analysis

How business rules help business?

What are the basic principles for business rules?

What are definitional rules?

What are behavioral rules?

What are the key strengths of business rules?

List 2 limitations of this technique

Lessons Learned (Retrospective)

What is the objective of this technique?

List few aspects which can be reviewed as part of the lessons learned sessions

Mention the key strengths of this technique

List 3 limitations of this technique

Prioritization

How prioritization helps?

Describe the following approaches of prioritization

Grouping	
Ranking	
Time boxing/ Budgeting	
Negotiation	

What are the key strengths of prioritization?

List 3 limitations of this technique

Reviews

What is the purpose of conducting reviews?

List few objectives accomplished through reviews

Describe the following formal techniques of conducting reviews

Inspection(Most stringent process)	
Formal walkthrough / Team review	
Single issue / Technical review	

Describe the following informal techniques of conducting reviews

Informal walkthrough	
Desk check	
Pass around	
Ad hoc	

Roles in review

Role	Mandatory?	Played by	Responsibility	Applicable to ____ techniques
Author				
Reviewer				
Facilitator				
Scribe				

Item Tracking

What are items?

Why items should be tracked?

List few attributes for item tracking

List the key strengths of item tracking

What are its limitations?

3.4 Strategy Analysis

Balanced Score Card (BSC)

What is a balanced score card? What are its 4 dimensions?

Define the following dimensions of a balanced score card

Learning and growth dimension:

Business process dimension:

Customer dimension:

Financial dimension

List 3 strengths of BSC

What are its limitations?

Business Capability Analysis

What are capability maps? Draw a capability map for your organization.

What are the key strengths of this technique?

List few limitations

Business case

Define Business case. What is its need?

Define the following steps in preparing a business case

Assess need

Define desired outcomes

Assess alternatives

Assess each alternative wrt

Recommend solution

List 3 strengths of business case

List 3 limitations of business case

Business Model Canvas

What are the 9 elements of business model canvas?

Draw Business model canvas for your organization.

What are the strengths of business model canvas?

List few limitations of this technique

Decision Analysis

What is the purpose of decision analysis?

Illustrate the flow of activities for decision analysis:

Describe the two types of decision matrices

Simple decision matrix:

Weighted decision matrix:

Illustrate a weighted decision matrix based on one of the projects that you have worked on:

What are decision trees?

Mention the key strengths of decision analysis

Write 3 limitations of this technique

Decision modeling

What is decision modelling?

Describe the following types of decision models

Decision tables

Illustrate with an example from your project / case provided:

Criteria		

Decision trees

Decision requirements diagrams

Mention key strengths of decision modelling

What are its limitations?

Financial Analysis

Define the following terms in financial analysis

Cost of change

Total cost of ownership (TCO)

Opportunity cost

Sunk cost

Net benefit

Return on investment

Discount rate

Free cash flow

Present value

Net present value

Internal rate of return

Payback period

List 3 key strengths of financial analysis

List 2 limitations of this technique

Risk Analysis

What is the purpose of risk analysis? What are the various risk categories?

Describe the steps in risk analysis

Identify risks:

Record 5 risks from your project / case provided in the template shown below:

Risk	Consequences	Probability	Impact	Risk Level	Mitigation

Analysis:

Impact>	Scope	Qualification	Cost	Effort	Duration	Reputation
Low						
Medium						
High						

Evaluation:

Define the following risk treatment approaches

Avoid	
Transfer	
Mitigate	

Accept	
Increase	

What are the key strengths of this technique?

What are its limitations?

Carry out a SWOT analysis for your organization

List 2 key strengths of SWOT analysis

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3.5 Requirements Analysis and Design Definition

User Stories

What are user stories?

What are the 4 key components of user stories?

Relate to your project / case provided and write a user story:

What are the key strengths of user stories?

List 3 limitations of user stories

Use Cases and Scenarios

What is the purpose of use case and scenarios?

What is a Use case diagram?

Briefly describe the following use case diagram notations

Associations:

Extend:

Include:

What are use case specifications?

