

FREE

50 CBAP® EXAM MOCK QUESTIONS



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Introduction

As the book title suggests, this book is a prep question book for the aspirants of the IIBA® CBAP® certification examinations from IIBA®, Canada.

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Adaptive US Model CBAP Exam Questions

Q1: Organization A provides score rating points - Must-haves get 10 points; discretionary items are given points ranging from one through nine. Vendor proposals are ranked against the criteria list. The vendor with the most points is selected. Techniques used during this process are

Option 1: Vendor assessment, decision analysis, and key performance indicators.

Option 2: Vendor assessment, key performance indicators, and acceptance/evaluation criteria.

Option 3: Decision analysis, structured walkthrough, and functional decomposition

Option 4: Decision model, Activity diagram, Financial analysis.

Correct Option:

Vendor assessment, key performance indicators, and acceptance/evaluation criteria.

Explanation:

Observe that the company is trying to evaluate vendors. It has defined key performance parameters and has also developed evaluation criteria. Decision analysis is used for uncertain and complex situation which is not the case here BABoK V3.0 - Section 10.16.1 - Purpose - Decision analysis formally assesses a problem and possible decisions in order to determine the value of alternate outcomes under conditions of uncertainty.

Q2: Business analyst A is a new business analyst for an application re-engineering project. A needs to choose the initial elicitation technique. A has a large number of stakeholders located across multiple locations. Business analyst A's preferred approach will be

Option 1: Interviews. **Option 2:** Workshops.

Option 3: Observation. **Option 4:** Survey.

Correct Option: Survey.

Explanation:

Surveys are a useful technique to gather requirements from large geographically dispersed stakeholders. BABoK V3.0 - Section 10.45.4 - Usage Considerations - .1 Strengths - Easier to collect information from a larger audience than other techniques such as interviews.

Q3: A is a business analyst for Project P. One particular stakeholder is adding unnecessary requirements and expectations into the go/no-go criteria. What should A's approach be before submitting the requirements package?

Option 1: Call a meeting with the project sponsor and the SME in question and lay out the assessment of the situation.

Option 2: Do not invite the stakeholder for the decision package review meeting as the stakeholder disrupts the decision-making process.

Option 3: Facilitate a brainstorming session among executive team members to deal with the SME's expectations.

Option 4: Seek a meeting with the SME to listen to the concerns carefully and be able to reflect them back to the stakeholder.

Correct Option: Seek a meeting with the SME to listen to the concerns carefully and be able to reflect them back to the stakeholder.

Explanation: This is a win-win strategy. Escalation is not a good approach. BABoK V3.0 - Section 9.5.1 - Facilitation - .1 Purpose Business analysts facilitate interactions between stakeholders in order to help them make a decision, solve a problem, exchange ideas and information, or reach an agreement regarding the priority and the nature of requirements. The business analyst may also facilitate interactions between stakeholders for the purposes of negotiation and conflict resolution (as discussed in Negotiation and Conflict Resolution (p. 210)).

Q4: Business analyst A is struggling with how to model requirements in the best way possible for the project. In particular, the business wants to allow mortgage applicants the ability to save their application and resume it later in the future if they cannot complete the application in one sitting. Which of the following options describes the above information?

Option 1: Process modeling. **Option 2:** Goal decomposition.

Option 3: Use Cases. **Option 4:** Scenarios.

Correct Option: Scenarios.

Explanation: Since the process requires a save and submit option which is a different option than submitting straight through.

BABoK V3.0 - Section 10.47.2 - Description - Paragraph 5 - A scenario describes just one way that an actor can accomplish a particular goal. Scenarios are written as a series of steps performed by actors or by the solution that enable an actor to achieve a goal. A use case describes several scenarios.

Q5: Business analyst A is worried about the low adoption of the newly deployed application. The solution comes with many new features compared to the earlier application. A investigated the reason for the same to be usability aspects not being considered while developing the new application. Business analyst A should

Option 1: Modify the application for better performance.

Option 2: Modify the application for better security.

Option 3: Modify the application for more features.

Option 4: Modify the application for better user navigation.

Correct Option: Modify the application for better user navigation.

Explanation: Since navigation is part of usability.

BABoK V3.0 - Section 10.36.3 - Elements Paragraph 5 - Usability Prototype: is a product model created to test how the end user interacts with the system without including any of the properties (for example, appearance, configuration).

Q6: Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and planning software, which gives him insight into different factors to consider and ways to tie everything together.

Analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

The analyst talks to the other two analysts in the company and learns that they don't yet

employ a consistent business analysis approach. He learns that one of the analysts only works with external end users while the current project involves a process and systems that are only used internally. He arranges for them to describe their best practices and situations where things worked out especially well. Which tool is the analyst A applying when consulting with the company's other analysts?

