



BUSINESS ANALYSIS (CCBA/CBAP) EXAM PREP (INTRODUCTION TO BUSINESS ANALYSIS)

Course Objectives

In this course, you will learn

- The definition of business analysis and the role/importance of business analysts as documented by the International Institute of Business Analysis (IIBA)
- The interactions between Business Analysts and other disciplines
- The IIBA business analysis certifications and the certification process
- How to assess yourself and start preparing for possible certification

Course Content

Chapter 1 What is Business Analysis?

Chapter 2 Business Analysis Knowledge Areas

Chapter 3 Preparing for Business Analysis Certifications

Chapter 4 Course Summary

Course Materials

- Course Notes
 - Copies of all slides & supplemental materials
- Textbooks
 - CBAP / CCBA Exam Prep by Barbara A. Carkenord
 - A Guide to the Business Analysis Body of Knowledge, IIBA
- Other Materials

Online magazine: www.batimes.com (focuses on the BA community)

HSE and Logistics

- Toilets
- Mustering points for emergencies
- Cell phones turned to meeting mode
- Logistics/parking
- Security
- Start time
- Lunch time/arrangements
- Breaks
- Day ends at

Any other item?

Ground Rules

- Feel free to contribute from your experience
 - Business Analysis is an evolving discipline
- Respect other people's opinions even if you think they are wrong
- Be inquisitive ... ask questions
- Have fun ... build networks

Introduction & Networking

- Your Name
- Organization Name
- Current Position
- Background
- Interest in or experience of Business Analysis
- Any Special Thing You want to learn
- Hobbies or pastimes (that you can share in public!)

Chapter 1: Introduction

Chapter Objectives

In this chapter, we will

- Examine the International Institute of Business Analysis (IIBA)'s definition of business analysis
- Examine the interaction of business analysis with other related disciplines especially with project management
- Introduce IIBA's business analysis certifications

Chapter Sections

1. What is Business Analysis?
2. Business Analysis vs Project Management
3. IIBA Business Analysis Certifications

Section 1: What is Business Analysis?

The International Institute of Business Analysis (www.theiiba.org)

- Founded in 2003 in Toronto, Canada, chapters exist in 100 countries
 - Local chapter exists in Nigeria
- Objective is to support the business analysis community by
 - Creating & developing awareness & recognition of value of Business Analysts
 - Defining the Business Analysis Body of Knowledge (BABOK)
 - Providing a forum for knowledge sharing & contribution to the business analysis profession
 - Publicly recognizing & certifying qualified practitioners through a certification program
- Two certifications currently available
 - CCBA: Certificate of Competency in Business Analysis
 - CBAP: Certified Business Analysis Professional

Class Exercise -1

- Setup 2-3 teams through networks you have just built
- There is a requirement for a specific entity to buy a vehicle
- Assume that your teams have been set-up to facilitate this purchase
- So in your teams, identify
 - The questions you would ask that entity about the purchase
 - The reason why you would ask those questions
- List these questions on a flipchart along with the reasons for asking those questions
- Duration for this exercise: 30 minutes

Definitions

- Business analysis is the set of tasks & techniques used to work as a liaison among stakeholders in order to understand the structure, policies and operations of an organization and to recommend solutions that enable the organization to achieve its goals
- Business Analysis involves understanding how organizations function to accomplish their purposes and defining the capabilities an organization needs to provide products and services
- A business analyst is anyone perform who performs business analysis activities
 - No matter what their actual job title or organizational role may be
 - May include business system analysts, system analyst, requirement engineers, process analysts, product managers, business architects, management consultants etc
- Business analysis could also be a role i.e. an individual could perform business analysis duties along with other duties of other disciplines such as project management, financial analysis, IT, Human Resources etc

What does a business Analyst do?

- Defines organizational goals and decomposes these goals into specific objectives
- Define & validate solutions to meet business needs, goals or objectives
- Elicit, analyzes, prioritizes and document requirements
 - Elicit actual needs of stakeholders not just their expressed desires
- Recommend projects (or courses of action) to implement identified requirements, business needs/goals/objectives
- Liaises as a communication hub between all stakeholder groups
- Uses basic skills relevant or common to finance, HR, IT, marketing, QA, project management

What Should a Business Analyst NOT do?

- Represent his or her own agenda
- Authorize projects or provide funding
- Implement solutions
 - Business Analysts focus on defining and validating the solution while project managers implement the solution
- Live exclusively in a discipline he or she has deep expertise in such as IT, HR, finance etc

A Business Analyst Advert ...(1)

- Posted By Brunel Energy Qatar
- Date Posted 31 May 2012
- Expiry Date 30 Jun 2012
- Job Description
- **Dear Candidate,**
- Brunel Energy provides consultants to the international oil & gas, petrochemical, power generation and associated industries. Through a network of 35 offices in 5 continents we second technical / professional specialists to the largest multinational O&G companies and major EPC Contractors through well established global supply agreements. For more information about our Company, please visit our website: <web address removed>; Our Client has an immediate requirement for:
- **Senior BUSINESS ANALYST – QATAR**
- **Contract Duration: Permanent Direct Hire**
- **Location: Doha, Qatar Start Date: ASAP**
- **Primary Purpose of the Job**
- Develop detailed of downstream business plans
- Evaluation of downstream business plan implementation and follow-up support
- Act as project team member in identifying and developing systems requirements for development of investment management platform
- Providing technical advisory support to implementers of projects & operating ventures
- Proactively identify and report risks, issues and dependencies for new ventures and projects

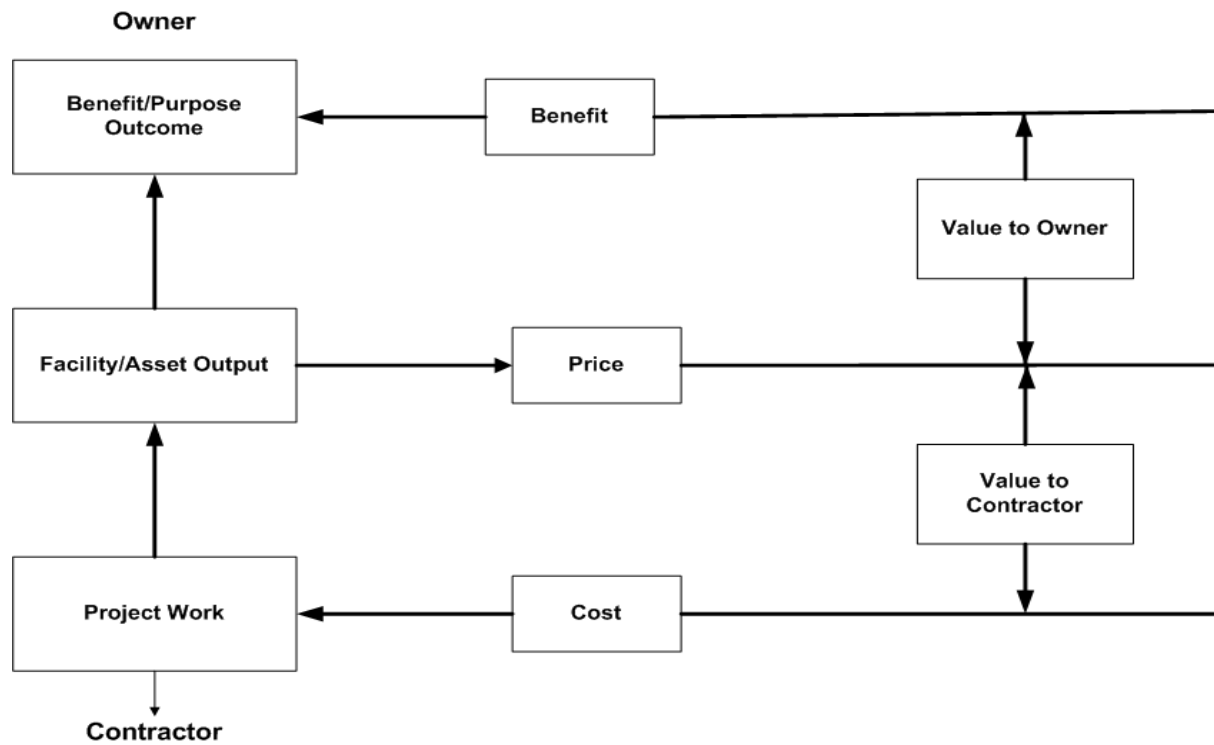
- **Principal Accountabilities:**
 - Analysis market, competitor accomplishment and industry structures
 - Analysis and report to management Department goals achievements
 - Identify and triage business development and growth opportunities
 - Analysis improvement of assessment methodology of potential participation in various Downstream opportunities
 - Analysis new ventures, M&A opportunities
- **Knowledge, Skills & Experience**
 - B Sc degree in engineering with 15 years experience, which 5 years as senior management position.
 - Experience in business management within oil and gas industry
 - Creative and results oriented ,excellent interpersonal, facilitation and communication skills
 - Sourced from www.oilandgasjobsearch.com