Briefly describe 10 components of use case specifications:

What is basic, primary or main success flow?

What is alternative flow?

What is exception flow?

What is post-conditions or guarantees?

Mention the key strengths of this technique

Write 3 main limitations of this technique

Non-functional Requirements (NFR) Analysis

What do you mean by NFRs?

Define the following NFR categories and give an example from your project / case provided

Category	Definition
Availability	
Compatibility	
Functionality	
Maintainability	
Performance efficiency	

Category	Definition
Portability	
Reliability	
Scalability	
Security	
Usability	
Certification	
Compliance	

Category	Definition
Localization	
Service level agreements	
Extensibility	

What are the key strengths of NRFs?

Mention 3 limitations of NRFs

Roles and Permissions Matrix

What are common roles and permissions matrices?

Create a CRUD matrix for a requirement for the project that you have worked on

Activity	Role 1	Role 2	Role 3	Role 4	Role 5
Create					
Read					
Update					
Delete					

Describe the steps for creating the roles and permissions matrix

Identify roles

Identify activities

Identifying authorities

What are the key strengths of this technique?

Mention the limitations of this technique

Process Modeling

Define process modeling. Illustrate a simple process at your project / case provided.

Write 3 important ways that process models to be used.

What are the 5 key elements of process models?

Mention the various types of process models and notations

What is a flowchart? How is it different from process model?

Describe 5 key strengths of process modeling.

What are the key limitations of process modeling?

Sequence Diagram

What's the purpose of sequence diagram?

Have you used it at your project?

What are the types of messages sent between objects?

List 2 strengths of sequence diagram

List 2 limitations of sequence diagram

State Model

What is a state model? Illustrate a simple state model based on a project that you have worked on.

How is a state diagram different from a state table?

List the key strengths of state diagram

List 2 limitations of state diagram

Concept Modeling

What is the purpose of a concept model? How is it different from glossary?

Concept models are effective in:

What are noun concepts and verb concepts?

Think about 5 commonly used noun terms in your project / case provided and design a concept model showing the links between those terms.

What are the key strengths of this technique?

Mention 2 limitations

Data Dictionary

What is data dictionary?

What are primitive data elements? Define 1 primitive data element from your project.

Name		
Aliases		
Values		
Meanings		
Description		

What are composite data elements? Define 1 primitive data element from your project.

Sequence		
Repetition		
Optional element		

Mention the key strengths of this technique

What are its limitations?

Data Modeling

What is data modeling?

What are conceptual data models?

What are logical data models?

What are physical data models?

What is Entity Relation Diagram?

Develop ER diagram for a module in your project or Schedule model from the case description.

What is Class Diagram? How is class diagram different from ERD?

Develop class diagram for a module in your project or Schedule model from the case description.

What is Metadata?

List 5 key strengths of data model

List 2 limitations of data model

Data Flow Diagrams (DFDs)

What is data flow diagram?

Describe your project Context Diagram using Gane-Sarson Notation.

Mention the key strengths of DFD

What are its limitations?

3.6 Solution Evaluation

Acceptance and Evaluation Criteria

What is acceptance and evaluation criteria?

Write the acceptance criteria for the use case that you had written earlier:

Mention the key strengths of acceptance and evaluation criteria

What are its limitations?

Metrics and KPIs

What is the purpose metrics and KPIs?

What are indicators? What are key characteristics of good indicators?

Relate to your project / case provided and mention a KPI along with associated metrics

List 2 strengths of metrics and KPIs

What could be the possible limitations of this technique?

Process Analysis

Why are processes analyzed?

What should you look for while analyzing processes?

While analyzing processes, root causes are identified in order to

Describe the 2 common methods used in process analysis

What are the key strengths of process analysis?

List 3 limitations of this technique

Root-Cause Analysis (RCA)

What is the objective of root cause analysis?

Describe the 2 popular tools for RCA.

Think about a problem which occurred at your project / case provided and try to derive the root cause for it using the Five Whys technique

List 2 strengths for RCA

List 2 limitations for RCA

Vendor Assessment

Distinguish RFI, RFP and RFQ

How should you go about choosing a right vendor for your business need?