Option 1: Business Policies

Option 2: Stakeholder Engagement Approach

Option 3: Business Analysis Performance Assessment

Option 4: Business rules

Correct Option: Business Analysis Performance Assessment

Explanation: Business analysis itself is a process that needs to be understood, analyzed, and improved. Analyst A is trying to get a feel for what has worked and not worked in the absence of a formal process, and in light of his own lack of experience as an analyst.

BABoK V3.0 - Section 3.1.5 - Guidelines and Tools - Business Analysis Performance Assessment: provides results of previous assessments that should be reviewed and incorporated into all planning approaches.

Q7: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

The project has the potential to change a large number of internal systems and workflows, so all parties recognize that a significant amount of discovery, documentation, and analysis has to be performed up front. Some of the details can be worked out in an iterative fashion when the end details are being worked out, but the core transformation needs to identify a solid architecture and plan for the transition to it. Which element is the primary consideration in structuring the business analysis approach?

Option 1: Timing of Business Analysis Work **Option 2:** Business Analysis Activities

Option 3: Acceptance **Option 4:** Complexity and Risk

Correct Option: Complexity and Risk

Explanation: The project described is complex and the complexity and risk of the project does affect the business analysis approach.

BABoK V3.0 - Section 3.1.4 - Elements Paragraph 9 - Other considerations that may affect the approach include: • the change is complex and high risk, • the organization is in, or interacts with, heavily regulated industries, • contracts or agreements necessitate formality, • stakeholders are geographically distributed, • resources are outsourced, • staff turnover is high and/or team members may be inexperienced, • requirements must be formally signed off, and • business analysis information must be maintained long-term or handed over for use on future initiatives.

Q8: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and planning software, which gives him insight into different factors to consider and ways to tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

Once the project phases are defined the BA arranges a template for kick-off and review meetings for each phase involving representatives from each stakeholder group. He meets with managers from each group at the beginning of major engagements with their staff to arrange the discovery, data collection, deployment, and training efforts. He schedules after-action reviews at the close of each effort and arranges to circulate the BA findings for review and correction by each group. Finally, the BA assesses the relative importance, interest, and level of interest of each stakeholder. Which Planning and Monitoring task is the analyst carrying out?

Option 1: Plan Stakeholder Engagement

Option 2: Plan Business Analysis Governance

Option 3: Identify Business Analysis Performance Improvements

Option 4: Plan Business Analysis Approach

Correct Option: Plan Stakeholder Engagement

Explanation: This is the process of working out how to engage with stakeholders during a project.

BABoK V3.0 - Section 3.2.1 - Purpose - The purpose of Plan Stakeholder Engagement is to plan an approach for establishing and maintaining effective working relationships with the stakeholders.

Q9: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him through the higher-level functions of the company's collaboration, messaging, and tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

The main architecture analysis and development will be conducted using a Waterfall process to ensure a cohesive architecture is created. Once the core functionality is in place the individual development teams will complete their portions of the system in close consultation with their individual user and administration groups. During this time a Scaled Agile Framework (SAFe) or "Scrum of Scrums" will be used. Which collection of statements seems most appropriate for the Waterfall phase of the project

- a. Decision Making: Each stakeholder represented is evaluated in terms of how they participate in terms of being responsible, accountable, consulted, or informed.
- b. Change Control Process: Determine how changes will be requested, the elements that will be evaluated for each request, how changes will be prioritized, how requests will be documented, how requests and changes will be communicated, who will perform the impact analysis, and who will authorize changes.
- c. Plan Prioritization Approach: Activities will be prioritized from a groomed backlog considering cost, risk, and value.
- d. Plan for Approvals: Relevant managers will be designated as approvers for each

activity and change. These may include the project sponsor, department heads and others.

Option 1: a, c, and d

Option 2: a, b, and d

Option 3: a and b only

Option 4: a and b only

Correct Option: a, b, and d

Explanation: Item c is only appropriate for an adaptive approach, specifically Scrum in this case. Other items are applicable to predictive approach.

BABoK V3.0 - Section Figure 3.1.2: Formality and Level of Detail of Business Analysis Deliverables

Q10: (Same case as in the previous question). Business Analyst A has transitioned from full-time software engineering to become an internal analyst within his company for a new project. The project is intended to unify and streamline the operation of several ad hoc processes and systems that have grown up over time.

From his own experience, he wants to be able to give the development teams more information about the context of their work. This should give them a better feel for what their customers need. He also has an idea that he will be able to clearly understand the customer processes and turn them into effective requirements and a solid, efficient architecture.

