

CBAP® V3

**Case Study Based
Sample Questions
Requirements Life Circle
Management Set 02
(System Access)**

**Free Bonus Chapter
CBAP® V3 Certification
Tips and Tricks!**

©Adaptive Processes

Copyright notice

All rights reserved.

IIBA®, BABOK®, CBAP®, CCBA®, ECBA® are registered Trademarks of International Institute of Business Analysis, Canada.

All trademarks of copyrights mentioned herein are the possession of their respective owners. We make no claim of ownership by the mention of products that contain these marks.

Contents of this document should not be disclosed to any unauthorized person. This document may not, in whole or in part, be reduced, reproduced, stored in a retrieval system, translated, or transmitted in any form or by any means, electronic or mechanical.

This publication may be used in assisting aspirants for CBAP® examination. It does not warrant that use of this publication will ensure passing the CBAP® examination.

Introduction

As the book title suggests, this book is a sample question bank for the aspirants of the CBAP® examination from IIBA®, Canada.

We have created multiple question banks to assist CBAP aspirants.

A full set of questions can be purchased on our site @

<http://adaptiveus.com/shop/question-bank/>

This question bank is authored by qualified CBAP® trainers who have helped many other participants clear the CBAP® examination in the very first attempt. They are also regular trainers for CBAP® 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.

Now CBAP® examination is based on BABOK® v3.0 and so is this question bank. This book is also supported by a study guide and elearning.

The CBAP® study guide and eLearnings can be purchased

<http://adaptiveus.com/shop/>

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@AdaptiveProcesses.com

CBAP® V3

Case study based Sample questions Requirements Life Cycle Management Set 02

Time allotted: 10 Minutes

Best of luck for the examination!

Case 1

Petroleum Corp is one of the largest petroleum producers in the world. The local government has come up with a regulation to monitor in-country value of all large contracts executed in the country.

Petroleum Corp is deploying a contract governance system to monitor all large contracts.

Business Analyst A has prepared the following requirements structure.

Document Type	Description	Default Requirement Type
Vision (VIS)	This document combines elements of our original business proposal, business plan, and high level for features to be developed.	Project Vision (PV)
Stakeholder Requests (STR)	Key requests from stakeholders. These requests are separate from requests for changes to the product, such as enhancement requests and defects.	Stakeholder Request (STRQ)
BRD	Business requirements document – Provides scope of the project	Use Case (UC)
SRS	Use case description and elaboration.	Use Case Specifications (UC)
Change requests	Requests for changes to the product, such as enhancement requests and defects.	Change requests (CR)

- 1) As per the given case study, which requirements type will have highest level of abstraction?
 - a) Project Vision (PV)
 - b) Stakeholder Request (STRQ)
 - c) Use Case (UC)
 - d) Use Case Specifications (UC)

- 2) As per the given case study, which requirements type will have lowest level of abstraction?
 - a) Project Vision (PV)
 - b) Stakeholder Request (STRQ)
 - c) Use Case (UC)
 - d) Use Case Specifications (UC)

- 3) As per the given case study, which requirements type will have lowest level of organization?
 - a) Project Vision (PV)
 - b) Stakeholder Request (STRQ)
 - c) Use Case (UC)
 - d) Use Case Specifications (UC)

- 4) As per the given case study, which requirements type will be of maximum use to Implementation SMEs?
 - a) Project Vision (PV)
 - b) Stakeholder Request (STRQ)
 - c) Use Case (UC)
 - d) Use Case Specifications (UC)

- 5) A sample requirement collected using the structure, like,
“As a contractor, I should be able to upload contract details using excel”, will be of type?
- a) Project Vision (PV)
 - b) Stakeholder Request (STRQ)
 - c) Use Case (UC)
 - d) Use Case Specifications (UC)

Answers to the test

Question Number	Correct option	Explanation
1	A	Project visions are usually simple one liners.
2	D	Use case specifications provide a detailed step by step operation.
3	B	Stakeholder requirements are typically unorganized.
4	D	Use case specifications provide a detailed step by step operation, hence useful to Implementation SMEs.
5	B	As the requirement is needed by a stakeholder.