Mention key strengths of vendor assessment

List 3 limitations of this technique

Data Mining

What is the purpose of data mining?

Describe the 3 primary data mining techniques

Descriptive:

Diagnostic:

Predictive:

Explain following steps for data mining.

Elicit requirements

Data preparation: Analytical dataset

Analyze data

Modeling techniques used

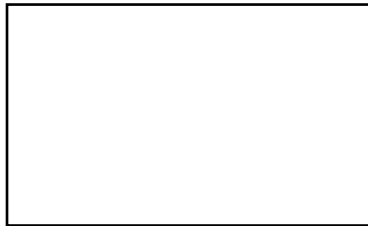
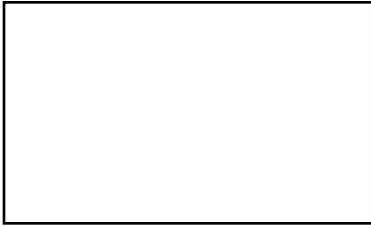
Deployment

Mention the key strengths of data mining

What are its limitations?

4. Business Analysis Planning and Monitoring

The 5 tasks in BA Planning and Monitoring KA are:



Guidelines and Tools

Briefly describe the guidelines and tools for BAPM KA:

Guidelines and tools	Description
Business analysis performance assessment	
Business policies	
Change strategy	
Current state description	
Expert judgment	
Information management tools	

Guidelines and tools	Description
Legal / Regulatory information	
Methodologies and frameworks	
Organizational performance standards	
Stakeholder engagement approach	

Activities

4.1 Plan Business Analysis Approach

Purpose:

Inputs

Stakeholders

Outputs

Guidelines and Tools:

Techniques:

What is a BA approach?

BA approach should:

Elements

Determine business analysis planning

List 5 key factors affecting BA approach

Differentiate the two approaches

Attribute	Predictive	Adaptive
Focus		
Planning		
Authority to approve		

Attribute	Predictive	Adaptive
Applicable situation		
Model		
Level of detail		
Change management		
Communication		
Documentation		

Attribute	Predictive	Adaptive
Emphasis on requirements priotization		
Task planning		
Timing		
Solution definition		
Activities		

Determine business analysis activities

Determine timing for business analysis work

Determine complexity and risk

List 5 key factors affecting complexity:

List 5 key factors impacting risks of BA effort:

4.2 Plan Stakeholder Engagement

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

When should you initiate stakeholder engagement?

Develop Stakeholder map for your project / case provided

Define stakeholder collaboration approach for your project / case provided

Document stakeholder communication needs of your project / case provided

4.3 Plan Business Analysis Governance

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		


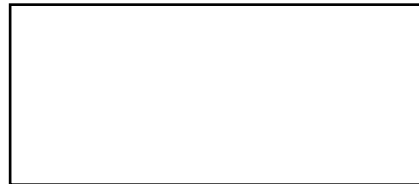
How are decisions regarding requirements made in your project?

Write the 5 key steps change control process should address.

4.4 Plan Business Analysis Information Management

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Information management involves identifying:



How is business analysis information organized in your current project?

What do you understand by levels of abstractions?

What is the traceability approach followed in your current project?

What do the following requirements attributes represent?

Absolute reference

Complexity

Ownership

Priority

Risks

Source of requirement

Stability

Status

Urgency

4.5 Identify Business Analysis Performance Improvements

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What are the BA assessment measures used in your project?

List 5 possible measures for BA performance assessment.