He's heard the complaints of friends in other departments, so he knows he needs to talk to a wide variety of people, and his managers have communicated the need to get buy-in from senior management for certain milestones. His managers have walked him

through the higher-level functions of the company's collaboration, messaging, and planning software, which gives him insight into different factors to consider and ways to tie everything together.

The analyst plans for a discovery phase, where the existing processes are mapped, which included reviewing existing documentation; a needs phase, where the process stakeholders are queried about what is good and bad about the existing system and what their perceived needs are; a design phase, where a new solution is developed and documented (this may involve some research and experimentation); a development phase, where the system is built; and a rollout and training phase where the new system is deployed and put into use.

It is known that the central architecture will be designed based on categories of data, calculations and decision making, and that the individual data fields, types, and interfaces will be detailed during the second phase of the project.

It is therefore determined that requirements will be organized using a two-tiered outline approach, with the heading items in the outline defining the abstract requirements identified in the first phase and the subordinate items in the outline defining the details of the data and how it is handled. The non-functional requirements for the system and its components will be defined as a third type. Attribute templates and display mechanisms are defined for each type of requirement. The templates include information about how requirements may relate to regulatory, corporate, and other policy requirements of a more general nature. Which element or elements of the Plan Business Analysis Information Task is or are not being addressed?

Option 1: Organization of Business Analysis Information

Option 2: Storage and Access and Plan for Requirements Reuse

Option 3: Level of Abstraction and Requirements Attributes

Option 4: Plan Traceability Approach

Correct Option: Storage and Access and Plan for Requirements Reuse

Explanation: All of the other elements are addressed in the description.

The answer is based on case context. No need to reference to BABoK.

Q11: A is a business analyst for Project R. Stakeholder Z has good familiarity with traceability chains. Z insists that the project follows the approach. Business analyst A's response should be

Option 1: Accept the stakeholder's suggestion as traceability matrix is very popular.

Option 2: Explain that there are many ways to maintain traceability.

Option 3: Traceability is not required as the project is of medium complexity .

Option 4: Maintain traceability only at feature level.

Correct Option: Explain that there are many ways to maintain traceability.

Explanation: All activities in business analysis can be carried in multiple ways and there is no unique best way.

Page vi - The BABOK® Guide should not be construed to mandate that the practices described in this publication should be followed under all circumstances. Any set of

practices must be tailored to the specific conditions under which business analysis is being performed.

Q12: Stakeholder S provided the following requirement, "The system should be able to manage schedule". The project glossary document does not describe the verb, Manage. It is possible that the term manage can be broken down further. The reason why the requirement needs revision is because the requirement is

Option 1: Not clear.

Option 2: Not atomic .

Option 3: Not testable.

Option 4: Not understandable.

Correct Option: Not atomic .

Explanation: Words like "Manage" can be broken down, so they are non-atomic.

BABoK V3.0 - Section 7.2.4 - Elements - Atomic - self-contained and capable of being understood independently of other requirements or designs.

Q13: While discussing with Implementation SMEs of Project X, Business analyst A finds that the implementation team is working on integrating a map feature. The same feature was already implemented in Project Q. The reason for repeat development could be because

Option 1: Past requirements were not baselined.

Option 2: Past requirements were not tested.

Option 3: Past requirements were not maintained.

Option 4: Past requirements were not packaged.

Correct Option: Past requirements were not maintained.

Explanation: Not maintaining requirements results in the same requirements being implemented multiple times. BABoK V3.0 - Section 5.2.1 - Purpose - The purpose of Maintain Requirements is to retain requirement accuracy and consistency throughout and beyond the change during the entire requirements life cycle, and to support reuse of requirements in other solutions.

Q14: A works as the business analyst for a project to introduce a new electronic gadget. Projects such as this have been lengthy, involved multiple stakeholders, and included thousands of requirements. When selecting a business analysis approach for the project, which of the following is A most likely to consider?

Option 1: Adopt the benchmarking approach as the stakeholder has high authority.

Option 2: Explain that multiple techniques can be used for elicitation.

Option 3: Make sure that all participants have a minimum of five years' experience with the company.

Option 4: Since 'A' knows Kano model, choose the same.

Correct Option: Explain that multiple techniques can be used for elicitation.

Explanation: Techniques are not mutually exclusive. Point to remember.

BABoK V3.0 - Section 1.4.5 - Techniques - Techniques provide additional information on ways that a task may be performed. The list of techniques included in the BABOK®

Guide is not exhaustive. There are multiple techniques that may be applied alternatively or in conjunction with other techniques to accomplish a task. Business analysts are encouraged to modify existing techniques or engineer new ones to best suit their situation and the goals of the tasks they perform.