**Complimentary
Bonus Chapter on
CBAP® V3
Certification
Tips and Tricks**

CBAP® V3 Study Guide

Table of contents

Copyright notice.....	Error! Bookmark not defined.
Adaptive workshops catalogue.....	15
1. Preface and Introduction.....	17
What is business analysis?.....	17
Who is a Business Analyst.....	18
What is IIBA®?.....	20
What is BABOK®?.....	20
What and Why of CBAP®.....	22
Eligibility for CBAP®.....	22
Certification process.....	23
Preparing the application.....	24
Tips for the certification examination.....	25
Knowledge areas.....	26
Knowledge areas.....	27
Tasks.....	29
Underlying competencies.....	30
2. Business analysis key concepts.....	Error! Bookmark not defined.
Key terms.....	Error! Bookmark not defined.
Requirement Classification.....	Error! Bookmark not defined.
Stakeholders.....	Error! Bookmark not defined.

- 3. Business Analysis Planning and Monitoring... **Error! Bookmark not defined.**
 - 3.1 Plan business analysis approach..... **Error! Bookmark not defined.**
 - 3.2 Plan Stakeholder Engagement..... **Error! Bookmark not defined.**
 - 3.3 Plan Business Analysis Governance..... **Error! Bookmark not defined.**
 - 3.4 Plan Business Analysis Information Management**Error! Bookmark not defined.**
 - 3.5 Identify Business Analysis Performance Improvements**Error! Bookmark not defined.**
- 4. Elicitation and Collaboration..... **Error! Bookmark not defined.**
 - 4.1 Prepare for elicitation..... **Error! Bookmark not defined.**
 - 4.2 Conduct elicitation..... **Error! Bookmark not defined.**
 - 4.3 Confirm elicitation result..... **Error! Bookmark not defined.**
 - 4.4 Communicate Business Analysis Information **Error! Bookmark not defined.**
 - 4.5 Manage Stakeholder Collaboration..... **Error! Bookmark not defined.**
- 5. Requirements Life Cycle Management..... **Error! Bookmark not defined.**
 - 5.1 Trace Requirements..... **Error! Bookmark not defined.**
 - 5.2 Maintain Requirements..... **Error! Bookmark not defined.**
 - 5.3 Prioritize Requirements..... **Error! Bookmark not defined.**
 - 5.4 Assess Requirements Changes..... **Error! Bookmark not defined.**
 - 5.5 Approve Requirements..... **Error! Bookmark not defined.**
- 6. Strategy Analysis..... **Error! Bookmark not defined.**
 - 6.1 Analyze Current State..... **Error! Bookmark not defined.**
 - 6.2 Define Future State..... **Error! Bookmark not defined.**
 - 6.3 Assess Risks..... **Error! Bookmark not defined.**
 - 6.4 Define Change Strategy..... **Error! Bookmark not defined.**

7. Requirements Analysis and Design Definition. Error! Bookmark not defined.

- 7.1 Specify and Model Requirements Error! Bookmark not defined.
- 7.2 Verify Requirements Error! Bookmark not defined.
- 7.3 Validate Requirements Error! Bookmark not defined.
- 7.4 Define Requirements architecture Error! Bookmark not defined.
- 7.5 Define design options Error! Bookmark not defined.
- 7.6 Analyze Potential Value and Recommend Solution Error! Bookmark not defined.