Define the 3 types of actions for improvement

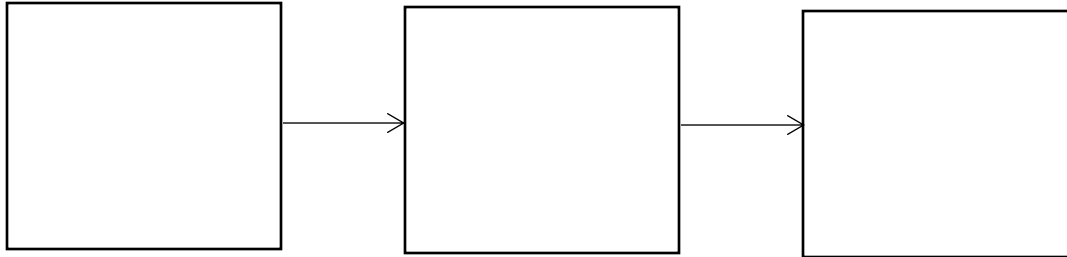
Preventive:

Corrective:

Improvement:

5.Elicitation and Collaboration

Fill in the 5 tasks in the Elicitation and Collaboration KA.



Guidelines and Tools

Describe the guidelines and tools used in this KA

Guidelines and Tools	Description
Business analysis approach	
Business objectives	
Elicitation activity plan	
Existing business analysis information	
Information management approach	
Potential value	

Guidelines and Tools	Description
Recommended actions	
Supporting materials	

Activities

5.1 Prepare for Elicitation

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

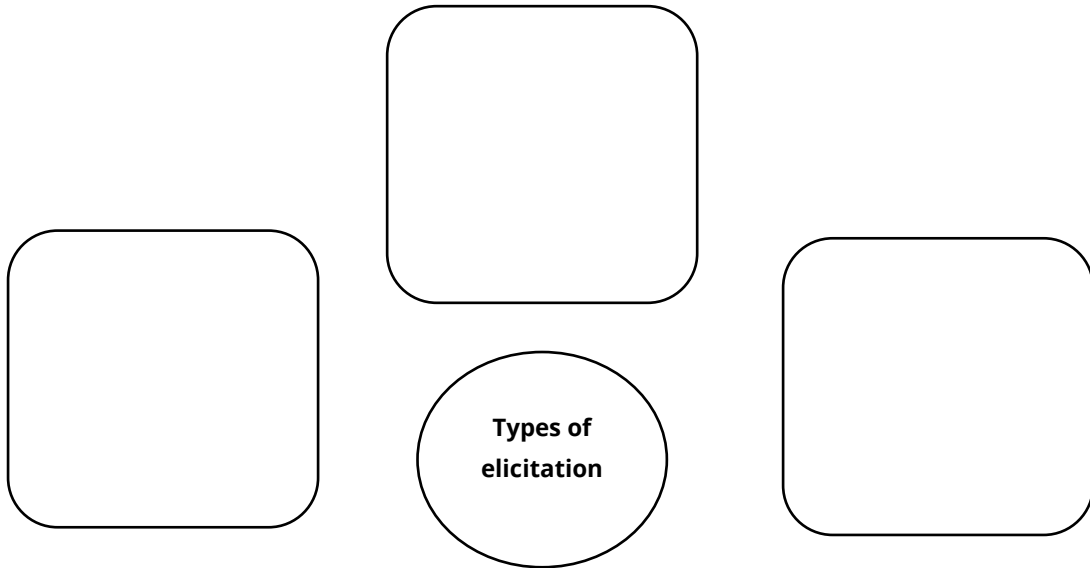
What are the aspects to consider to determine the BA information to be elicited and the techniques to be used?

Write 3 elicitation techniques you used in the past and what was your experience with them.

5.2 Conduct Elicitation

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

3 common types of elicitation are:



Why guiding elicitation activity is important for BA?

How do you capture elicitation outcomes currently for your project? How can you improve that?

5.3 Confirm Elicitation Results

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Describe your project experience when you compare elicitation results against source information.

5.4 Communicate Business Analysis Information

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

5.5 Manage Stakeholder Collaboration

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

6. Requirements Life Cycle Management

Fill in the 5 tasks carried out in the Req. LCM KA

Guidelines and Tools

Describe the guidelines and tools used in this KA

Guidelines and tools	Description
Business constraints	
Domain knowledge	
Governance approach	
Requirements architecture	
Requirements management tools / repository	
Solution scope	

Activities

6.1 Trace Requirements

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What is traceability? How is it carried out?