Q15: A has scheduled a focus group to determine the current attitudes towards a new product that the company is developing. Stakeholder S suggests using the Kano model. Another stakeholder R argues that the group should use the benchmarking approach. What should business analyst A do?

Option 1: Adopt the benchmarking approach as the stakeholder has high authority.

Option 2: Explain that multiple techniques can't be used for elicitation.

Option 3: Since 'A' knows Kano model, choose the same.

Option 4: Explain that multiple techniques can be used for elicitation.

Correct Option: Explain that multiple techniques can be used for elicitation.

Explanation: Techniques are not mutually exclusive. Point to remember.

BABoK V3.0 - Section 1.4.5 - Techniques - Techniques provide additional information on ways that a task may be performed. The list of techniques included in the BABOK® Guide is not exhaustive. There are multiple techniques that may be applied alternatively or in conjunction with other techniques to accomplish a task. Business analysts are encouraged to modify existing techniques or engineer new ones to best suit their situation and the goals of the tasks they perform.

Q16: A is a business analyst for Project P. A obtained signoff on requirements from three stakeholders; the sponsor, the project manager, and the product manager. The project management office rejected A's requirements for implementation due to insufficient signoffs. What should have A checked for?

Option 1: Whether the requirements signoff were matching the RACI matrix.

Option 2: Project manager's preference for signoff.

Option 3: Lack of quality assurance team's signoff.

Option 4: Lack of implementation team's signoff.

Correct Option: Whether the requirements signoff were matching the RACI matrix.

Explanation: Remember: All sign-offs are conducted as per the defined RACI matrix.

BABoK V3.0 - Section 3.1.4.6 - Acceptance - The business analysis approach is reviewed and agreed upon by key stakeholders. In some organizations, the business analysis process may be more structured and require key stakeholders to sign off on the approach to ensure all business analysis activities have been identified, estimates are realistic, and the proposed roles and responsibilities are correct.

Q17: Business Analyst A is working on a project to automate several business processes. A just received confirmation of the budget and it is clear that there is enough money to either build an in-house solution or purchase a COTS package. What is the most logical next step for A?

Option 1: Pursue an RFP.

Option 2: Pursue an RFI.

Option 3: Purchase a COTS product as budget is available.

Option 4: Insist on developing an in-house solution.

Correct Option: Pursue an RFI.

Explanation: It is always better to collect information before deciding. Availability of funds is one factor, not the only factor.

BABoK V3.0 - Section 10.49.2 - Description - The assessment may be formal through the submission of a Request for Information (RFI), Request for Quote (RFQ), Request for Tender (RFT), or Request for Proposal (RFP).

Q18: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labor. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

The lead BA has prepared the following RACI matrix for the project.

The role answerable for requirements is

Option 1: Lead BA.

Option 2: Sponsor.

Option 3: ICV specialists.

Option 4: Project manager.

Correct Option: Lead BA.

Explanation: Observe accountable info.

BABoK V3.0 - Section 10.43.2.3 - • Accountable (A): the person who is ultimately held accountable for successful completion of the task and is the decision maker. Only one stakeholder receives this assignment.

Q19: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labour. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

The lead BA has prepared the following RACI matrix for the project.

The system that will interface with the ICV system under consideration is

Option 1: Omnicom.

Option 2: HRMS.

Option 3: Inventory management.

Option 4: Project control system.

Correct Option: Omnicom.

Explanation: Observe the interfacing requirements info.

The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

Q20: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labour. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

The lead BA has prepared the following RACI matrix for the project.

The most knowledgeable stakeholder group regarding the ICV process is

Option 1: Lead BA.

Option 2: Sponsor.

Option 3: Sponsor.

Option 4: Development team.

Correct Option: ICV specialists.

Explanation: Refer to the Consulted column of the RACI matrix.

The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

Q21: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labor. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

The lead BA has prepared the following RACI matrix for the project.

The stakeholder group with least likely authority is

Option 1: Lead BA.

Option 2: Sponsor.

Option 3: ICV specialists.

Option 4: Development team.

Correct Option: Development team

Explanation: As per the given RACI matrix, the development team is only informed.

The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

Q22: Petroleum Corp is one of the largest petroleum producers in the world. It is formed as a joint venture between the Sultanate of Oman and the Shell Corporation. Petroleum Corp manages 80% of oil-wells in Oman.

It was reported by an independent committee set up by the Government that the majority of the investment made by the Sultanate was flowing out of Oman.

Hence, the local government has come up with a regulation to monitor the spending in Oman (also known as In-country value) for all large contracts executed in the country. The government has issued a decree with an objective to increase the in-country value (ICV) component of all projects.