8. Solution Evaluation Error! Bookmark not defined.

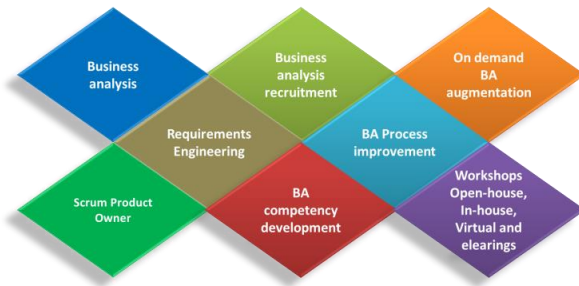
- 8.1 Measure Solution Performance Error! Bookmark not defined.
- 8.2 Analyze Performance Measures Error! Bookmark not defined.
- 8.3 Assess Solution Limitations Error! Bookmark not defined.
- 8.4 Assess Enterprise Limitations Error! Bookmark not defined.
- 8.5 Recommend Actions to Increase Solution Value Error! Bookmark not defined.

9. Underlying Competencies Error! Bookmark not defined.

- Analytical Thinking and Problem Solving Error! Bookmark not defined.
- Behavioral Characteristics Error! Bookmark not defined.
- Business Knowledge Error! Bookmark not defined.
- Communication Skills Error! Bookmark not defined.
- Interaction Skills Error! Bookmark not defined.
- Tools and Technology Error! Bookmark not defined.

About Adaptive Processes Consulting

Adaptive Processes is a leading global player helping its clients improve their business analysis and requirements engineering capabilities and practices.



Key facts

- ✓ Consulting, training, staffing and products for business analysis and requirements engineering.
- ✓ 200+ person-years consulting experience.
- ✓ 200+ Clients across the globe.
- ✓ 10+ Fortune 500 clients.
- ✓ 200+ workshops in India, US, Thailand, Philippines, Malaysia.