Why should you create traceability?

Describe an example of following relationships from your project or the case study.

Derive

Depends

Satisfy

Validate

6.2 Maintain Requirements

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

6.3 Prioritize Requirements

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Explain the below mention basis for prioritization. Try identifying requirements from your project or the given case study.

Basis	Explanation
Benefit	
Penalty	
Cost	
Risk	
Dependencies	

Basis	Explanation
Time Sensitivity	
Stability	
Regulatory or Policy Compliance	

Describe some of the challenges of prioritization faced in your project? How do you plan to overcome them?

6.4 Assess Requirements Changes

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

How do you assess requirement changes in your project? What can be improved about the same?

What are important aspects we must keep in mind while conducting impact analysis?

6.5 Approve Requirements

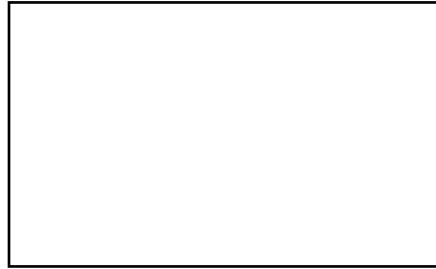
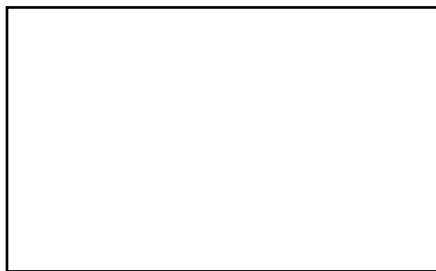
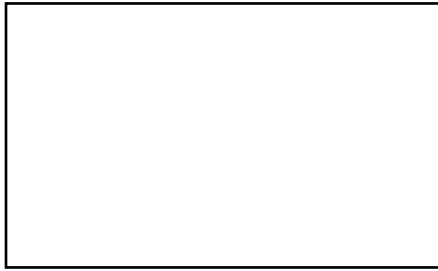
Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Develop sample RACI matrix for different types of requirements approval in your project / case study

How to manage conflict during business analysis?

7. Strategy Analysis

Fill in the 4 tasks which are carried in the strategy analysis KA



Guidelines and Tools

Describe the guidelines and tools used in this KA

Guidelines and Tools	Description
Design options	
Enterprise limitations	
Future state description	
Identified risks	
Metrics and key performance indicators (KPIs)	
Organizational strategy	

Guidelines and Tools	Description
Solution limitations	
Solution performance goals	
Solution performance measures	
Solution recommendations	
Stakeholder analysis results	

Activities

7.1 Analyze Current State

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Define the business need for your current project / case provided.

List the approaches in which business needs can be generated.

What are the key factors we would consider while formulating solutions?