Section 2: Business Analysis vs Project Management

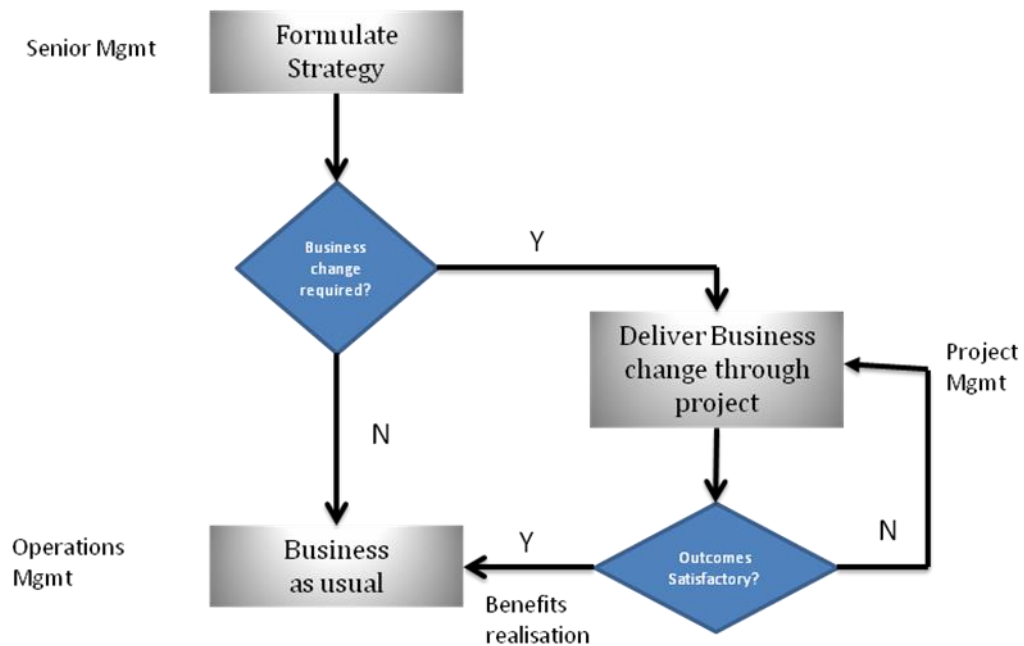
Projects & Project Management – PMI Definitions (PMBOK 4th edition)

- Project
 - Temporary endeavour undertaken to create a unique product, service or result
- Project Management
 - Application of knowledge, skills, tools & techniques to project activities to meet project requirements
 - Managing a project typically involves
 - Identifying requirements
 - Addressing stakeholder concerns & issues
 - Balancing competing project constraints such as time, scope, cost, quality & risk
- Project Manager
 - Person assigned by the performing organization to achieve project objectives

Projects Must Provide Beneficial Value to both Owner & Contractor – Role of the BA



Relationship between Projects & Operations Management



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Projects Vs Operations Environment

	Projects	Operations
Features	<ul style="list-style-type: none"> • Unique • Finite • Revolutionary change • Time of uncertainty • Conflicting objectives • Transient resources 	<ul style="list-style-type: none"> • Repetitive • Eternal • Normal outputs • Time of stability • Balanced objectives • Stable resources
Other Characteristics	<ul style="list-style-type: none"> • Flexibility • Effectiveness • Goals 	<ul style="list-style-type: none"> • Stability • Efficiency • Roles

Business Analysts are required in both environments

How do Organizations Deliver Projects?

Plan-driven approaches

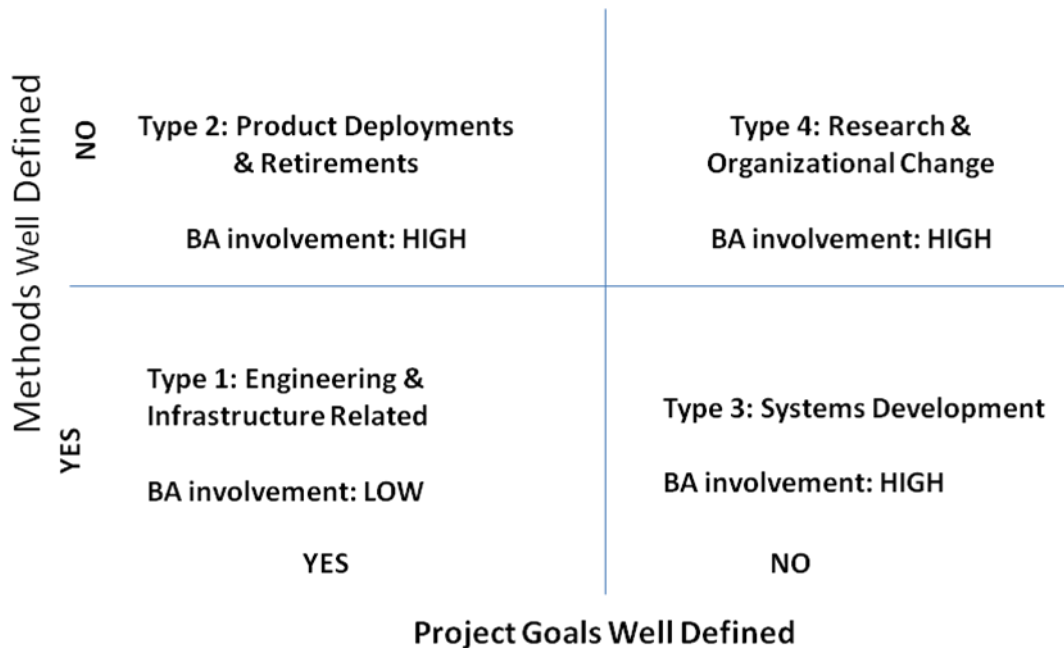
- Ensuring that solution is well defined before implementation begins
- Focusing on minimizing up-front risk and maximizing control
- Approving requirements done by project sponsor with selected stakeholder input
- Also known as Waterfall approaches
- Applicable industries: construction, aviation etc
- Business Analysts are required in the pre-project stage

Change-driven approaches

- Taking explorative approach to finding the best solution
- Focusing on rapid delivery of business value by accepting greater uncertainty and using short iterations
- Approving requirements is done by a single authority who is a member of the project team
- Also known as Agile approaches
- Applicable industries: pharmaceutical, IT etc
- Business Analysts are required at every phase or iteration

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BA Involvement in Different Categories of Projects



Source: Turner R. (1999) The handbook of project based management

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In Summary: BA vs. PM

The BA

- Elicits, analyzes & validates project requirements
- Understands business problems & opportunities
- Liaises & communicates with project stakeholders
- Recommends solutions enabling the organization to achieve its goals

The PM

- Initiates, plans & manages the project
- Establishes clear & achievable objectives & requirements
- Balances competing demands for quality, scope, time & cost
- Adapts specifications, plans & approach for different stakeholders

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Where & when are BAs Needed

- BAs are needed in most organizations where there is an interest in maximizing value from clients or other stakeholders
 - Especially at the enterprise level
- In a project setting, BAs are needed
 - Before the project
 - To help define the nature of the solution, solution approach & business case
 - During the Project
 - To validate the solution being delivered
 - To ensure continued viability of the business case
 - After the project
 - To evaluate solution performance
 - Ensure that the continued use of the delivered project gives the anticipated business benefits
- The BA is responsible for benefits realization since the PM simply moves on to the next project