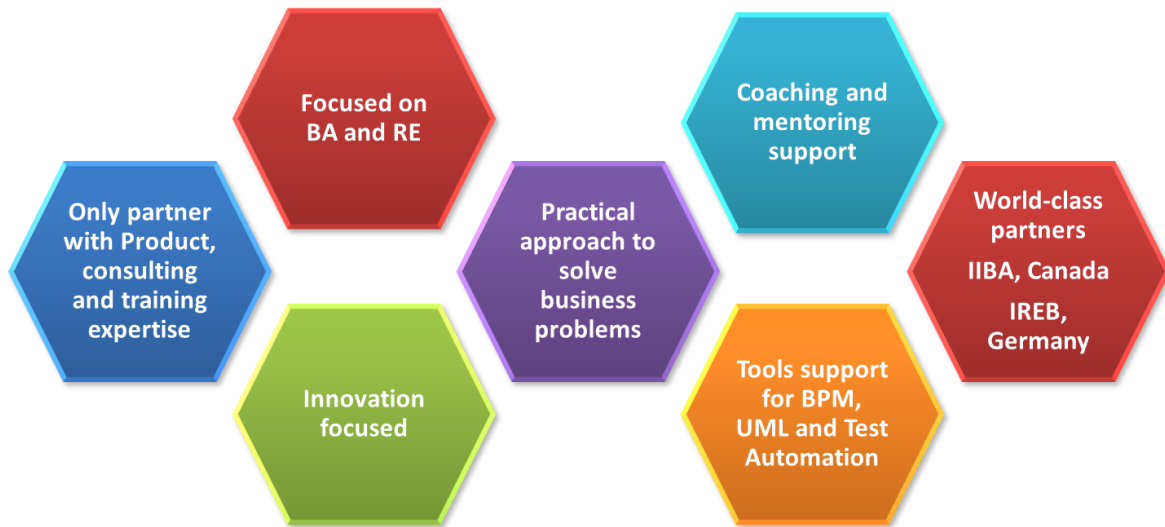


Recognitions	
✓	Red Herring Top 100 finalist for Asia – 2014
✓	Winner of Deloitte 2013 Technology Fast 500 for Asia Pacific
✓	Winner of Deloitte 2013 Technology Fast 50.
✓	Winner of Most Innovative Company Award from Pan IIT-IIM Alumni Forum.
✓	Certified Microsoft BizSpark Partner.
✓	Nominated for prestigious 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 Competency in Business Analysis (CCBA®) (Endorsed by IIBA® , Canada)
Business analysis	Entry Certificate in Business Analysis (ECBA®) (Endorsed by IIBA® , Canada)
Business analysis	Certified Professional in Requirements Engineering (CPRE-FL®) (Endorsed by IREB®, Germany)
Business analysis	Elicitation techniques
Business analysis	Requirements modeling using UML
Business analysis	Behaviorial skills for Bas
Business analysis	The ACE BA program
Agile	Certified Agile Practitioner
Agile	Introduction to Agile and Scrum
BSC	Balance Score Card
CMMI	CMMI for Services
CMMI	Introduction to CMMI for Development
CMMI	CMM Implementation Workshop
CoBIT	Introduction to COBIT
Excel	Excel for Executive Managers

ISO 27001	Certified ISO 27001 Implementer
ISO 27001	Certified ISO 27001 Internal Auditor
Project Management	Introduction to MS-Project
Project Management	Project Management Basics
Project Management	Program Management Professional
Project Management	Stakeholder Management
Six Sigma	Six Sigma Green Belt
Project Management	Certified Software Team Lead
Software Engineering	Configuration Management
Software Engineering	Good Programming Practices
Software Engineering	Introduction to Software Quality
Software Engineering	Requirements Management
Software Engineering	Software Engineering Principles
Software Engineering	Introduction to Software QA
Software Engineering	Software Reviews
Software Engineering	Software Testing Principles
Software Engineering	Software Metrics
Software Engineering	Statistics for Project Managers
Software Engineering	Statistical Process Control

Please note that we modify course catalog based on changing business needs. For the latest information, always refer to our web-site, www.AdaptiveProcesses.com.

1. Preface and Introduction

What is business analysis?

Your notes:

BABOK® Definition: Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

Business analysis enables an enterprise to articulate its needs, rationale for change, and to design and describe solutions that can deliver value.

Business analysis can be performed within a project or across the enterprise. It can be used to understand the current state, define future state and determine activities required for transition.

Business analysis can be performed from various perspectives like agile, business intelligence, information technology, business architecture, business process management etc.

Who is a Business Analyst

A person who performs BA tasks mentioned in BABOK® is considered a business analyst irrespective of his job title or organization role.

Business analysts elicit actual needs of stakeholders, not simply capture expressed desires. They are also responsible for discovering and analyzing information from various sources.

Common job titles for BAs are business architect, system analyst, requirements engineer, process analyst, management consultant, product manager etc.

Business analysts help organizations define the optimal solutions for their needs, given the set of constraints (including time, budget, regulations and others).

The main activities BAs perform are:



What is IIBA®?

International Institute of Business Analysis (IIBA®) was founded in Toronto, Canada in October of 2003 to support the business analysis community by:

- Creating and developing awareness and recognition of the value and contribution of the business analyst.
- Defining the Business analysis body of knowledge (BABOK®).
- Providing a forum for knowledge sharing and contribution to the business analysis profession.
- Publicly recognizing and certifying qualified practitioners through an internationally acknowledged certification program.

What is BABOK®?

BABOK® contains a description of generally accepted practices in the field of business analysis. It gives guidance on the skills and

knowledge that a business analyst must possess. Contents of BABOK® have been verified thoroughly by practitioners.

BABOK® does not mandate that practices described should be followed under all circumstances.

Any set of practices MUST be tailored to the specific business analysis conditions.

The goal of revising BABOK® v2.0 and coming up the new version v3.0 are as follows:

- Incorporate new concepts and practices
- Address the evolving scope of the profession
- Incorporate lessons learnt from practitioners
- Enhance readability and usability of the guide and consistency and quality of texts and illustrations
- Improve consistency with other generally accepted BA standards

What and Why of CBAP®

CBAP® stands for Certified Business Analysis Professional, 3rd level certification provided by International Institute of Business Analysis (IIBA®), Canada ([www.IIBA®.org](http://www.IIBA.org)).