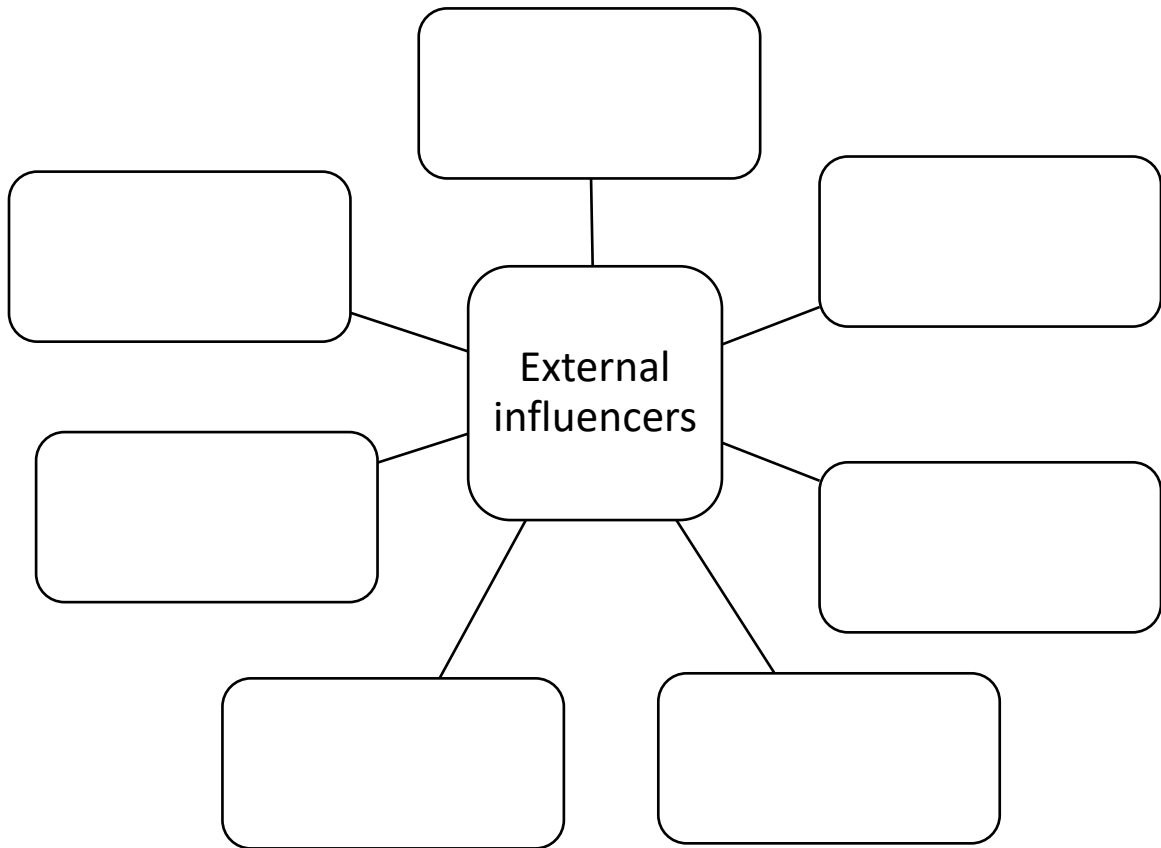
Define your organizational structure and culture

What are key capabilities and processes for your organization?

What are the technologies and infrastructure available in your organization?

What are key policies which your organization follows?

Name 7 key external influencers



7.2 Define Future State

Purpose		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What is future state description?

Define your business goals and objectives

Goals	
Strategy	
Objectives	

What is SMART characteristics of objectives?

What is solution space?

What are constraints for your current project?

What are the assumptions made for your project?

What potential value do you see in your current project?

7.3 Assess Risks

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What is meant by risk assessment?

Why are risks analyzed?

What are unknowns?

How constraints, assumptions and dependencies increase risk?

Can you estimate risk tolerance of your organization?

Explain the 3 categories of risk tolerance

Categories	Explanation
Risk-aversion	
Neutrality	

7.4 Define Change Strategy

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What is change strategy? How does it describe the nature of change?

Describe key solution scope of your current project / case study

What is achieved as part of enterprise readiness assessment?

What change strategy have you adopted in your current project?

Do you have a release plan for your project? If yes, what are the next 3 releases.

8. Requirements Analysis and Design Definition

Fill in the 6 tasks that are carried out as part of RAD KA

Guidelines and Tools

Describe the guidelines and tools used in this KA

Guidelines and tools	Description
Architecture management software	
Existing solutions	
Modeling notations/ standards	
Modeling tools	
Requirements (Traced)	
Requirements life cycle management tools	
Risk analysis results	

Activities

8.1 Specify and Model Requirements

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What are matrices?