BA & PM Overlaps

- Main areas of overlaps
 - Requirements: Main focus of the BA yet it is an activity in PMI's scope mgmt
 - Product or solution requirements ... sole responsibility of the BA?
 - Project requirements Both have a role to play
 - Stakeholder analysis & mgmt: also a main focus for BA yet it is an activity in PMI's Communications mgmt
- Both IIBA & PMI have setup a joint committee to provide further clarifications
 - For purposes of the CCBA/CBAP exam, both belong to BA's territory
- In a project setting, the BA reports to the PM
 - But not in an enterprise setting where the BA is concerned with solutions or projects that have a strategic impact
- In large, long term projects and also for projects following a change driven approach, both BA & PM activities happen in parallel so an agreed upfront delineation of roles is essential

Sections 3 : IIBA Business Analysis Certifications

- Certification of Competency in Business Analysis (CCBA)
 - Minimum 3750 hours of BA work experience aligned with the BABOK® Guide in the last seven years
 - Minimum 900 hours in two of the six knowledge areas or 500 hours in four of the six knowledge areas
 - Minimum 21 hours of professional development in the past four years
 - Minimum high school education or equivalent
 - Two references from a career manager, client or Certified Business Analysis Professional (CBAP®) recipient
- Certified Business Analysis Professional (CBAP)
 - Minimum 7500 hours of BA work experience aligned with the BABOK® Guide in the last 10 years
 - Minimum 900 hours in four of the six knowledge areas
 - Others as for CCBA

Chapter 2: Business Analysis Knowledge Area

Chapter Objectives

In this chapter, we will

- Examine foundational concepts in business analysis
- Examine IIBA's Business Analysis Knowledge Areas

Chapter Sections

1. Foundational Concepts
2. Business Analysis Knowledge Areas

Key Terms & Definitions

- Domain
 - An area undergoing analysis including its key stakeholders
 - Could be the entire organisation or a part of it
- Solution
 - Changing the current state of the domain
 - Enabling the domain meet its goals & objectives
 - Typically a system of interacting components
- Requirements
 - Condition or capability needed by a stakeholder to solve a problem or achieve an objective
 - Met or possessed by a solution or component
 - Satisfying a contract, standard, specification or other formal document

Types of Requirements

- Business Requirements
 - These state higher level goals, objectives and needs of the domain
- Stakeholder Requirements
 - These state stakeholder needs and define how a stakeholder will interact with the solution
- Solution Requirements
 - Describe characteristics of the solution to meet business & stakeholder requirements
 - Two types

- Functional Requirements: describing behaviour & information that the solution will manage
- Non-Functional Requirements: describing the environmental conditions & system qualities
- Transition Requirements

Describing capabilities of the solution facilitating transition

Business Analysis Stakeholders - 1

Can you match the roles to their correct role definitions?

Role	Role Definition
Business Analyst	1. Stakeholder who will directly interact with the solution
Customer	2. Responsible for initiating the effort to define a business need & develop a solution to meet that need. Authorises work & budgets
Domain SME	3. A stakeholder in all BA activities. Responsible & accountable for the execution of all these duties. May be required to perform additional stakeholder roles
End User	4. Responsible for the external interaction design of technology solutions and for making these solutions as simple to use as possible
Project Manager	5. Responsible for managing the work required to deliver a solution that meets a business need and for ensuring that the project objectives are met
Sponsor	6. Any individual with in-depth knowledge of a topic relevant to the business need or solution scope
Usability Professional	7. Responsible for the construction of software applications
Trainer	8. Responsible for the definition & enforcement of standards

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Business Analysis Stakeholders - 2

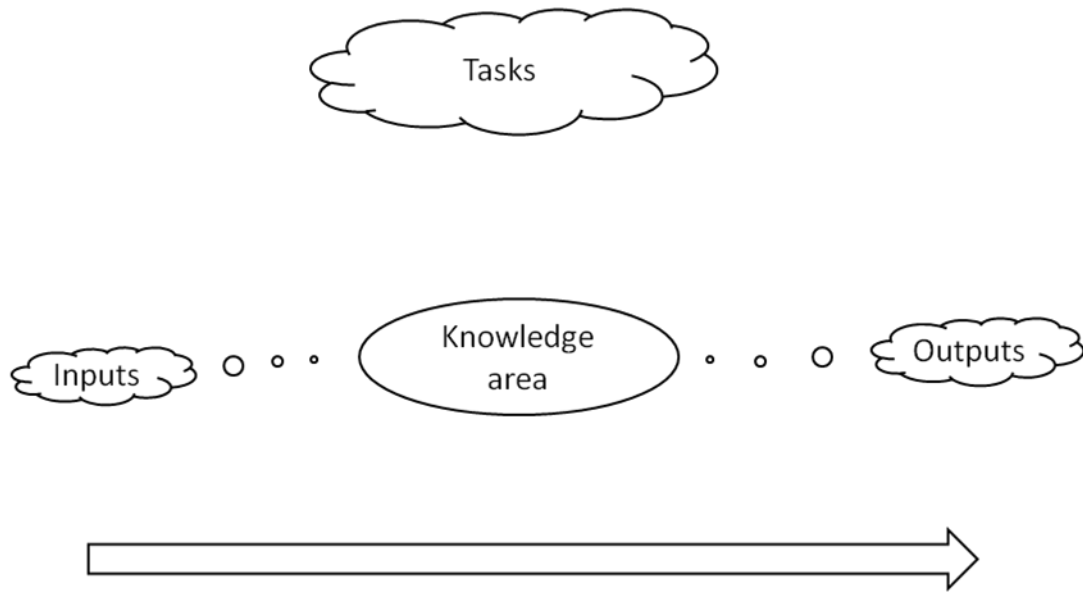
Role	Role Definition
Tester	9. A stakeholder who makes use of products or services produced and may have contractual rights the domain is obliged to meet
Regulator	10. Responsible for facilitating acceptance and adoption of new solutions & overcoming resistance to change
Implementation SME	11. A stakeholder who provides services or products to the domain and may have contractual rights the domain is obliged to meet
Supplier	12. Responsible for determining how to verify that the solution meets solution requirements as well as conducting the verification process
Developer/Software Engineer	13. Responsible for ensuring that the end users of a solution understand how it is supposed to work & are able to use it effectively
Organizational Change Management Professional	14. Responsible for designing & implementing potential solutions
System Architect	15. Responsible for dividing a software application into components and defining the interactions between them

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Section 2: Business Analysis Knowledge Areas

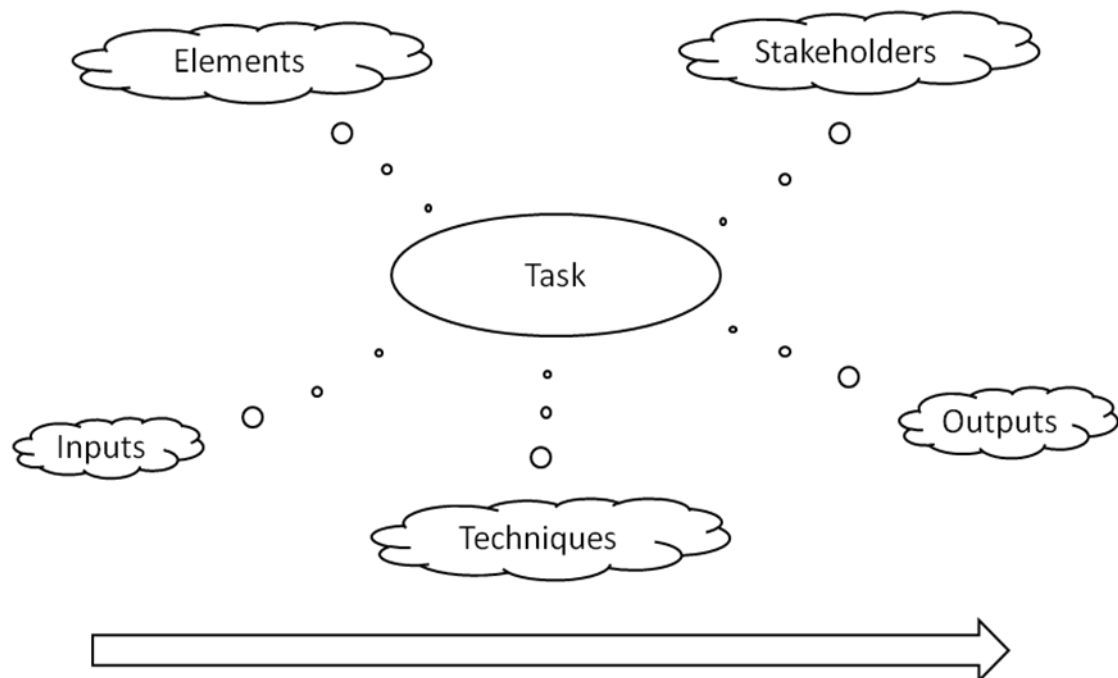
- Concept is similar to Bible books – all the various things you need to know to operate as a business analyst aggregated into knowledge areas
 - Define standards to govern business analysis
- 6 Knowledge areas (refer also to Handout-01)
 - BA Planning & Monitoring
 - Elicitation
 - Requirement Management & Communication
 - Enterprise Analysis
 - Requirement Analysis
 - Solution Assessment & Validation
- Each knowledge area is made up of recommended tasks or activities to be performed
 - Specifies inputs, outputs of these tasks and techniques to be used to convert the inputs to outputs