Following are some of the benefits of becoming a CBAP® :

- ✓ Be recognized for your competency in business analysis.
- ✓ Business analysis is the fastest growing career opportunity for IT professionals.
- ✓ People with domain experience can move into IT sector by becoming a business analyst.
- ✓ Better job prospects.
- ✓ Better salary.

Eligibility for CBAP®

- ✓ High school (In India, this will be higher secondary school) and above.
- ✓ 7500 hours of Business analysis-related

work in last 10 years.

- ✓ Professional development: 35 hours of verifiable BABOK® coursework. Adaptive Processes is an authorized EEP of IIBA®, its trainings provide desired PDUs for the CBAP® certification examination.
- ✓ References: Two references from a career manager, client (internal or external) or CBAP®.
- ✓ 900 hours in 4 knowledge areas.

You can download a BA experience calculator at no cost from our eStore.

Certification process

- ✓ Become an IIBA® member at www.IIBA.org.
- ✓ Benefits include free, unlimited access to the BABOK® and 500+ online books, local, national and international networking opportunities and ability to influence the

growth and direction of the BA profession.

- ✓ Take required training from an IIBA® EEP, such as Adaptive Processes (www.AdaptiveProcesses.com).
- ✓ Download BABOK® and start reading.
- ✓ Join a study group, or start one.
- ✓ Begin preparing for the application.

Preparing the application

- ✓ Begin the application at least 2 weeks before you plan to apply.
- ✓ It can take anywhere from 6–10 hours to complete.
- ✓ Download and use Adaptive BA experience calculator.
- ✓ Apply within 6 months of when you plan to write.
- ✓ You can download the CBAP® handbook for a detailed application process at IIBA® website.

Tips for the certification examination

- ✓ Please keep it in your mind that CBAP® is a test on your knowledge of BABOK®, not your knowledge on business analysis practice as you may be following in your workplace.
- ✓ Answers need to be as per BABOK®, not what you may think appropriate.
- ✓ Questions are pretty much straight forward.
- ✓ No long descriptive questions. However, there are questions with diagrams.
- ✓ No long answers. All questions had single statement answers.
- ✓ Avoid answers which are prescriptive. BABOK® does not provide any specific level of rigor to be adopted in any activity.
- ✓ Be careful with answers which say something should be 100% or 0% – It's very hard to find such digital options in life.
- ✓ Avoid terms which are not mentioned in BABOK®. Such a term can be technically correct, for example a specific company may have a Work Breakdown System – however BABOK® does not have any such term. BABOK®

term is Work breakdown structure.

- ✓ Multiple options can be technically correct; choose the BEST option.
- ✓ Do not trust long lists.

Knowledge areas

Knowledge areas represent areas of specific BA expertise.