Describe what each model class represents and list the modeling techniques which can be used

Model class	Description	Modeling techniques
People and roles		
Rationale		

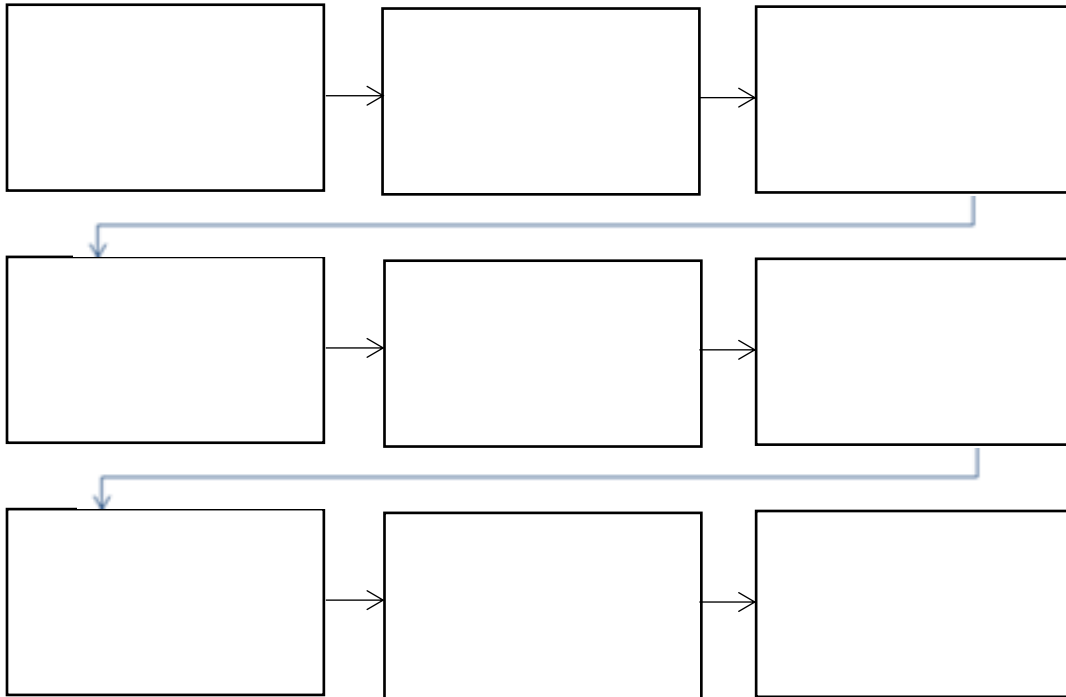
Activity flow		
Capability		
Data and information		

8.2 Verify Requirements

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Elements

Characteristics of requirements and designs quality



Verification activities include:

How checklists are useful for verification?

8.3 Validate Requirements

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What is requirements validation?

Have you defined any measurable evaluation criteria for your project success?

8.4 Define Requirements Architecture

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What do you understand by requirements architecture?

What are requirements viewpoints and views?

What are template architectures? How do they help?

8.5 Define Design Options

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What is a design option?

What are solution approaches?

Describe 3 key solution approaches:

What do the following opportunities mean?

Increase efficiencies:

Enhance access to information:

Identify additional capabilities:

Requirements allocation

Describe design options

8.6 Analyze Potential Value and Recommend Solution

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What do you mean by value?

What are quantifiable expected benefits from your project / case provided?

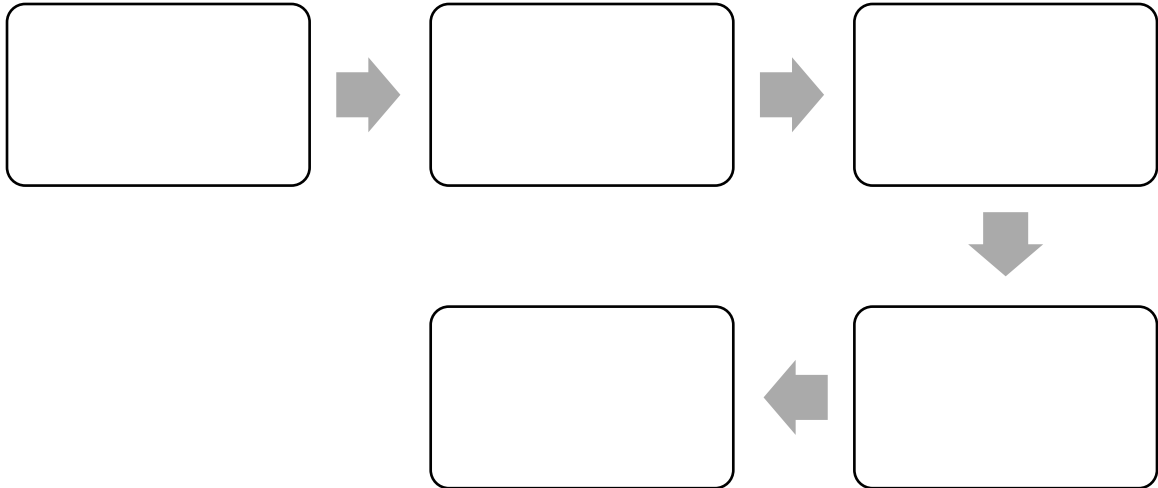
What are quantifiable expected costs from your project / case provided?