Anatomy of a Knowledge Area



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Anatomy of a Task



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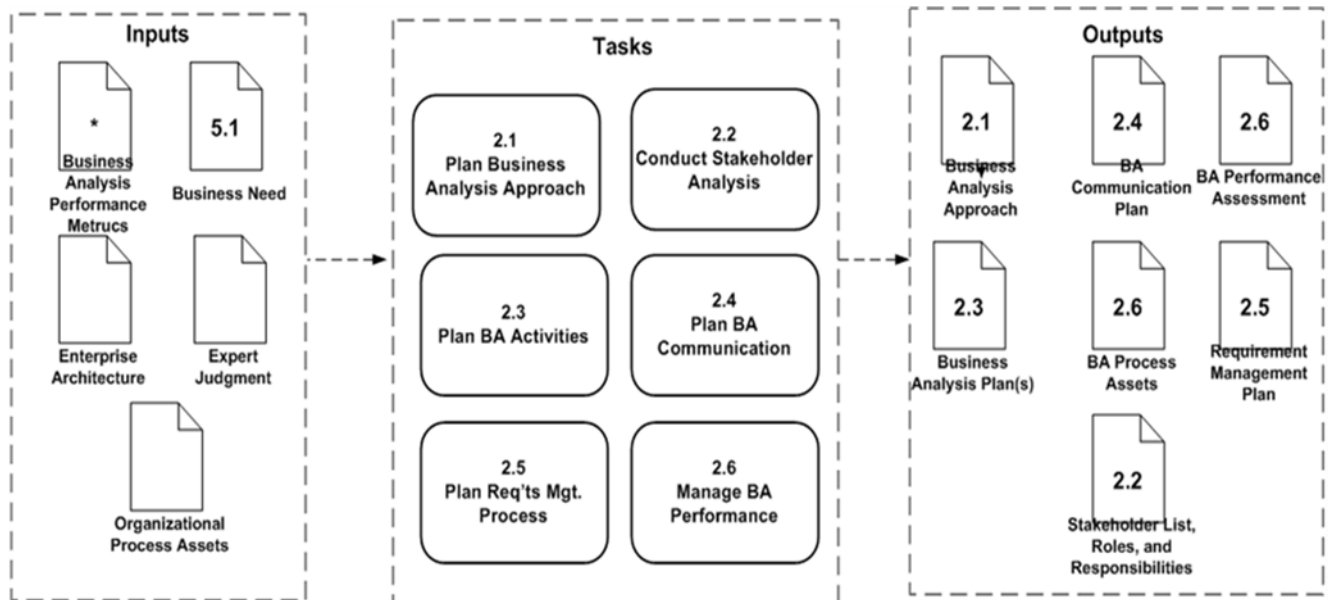
BUSINESS ANALYSIS PLANING AND MONITORING

Business analysis planning and monitoring describes the task necessary to plan for and monitor effective business analysis work. Planning is extremely important because business analysis work is complex and time consuming. Business analysis plans describes how you will perform your communications, analysis, and requirement management. This knowledge area also describ

BABOK Guide Business Analysis Planning And Monitoring Task	Work experience Have you ever...	 I have never done this	 I have done this
Plan Business Analysis Approach	Helped your team decide how work would be done, worked in a waterfall environment, worked in an agile environment, helped the project manager decide how to plan work		
Conduct Stakeholder Analysis	Identify people who would be impacted by your work, identify people who would be impacted by a change, considered how a person would react to change, assessed a person attitude towards a project, identified a person's communication style		
Plan Business Analysis Activities	Made a to-do list for yourself, made an activity list and given it to your project manager, worked with your manager to set up tasks and milestones to get work done, created a work breakdown structure(WBS)		
Plan Requirements Management Process	Plan how you would capture and document requirements, used a requirements management tool, decided which requirements categories you would use, used a standard template for requirements		
Manage Business Analysis Performance	Kept track of your time and compared it to your estimates, recommended improvements to your organizations requirements templates, tools, or processes, asked your stakeholder for feedback on how you were doing, conducted a debrief or lessons learned session to discuss ways to improve future work		

BA Planning & Monitoring

This knowledge area deals with tasks and activities associated with planning & monitoring of business analysis activities necessary for the initiative.



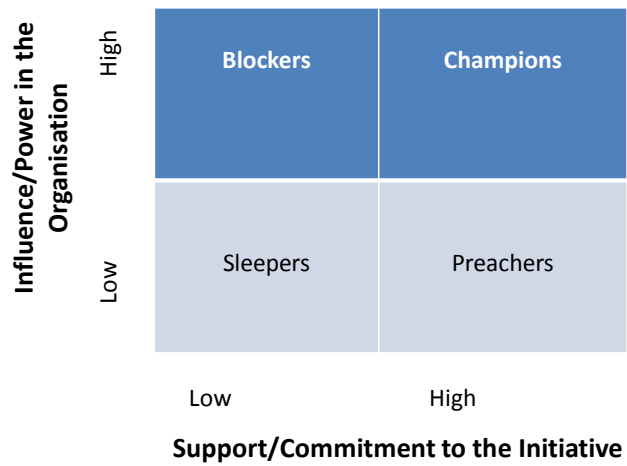
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BA Planning & Monitoring – Key Concepts

- The type of BA approach will depend on the type of approach the overall endeavour is taking
 - Plan driven or change driven
- In a project setting
 - Upfront delination and agreement of duties (& performance metrics) with PM is essential
 - The BA is primarily concerned about requirements & stakeholders
 - Chief communicator about everything to do with requirements
 - The BA plan has to be integrated with and a component of overall project plan



- The BA is also responsible for mentoring and appraising other BAs

Stakeholder Analysis



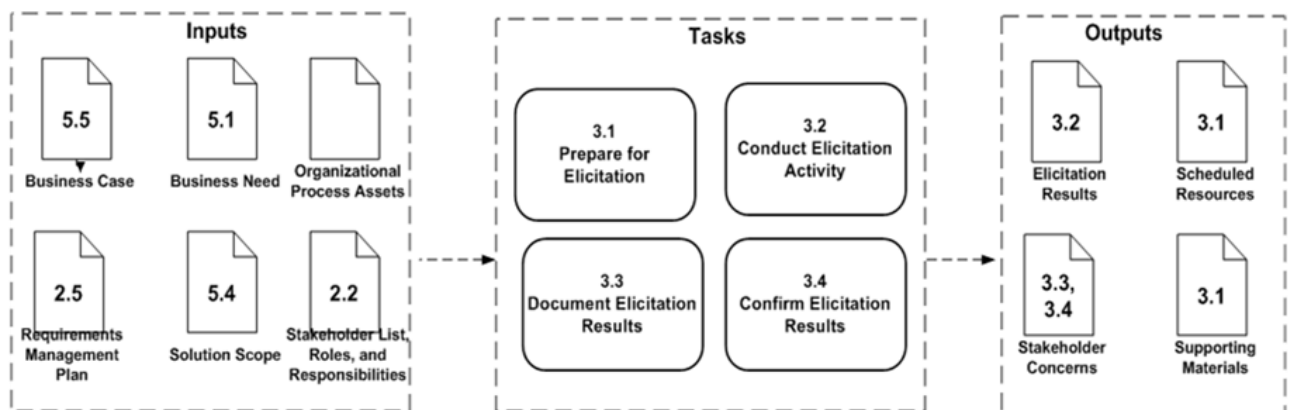
ELICITATION

Elicitation involves researching, asking questions, listening and discovering to obtain information (primarily requirements) from state holders and from existing documentation.