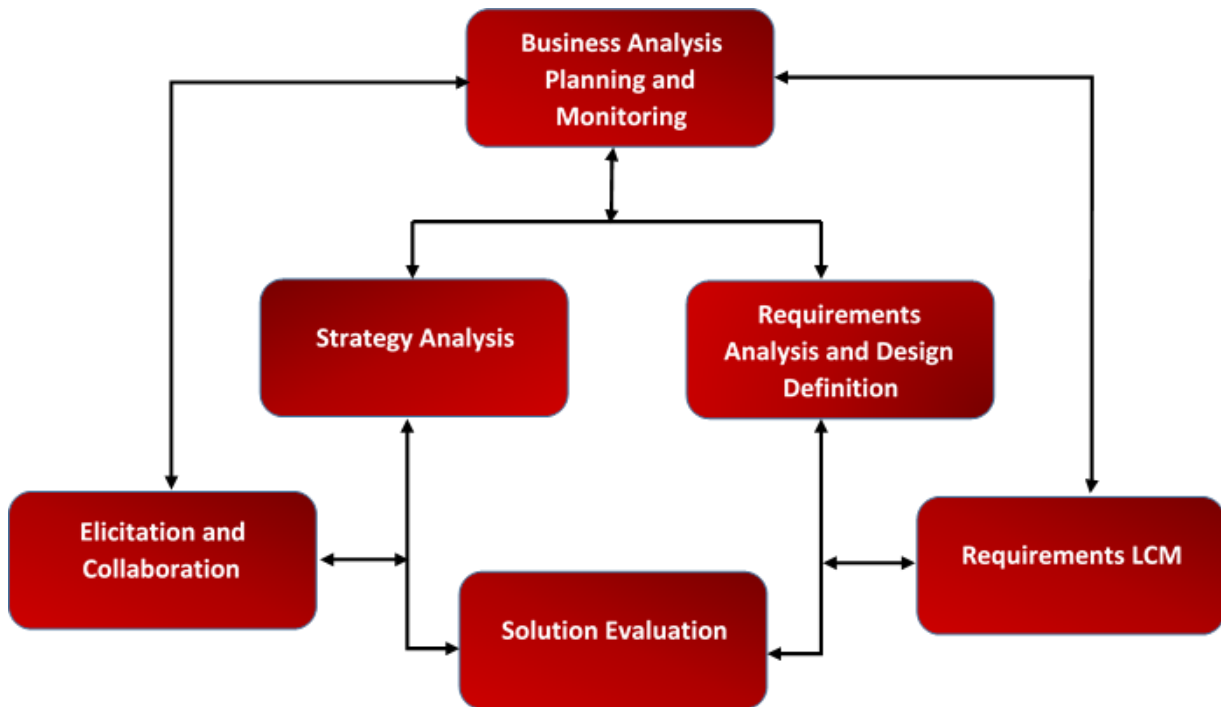
There are 6 knowledge area in BABoK:

1. BA planning and monitoring
2. Elicitation and collaboration
3. Requirements life cycle management
4. Strategy analysis
5. Requirements analysis and design definition
6. Solution evaluation

Knowledge areas

Knowledge Areas	Description
BA planning and monitoring	Tasks BAs perform to organize and coordinate efforts of BAs and stakeholders
Elicitation and Collaboration	Tasks BAs carry out to prepare for elicitation, conduct elicitation activities, confirm results, communicate and collaborate with stakeholders
Requirements LCM	Tasks BAs perform to manage and maintain requirements and design information from start till end
Strategy Analysis	Tasks BAs perform to identify a need of strategic or tactical importance, how to collaborate and enable stakeholders to address that need etc.
Requirements Analysis and Design Definition	Tasks BAs carry out to organize elicited requirements, model them, validate and verify them and identify and estimate potential value of solution options
Solution Evaluation	Tasks BAs perform to assess the performance and value delivered by a solution

The below diagram depicts the Relations between Knowledge Areas:



Tasks

A task is an essential piece of work to be performed as part of business analysis. Each task should be performed **at least once** during most BA initiatives. There is no upper limit to the number of times any task may be performed. Tasks may be performed at any scale - from few minutes to few months.

In this book, tasks are structured in the following manner:

<p>Purpose: Short description as to why a BA performs a task and the value derived from it</p>		
Inputs	Stakeholders	Outputs
<p>This section lists the inputs for a task which will lead to outputs</p>	<p>This section lists stakeholders who are likely to participate in a task</p>	<p>This section lists the results produced by performing a task</p>
<p>Guidelines and Tools: This section lists resources which are required to transform input into output.</p>		
<p>Techniques: This section lists the techniques that can be used to perform the BA task</p>		

Underlying competencies

Underlying competencies are skills, knowledge and personal characteristics that support effective performance of business analysis.

This is discussed in detail in Chapter 8.

Rest of the questions will be
available on Adaptive SuXeed
platform.

Please email copy of your
invoice to
Info@AdaptiveProcesses.com.

Access will be provided within 1
business day.