Determine value for your project / case study provided.

Assessed design options and recommend solution for the case study.

9. Solution Evaluation

Fill in the tasks carried out in the solution evaluation KA



Activities

9.1 Measure Solution Performance

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What is meant by solution performance?

Define solution performance measures for your current project / case study provided.

How do you validate solution performance measures? What are the musts?

9.2 Analyze Performance Measures

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Can you identify where your solution performance is performing below desired value?

What kind of trends data you monitor for your solution performance?

How are performance variances calculated?

9.3 Assess Solution Limitations

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Why should you assess solution limitations?

Do you recognize any solution limitation in your product? Can you identify possible internal solution component dependencies?

What are possible actions after impact assessment?

9.4 Assess Enterprise Limitations

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

What are enterprise limitations?

What is enterprise culture? How enterprise culture affects business analysis?

Describe possible stakeholder impact of your current project / case study.

What are the elements of operational assessment?

9.5 Recommend Actions to Increase Solution Value

Purpose:		
Inputs	Stakeholders	Outputs
Guidelines and Tools:		
Techniques:		

Do you believe you stakeholders will be open adjust solution performance measures?

Describe in brief each of the following recommendations

Do nothing	
Organizational change	
Minimize complexity of interfaces	
Eliminate redundancy	

Avoid waste	
Identify additional capabilities	
Retire the solution	

10. Underlying Competencies

What are competencies? List the 6 categories of competencies

Analytical Thinking and Problem Solving

What are analytical thinking and problem solving skills? How does a BA use this skill?

Briefly describe each of the following core competencies

Analytical Thinking and Problem Solving Core Competencies	
Creative thinking	
Decision making	
Learning	

Analytical Thinking and Problem Solving Core Competencies	
Problem solving	
Systems thinking	
Conceptual thinking	
Visual thinking	

Behavioral Characteristics

In what way does behavioral characteristics help business analysts?

Briefly describe each of the following core competencies

Behavioral Characteristics Core Competencies	
Ethics	
Personal accountability	

Behavioral Characteristics Core Competencies	
Trustworthiness	
Organization and time management	
Adaptability	

Business Knowledge

Why is business knowledge essential for a BA?

Briefly describe each of the following core competencies

Business Knowledge Core Competencies	
Business Acumen	
Industry Knowledge	

Business Knowledge Core Competencies	
Organization Knowledge	
Solution Knowledge	
Methodology Knowledge	

Communication Skills

Write a short note on effective communication skills

Briefly describe each of the following core competencies

Communication Skills Core Competencies	
Verbal Communication	
Non-Verbal Communication	

Communication Skills Core Competencies	
Written Communication	
Listening	

Interaction Skills

What are interaction skills? How does a BA effectively leverage this skill?

Briefly describe each of the following core competencies

Interaction Skills Core Competencies	
Facilitation	
Leadership and Influencing	

Teamwork	
Negotiation and Conflict Resolution	
Teaching	

Tools and Technology

What are the advantages of using tools and technology for BA work?

Briefly describe each of the following core competencies

Tools and Technology Core Competencies	
Office productivity Tools and Technology	

Business analysis Tools and Technology	
Communication Tools and Technology	

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