BABOK Guide Elicitation	Work Experience Have you ever...	 I have never done this	 I have done this
Prepare for Elicitation	Developed questions to ask a stakeholder, determined where you would meet with a stakeholder, set up a requirements workshop		
Conduct Elicitation Activity	Conducted an interview, moderated a meeting or workshop about requirements, reviewed existing business documentation looking for requirements, reviewed software application user manuals, conducted a focus group, sent out a questionnaire or survey about requirements, discussed how systems work together, discuss how information is exchanged between two organizations or systems, discussed the look and feel of a software screen, website, or report, researched business processes or industry, researched competition, learned a software application used in your organization, reviewed the history of user problems, reviewed customer complaints		
Document Elicitation Results	Reviewed and revised notes made during an interview, recorded notes during meeting or workshop, made notes when reviewing a document, video or audio recorded a conversation, drawn a workflow diagram of a business process		
Confirm Elicitation Results	Show stakeholders your refined notes and asked if you had understood him or her correctly , given a presentation of your understanding or findings after the interview, given a document to a stakeholder with your analysis conclusions and asked him or her to review it for accuracy		

Elicitation

This knowledge area deals with tasks and activities associated with eliciting all categories of requirements. In order to accurately arrive at a solution, Requirements need to be clear, complete, correct & consistent.



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Elicitation – Key Concepts

- 9 elicitation techniques
 - Brainstorming: Clearly defined topic with 6-8 participants with broad background of experience relating to topic
 - Focus groups: Structured guided meeting of usually clients to obtain inputs about area of interest. Led by a moderator who poses questions relating to the area of interest
 - Requirement workshops: Bring all the stakeholders together to define the requirements
 - Interviewing: 1-to-1 interviewing of selected stakeholders
 - Observation: Shadowing of selected stakeholders – usually end users – to determine details of the business process. Sometimes the BA actually participates in the process if he legally can. The goal is to document the current 'as-is' process.

- Survey/Questionnaire: Used to gain insight & feedback from a large group of stakeholders
 - Prototyping: Basic usable version of what the final solution will be
 - Document analysis: Reviewing existing documentation
 - Interface analysis: Exploring interfaces between all interacting systems
- The BA is responsible for selecting elicitation methods to use, preparing supporting materials & documenting all results
 - Explore collecting requirements in informal situations

REQUIREMENTS MANAGEMENT AND COMMUNICATION

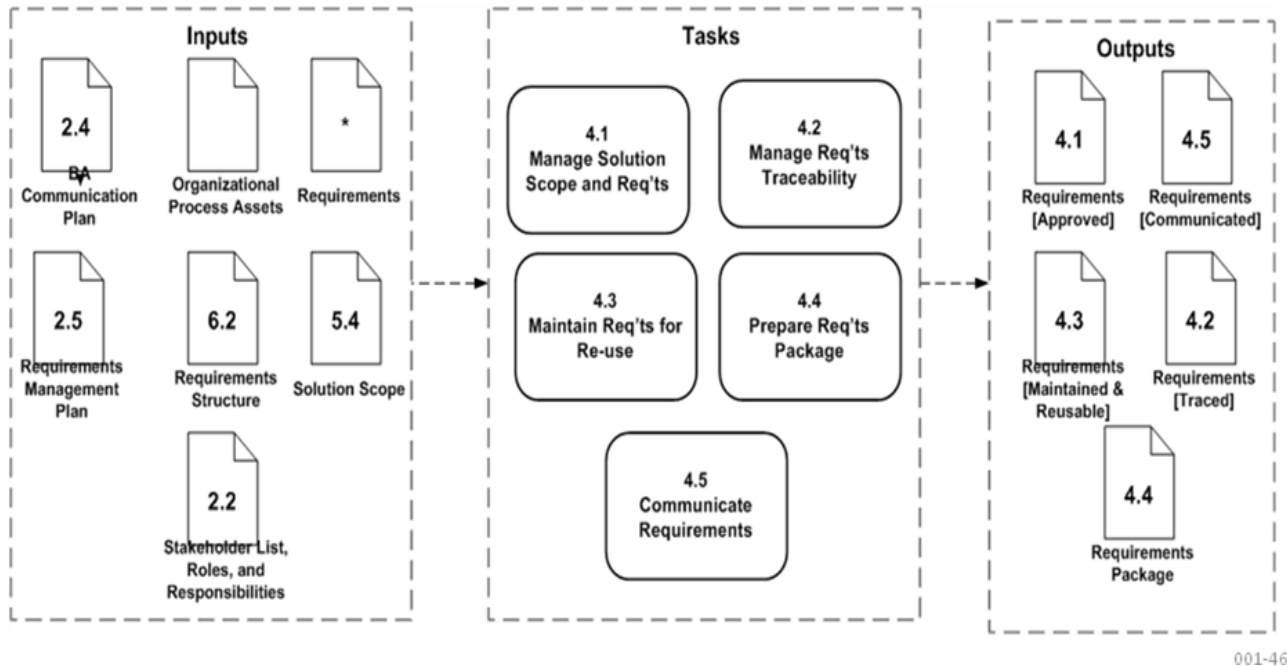
Requirements management and communication knowledge area includes tasks that are performed throughout business analysis work. Managing and communicating requirements includes traceability, packaging and communication.

BABOK Guide Requirements and Communications	Work Experience Have you ever...	 I have never done this	 I have done this
Manage Solution scope and Requirements	Receive approval of requirements, base lined requirements, identified requirements that were not in scope and communicated this issue, resolved conflicts and requirements for approval, tracked problems with requirements		
Manage Requirements Traceability	Linked requirements to other requirements or to test cases, built relationships between requirements, confirmed that each requirement was addressed in solution, made sure each requirement was tested, used links to find the impact of a change to requirements, assessed the potential impact of a requirements change, used a requirements management tool to trace or link requirements		
Maintain Requirements for Re-use	Kept requirements after a project was complete to find use for a future change, carefully named and defined requirements so that another analyst could use them, used requirements developed by another analyst, shared requirements with another project		
Prepare Requirements Package	Documented requirements to present to a stakeholder, organized requirements into a document with a table of content and / or index, decided which requirements had to be reviewed by which stakeholders, discussed how best to present requirements using different formats (text, graphic, table) to make them easier for a stakeholder to review and understand, grouped requirements together to make them easier to review, participated in the creation of a request for proposal (RFP)		

Communicate Requirements	Presented requirements to stakeholders to get their feedback and approval, talked with stakeholder about requirements to confirm your understanding, sent notes or documents containing requirements to a stakeholder to confirm their understanding, given formal presentations of requirements and recommendations, given presentations to implementation stakeholders (software developers, builders, architects)to help them understand the work required of them, shared requirements with testers or QA professionals		

Requirement Management & Communication

This knowledge area describes the activities and considerations for managing and expressing requirements to a broad and diverse audience. All stakeholders need to come to shared understanding of the nature of a solution.





Requirement Management & Communication – Key Concepts

- All stakeholders need to come to a common understanding of the identified problems, opportunities, issues and proposed solutions
 - The requirements scope must be agreed by all stakeholders after which a change control process needs to be activated if future changes need to be made
 - Not everyone can have everything so trade-offs, compromises etc have to be reached with stakeholders with conflicting requirements
 - Conflict resolution approaches can be used to resolve disagreements

- Requirements traceability matrix: unique identifier along with key attributes such as Source, Linking (or relationship), Rationale, Testing & Interface
 - 5 types of requirement relationships exist: Subset, Necessity, Effort, Cover, Value
- There is a difference between work products & deliverables
 - Advisable to create multiple formats and windows of the overall requirements in order to communicate with different stakeholders
- Requirements package is the final outcome of the business analysis work
 - No standardized checklist of what should be included
 - Needs to be formally approved possibly in a formal requirements review meeting

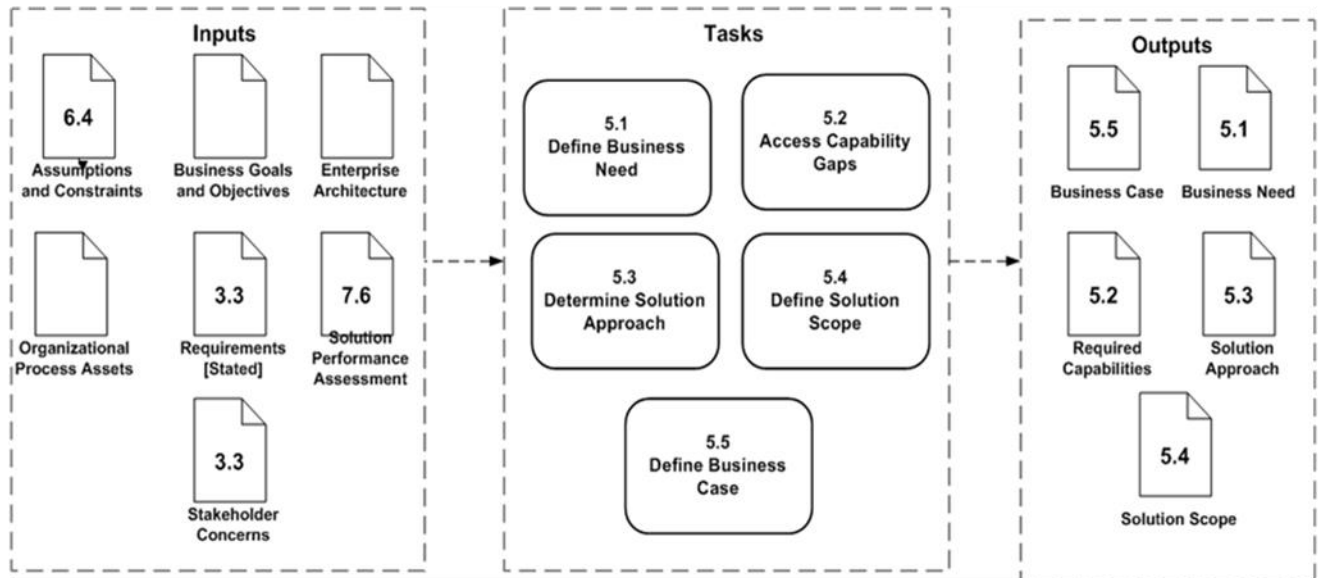
ENTERPRISE ANALYSIS

Enterprise Analysis includes tasks that usually initiate business analysis work and that help to determine solutions goals. These tasks are totally focused on business needs. When you work with business stakeholders to define their problems, opportunities, and expectations for solutions, you are performing enterprise analysis.

BABOK Guide Enterprise Analysis	Work Experience Have you ever...	 I have never done this	 I have done this
Define Business Needs	Discuss a problem or a business opportunity with a business person, talked with a marketing person about a new product idea for your company, spoken to an external customer about a complaint or suggestion, observe a problem with an existing system or process		
Assess Capability Gaps	Discuss a missing function in an existing software application with a user, observe processes, compared a business process to a vendor software package, perform gap analysis		
Determine Solution Approach	Thought about how a business problem could be solved, spoken with a business person about how a process could be changed, spoken with a technical person about how a problem could be fixed, brainstormed about how the company could offer a new product or services		
Define Solution Scope	Facilitated a conversation about what will be included in a process change, discussed how a new software application would fit into your organization, discussed who would be involved in the definition of a new process, drawn a context level data flow diagram to show boundaries of a solution, drawn a use case diagram to show what would be included in a new software system, listed processes to be included in an analysis project, identified "out of scope" items in a requirement document.		
Define Business Case	Discuss the cost or benefits of a change to the business, researched costs of purchasing a software package, or hardware, or equipment, estimated the cost/time required to implement a business change, estimated the time to be saved by a process change, measured the time or cost required to perform a business process		

Enterprise Analysis - Overview

This knowledge area deals with activities at the enterprise level where the BA is concerned with helping the organisation determine which projects, opportunities and ventures the organisation should pursue in line with its mission, vision and goals.



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Enterprise Analysis – Key Concepts

- Immediate goal of the BA at this level is to capture the current state of the organisation and then help frame a desired future state
 - the BA will be concerned with identifying requirements to reach the desired future state and the solutions, projects and opportunities that are necessary in this regard
- Enterprise Architecture:
 - Collection or framework of business structure, culture, policies that guides and directs the selection and execution of the organisation's activities.
 - IT architecture is a subset of the enterprise architecture
 - Underpinned by and supports the organisation's mission, vision and goals.

- Every organisation has a business architecture whether it is documented or not. Where it is not documented, the BA's job is to document it and have it quality reviewed
- Capability gaps
 - Describe the void between what the organisation can currently do and what the organisation must do to achieve its business goals.
- Solution approach can be determined through feasibility studies whose aim is to research possible solutions to determine how well they close the capability gaps

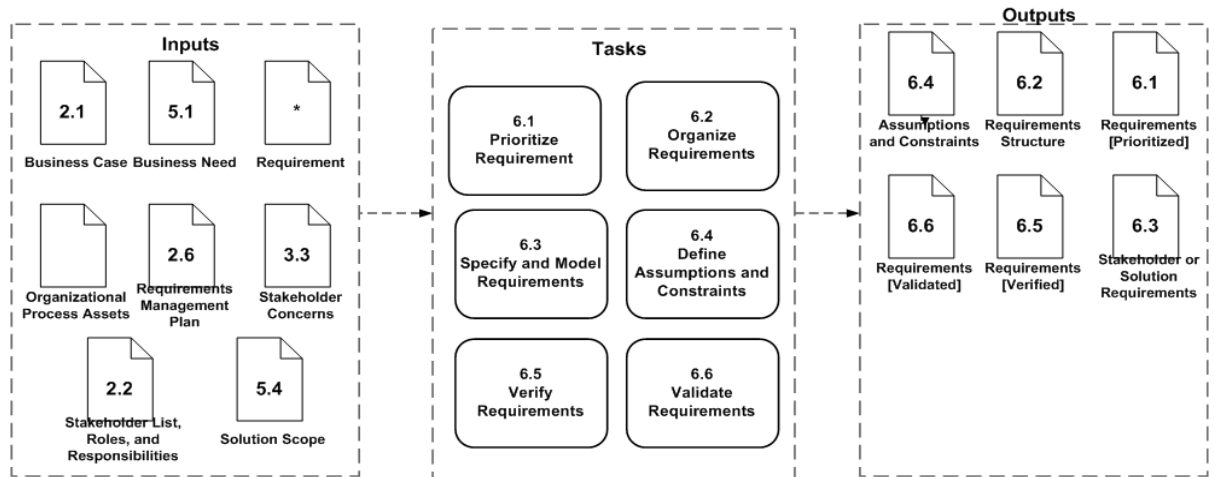
REQUIREMENTS ANALYSIS

Requirements Analysis is the heart and soul of business analysis. The tasks in this knowledge area involve creating detailed requirements, using techniques like process modeling and data modeling. Requirements are analyzed, prioritized, organized, modeled, and reviewed for completeness and accuracy.

BABOK Guide Requirements Analysis	Work experience Have you ever...	 I have never done this	 I have done this
Prioritize Requirements	Discussed the relative importance of different requirements with stakeholders, made a list of requirements assigned priority rankings like High, Medium, or Low to a list of requirements, discussed the best order to perform technical development with a developer or architect, explained to a business stakeholder how the solution could be built or implemented in phases		
Organize Requirements	Categorize requirements by type (e.g., business or technical), sorted requirements by business area or stakeholder, split requirements into separate documents for different implementation stakeholders		
Specify And Model Requirements	Drawn a data model, process model, workflow diagram, use case diagram, decision tree, decision table, class diagram, or sequence diagram, ,made a list of requirements in a table or spreadsheet		
Define Assumptions and Constraints	Written a list of conditions under which a project will be completed, documented a technical constraints, discussed limitations of the new technology for solving a business problem, discussed a business limitation, listened to stakeholder concerns about a proposed solution		
Verify Requirements	Asked another business analyst or a stakeholder to review your requirements, reviewed the requirements of another business analyst, made sure your requirements complied with the organizational standards, invited QA people to review your requirements		
Validate Requirements	Conducted a meeting to review your requirements, attended a requirements review session for another project team, made sure the solution described by your requirements would solve the business problem as intended		

Requirement Analysis

This knowledge area describes the tasks & techniques used by a business analyst to analyze stated requirements in order to define the required capabilities of a potential solution that would fulfil stakeholder needs.





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Requirement Analysis – Key Concepts

- The prioritization of requirements is more than what the customer wants first; it is what the organisation needs first
 - Requirement priorities should be documented with necessary supporting detail though not all requirements need prioritisation
- The goal of defining assumptions & constraints is to identify other factors apart from requirements that may affect which solutions are viable
 - Assumptions: factors believed to be true but not verified to be true
- The goal of verifying requirements is to work with stakeholders to confirm that the BA has captured everything needed
- Validating requirements: confirming that the requirements will actually deliver value to the business
 - This also includes aligning stakeholder, solution or transition requirements to the business requirements

SOLUTIONS ASSESSMENT AND VALIDATION

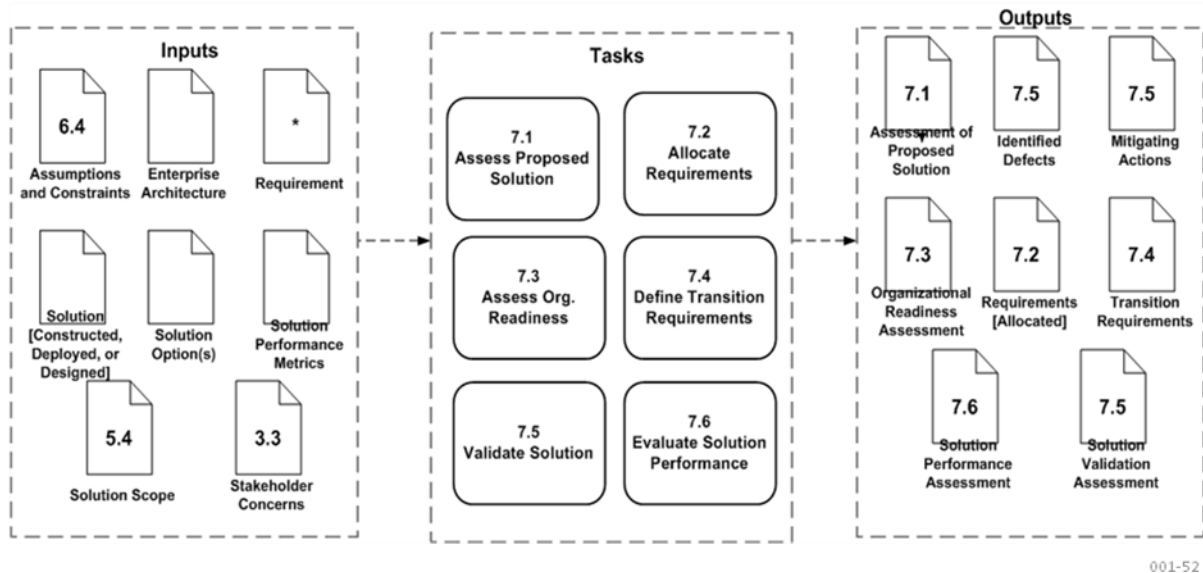
The last knowledge area covered in the BABOK guide is solution assessment and validation. It describes the tasks business analysts perform to make sure the solution meets business needs and is smoothly introduced into the business with minimal disruption.

BABOK Guide Solution Assessment and validation	Work experience Have you ever...	 I have never done this	 I have done this
Assess Proposed Solution	Reviewed ideas for solving business problems to help recommend one over another, conduct a workshop for the stakeholders brainstorm on solution ideas, developed a formal comparison of two or more solution options, reviewed vendor package offerings to determine whether they would solve the current business needs, developed an RFP to solicit a vendor proposal, developed a scoring system to evaluate vendor proposals		
Allocate Requirements	Made sure each requirements was included in the solution idea, helped to assign individual requirements to a release or iteration of a project, categorized requirements by business department or job function, identified who would work on each requirement, determined how each requirement would be satisfied, helped the team determine what to do first based on dependencies, constraints, value, helped with the planning of the implementation schedule		
Assess Organizational Readiness	Considered how well the organization and individual stakeholders within the organization would accept a change, considered all the impacts of a change on the organization, listed all the possible ramifications of a change, considered how different stakeholders would accept the change (based on their culture, location, knowledge of the effort)		
Define Transition Requirements	Helped decide how to prepare the organization and stakeholders for a change, designed or developed training materials for employees on a new system, helped decide when to roll out a change, developed an implementation or rollout plan, worked with the business people helping them learn a new system, worked with the technical people to convert data to a new system, helped to update employee job descriptions to support a new business		

Validate Solution	Reviewed a new system or change to determine if it was going to help business, reviewed test results to make sure the outputs were as expected, assisted with users acceptance testing of a software change, assessed problems implementation to find solution or workaround, assessed problems to decide if they were serious enough to delay implementation		
Evaluate Solution Performance	Talked with business person about how new production systems were working, worked as a help desk or customer service person answering questions and solving problems, looked for improvement possibilities by observing day-to-day operations of a business, measured the time to accomplished a task and compared it to the estimated time, conducted a debriefing, lessons learned session, or retrospective on a project after implementation		

Solution Assessment & Validation

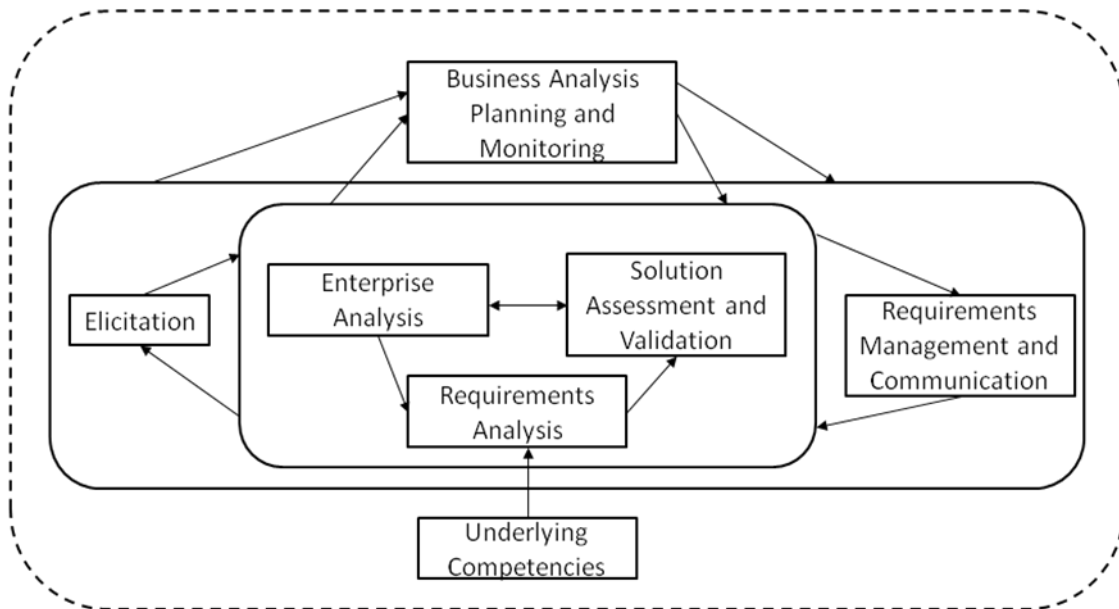
This knowledge area describes the tasks that are performed in order to ensure that solutions meet the business need and to facilitate their successful implementation.



Solution Assessment & Validation – Key Concepts

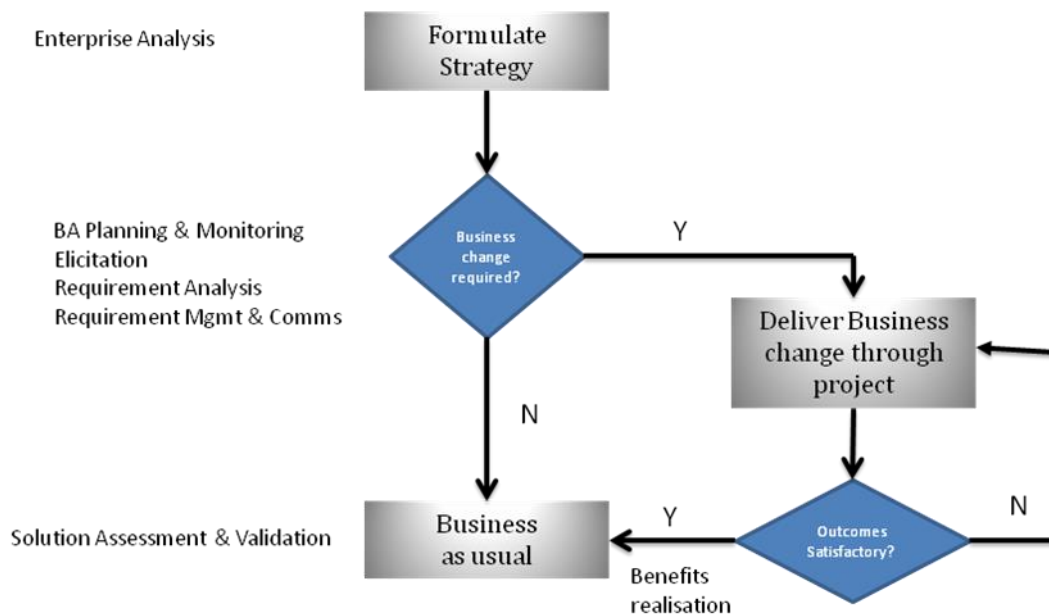
- The focus of assessing the proposed solution is to determine the actual value of the solution for the stakeholders
- Allocating solution requirements is the process of determining which components of a solution should be implemented in what stage, release or version of the project deliverables
- User classes are categorisations of users based on how each class will use the solution
- Assessing organisational readiness is about deciding if the organisation is ready to accept and make effective use of the new solution
- Defining transition requirements is about defining capabilities need to transform from an existing solution to a new solution
- Validating the solution is about ensuring that a delivered solution meets the business need on an ongoing basis
- Evaluating solution performance is about performing a post implementation assessment

Interaction Between Knowledge Areas



002-54

BA Knowledge Areas At Play in the Organization



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Chapter 3: Preparing for BA Certifications

Chapter Objectives

In this chapter, we will

- Review our individual BA work experience and decide if we want to pursue an IIBA BA certification
 - And if so, what certification?
- Examine next steps in line with our decision and career directions

Chapter Sections

1. Analysis of Business Analysis Experience
2. Next Steps

Class Exercise - 2

- Using Handout-02, identify all the business analysis work experience you have had in the last 7-10 years
- Quantify the hours you spent on each of the tasks in all the knowledge areas
 - Use reasonable approximations as necessary
- Use the facilitator as a resource to guide you through the spreadsheet
 - Example of Handout03
- Best to do this on your laptop or tablet, but printed copies can also be made available
- Timing: 60-90 minutes
- Note this is the same information you will be required to fill online if you apply to do any of the certification exams

IIBA Business Analysis Certifications

- Certification of Competency in Business Analysis (CCBA)
 - Minimum 3750 hours of BA work experience aligned with the BABOK® Guide in the last seven years
 - Minimum 900 hours in two of the six knowledge areas or 500 hours in four of the six knowledge areas
 - Minimum 21 hours of professional development in the past four years
 - Minimum high school education or equivalent
 - Two references from a career manager, client or Certified Business Analysis Professional (CBAP®) recipient
- Certified Business Analysis Professional (CBAP)
 - Minimum 7500 hours of BA work experience aligned with the BABOK® Guide in the last 10 years
 - Minimum 900 hours in four of the six knowledge areas
 - Others as for CCBA

About the Exams

- 150 multiple choice questions within a time limit of 3.5 hours
 - Only 1 correct answer
 - No penalties for incorrect answers
- Exam addresses the 6 business analysis knowledge areas
- Questions are based on Bloom's taxonomy
 - Knowledge: knowing facts & recalling information
 - Comprehension: Interpreting facts & understanding meanings
 - Application: Using information & solving problems
 - Analysis: Recognizing patterns & seeking hidden meanings
 - Synthesis: Relating facts & drawing conclusions
 - Evaluation: Assessing ideas & making reasoned judgments

Examples of the Question Types – (1)

Knowledge

1. What type of business analysis approach focuses on the rapid delivery of business value in short iterations?
 - A. Business driven
 - B. Change driven
 - C. Risk-laden
 - D. Focus driven

Comprehension

The business analysis approach generally defines all of the following attributes except for which one?

- A. Requirements for solution acceptance
- B. Deliverables
- C. Team roles
- D. Analysis technique

Examples of the Question Types – (2)

Application

1. You have identified a task in your task list that cannot be completed until the inspector for the project signs off on the initial deliverables. The inspector's signoff on the initial deliverables is called a what?
 - A. Assumption
 - B. Dependency
 - C. Milestone
 - D. Constraint

Analysis

2. As a business analyst, why would you ever want to prioritize requirements?
 - A. You may need to determine the cost of each requirement
 - B. You may need to determine the schedule of each requirement
 - C. You may need to determine which requirements are most critical to the analysis and implementation efforts focus on the most critical requirements
 - D. You may need to determine which requirements are most critical so additional risk analysis can be completed on those requirements

Examples of the Question Types – (3)

Synthesis

1. Peter is the business analyst for his organisation and he is preparing a presentation about requirements for a large software project. Before Peter makes the presentation, what should he do as part of his preparation for the presentation?
 - A. Determine an appropriate format for the presentation
 - B. Confirm that he has the authority to host the presentation
 - C. Confirm that the stakeholders have signed off on the requirements
 - D. Hire a scribe to keep the minutes of the meeting

Evaluation

2. You are the business analyst for your organization and are creating a solution scope definition. Which of the following should be included in the solution scope definition?
 - A. Business case & project plan
 - B. Technical dependencies
 - C. Elicitation techniques
 - D. Organization readiness assessment & BA plan(s)

Next Steps...(1)

If you will be pursuing an IIBA certification in business analysis

- Develop a plan to finish reading the CBAP / CCBA Certified Business Analysis Study Guide by Susan Weese and Terri Wagner
- Set a time to finish and stick to it
- Enroll for the CCBA/CBAP certification preparation course
 - Best to do the course after you finish reading the book
 - Course builds on this one
- Join IIBA & the Nigeria local chapter
 - BACONF will hold in Nov 13-14, 2012
- Keep updating the spreadsheet you developed in class exercise-2 as you continue with work duties
- Identify two career references and engage them

Next Steps ... (2)

If you will NOT be pursuing an IIBA certification at this time

- Keep updating the spreadsheet you developed in class exercise-2 as you continue with work duties
- You may be doing more business analysis work than you know!
- Use text books as reference material when you need to perform business analysis duties
- Consider attending selected IIBA events
 - Role of BA is growing in the economy and it helps to be aware of what is going on
 - BACONF
- Keep expanding your knowledge
- If your organization needs business analysis skills, consider buying it in

Continuing Development Unit Categories

- A minimum of 21 hours CDU is required to take the certification exams
 - This course plus the CCBA/CBAP certification prep course will give this requirement
- Require 60 CDUs every 3 years to maintain the certification
- CDU categories
 - Formal academic education
 - Professional development
 - Professional activities
 - Self-directed learning
 - Volunteer service
 - Professional experience

Chapter 4: Course Summary & Evaluation

What have we learnt?

- What business analysis is all about and it interacts with project management
- Quantify our individual business analysis work experience based on IIBA's knowledge areas
- Range of BA certifications & how to prepare for them

Course Evaluation

- Important to identify ways course can be improved
- What other courses in business analysis would be of interest to you?
- Staying in touch