In-country value is calculated when projects purchase any indigenously produced item or employ local labor. The government has provided clear instructions as to how to compute ICV.

The government has provided 6 months period to implement the ICV system. It has specified clearly how the ICV value needs to be computed.

The lead BA has prepared the following RACI matrix for the project.

The aspect that the RACI matrix should include

Option 1: Functional requirements.

Option 2: Non-functional requirements.

Option 3: Constraints.

Option 4: Legal requirements.

Correct Option: Constraints.

Explanation: As you can see from the RACI matrix, constraints have not been included.

The answer to this question is based on the case information. Therefore, BABoK reference is not necessary.

Q23: Business analyst A is implementing a new order processing system for a direct marketer. A is concerned that with the holiday season approaching, the system's performance may be inadequate. A could not find any document which has the application performance criteria mentioned. A would like to evaluate the performance of the system, but can't because

Option 1: The performance metrics have not been defined.

Option 2: The stakeholder and solution requirements were incomplete and the stakeholders complained of poor solution performance.

Option 3: When A gathered the actual performance metrics, A found that the solution performance was indeed better than anticipated.

Option 4: Neither the solution validation nor the organizational readiness assessment had been completed.

Correct Option: The performance metrics have not been defined.

Explanation: The value of a solution is difficult to determine without defining the performance metrics.

BABoK V3.0 - Section 8.2.4 - Elements - .1 Solution Performance versus Desired Value
Business analysts examine the measures previously collected in order to assess their ability to help stakeholders understand the solution's value.

Q23: Business analyst B uses hierarchical decomposition to break down B's business analysis deliverables into activities and tasks. B then adds the hours needed and can give an accurate estimate of the time needed to complete the BA work. What type of estimation has Business analyst B used?

Option 1: Delphi estimation.

Option 2: Historic analysis.

Option 3: Parametric estimation.

Option 4: Bottom-up estimation.

Correct Option: Bottom-up estimation.

Explanation: Work Breakdown Structure (WBS) approach helps in bottom-up estimation. BABoK V3.0 - Section 10.19.3 - Elements Paragraph 3 - Bottom-up: using the

lowest-level elements of a hierarchical breakdown to examine the work in detail and estimate the individual cost or effort, and then summing across all elements to provide an overall estimate.

Q24: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected. Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events
- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
- the ability to detect unwanted items
- the ability to collect tariffs and verify load contents
- the effects on surrounding traffic flows, businesses, and residents if the port is in a dense, urban area
- the type of traffic to be inspected (pedestrian, private vehicles, commercial vehicles, trains, buses, ferries, and so on)
- special cargoes which may or may not be handled (livestock, oversized cargo, hazardous materials, used vehicles, produce and agricultural goods)
- operating hours
- seasonality (some ports are closed during winter)
- overall security or threat environment

These are complicated operations with many moving parts, and it isn't always possible to place an economic value on different levels of security. However, estimates are made

of the economic activity generated by enhanced, cross-border movement. It is definitely possible to assign an economic value to individuals and cargo having to wait in lines.

Inspection processes and sub-processes are continually evaluated using different criteria in an ongoing quest to improve security while reducing wait times and inspection costs. This is all done in a changing political, economic, and social environment.

One of the important Measures of Effectiveness (MOEs) of an inspection process is maximum wait time. The maximum wait time itself is an example of a:

Option 1: Solution Limitation

Option 2: Qualitative Measure

Option 3: Desired Value

Option 4: Key Performance Indicator (KPI)

Correct Option: Key Performance Indicator (KPI)

Explanation: A Measure of Effectiveness, or MOE, is the same thing as a KPI.

BABoK V3.0 - Section 10.28.2 - Description - A metric is a quantifiable level of an indicator that an organization uses to measure progress. An indicator identifies a specific numerical measurement that represents the degree of progress toward achieving a goal, objective, output, activity, or further input. A key performance indicator (KPI) is one that measures progress towards a strategic goal or objective.

Q25: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected. Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events
- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
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Inspection processes and sub-processes are continually evaluated using different criteria in an ongoing quest to improve security while reducing wait times and inspection costs. This is all done in a changing political, economic, and social environment.

A major performance improvement is realized by identifying ways to greatly reduce inspection times and resource usage for customers willing to pre-register and pay a fee. This willingness to provide extra information and warrant that prevailing rules will be followed allows those customers to pass through an accelerated inspection process. Various data are collected and random inspections performed for quality control purposes, but this type of fee-for-convenience arrangement allows the process to be largely self-financing. The back-end data collection and random inspections are needed to ensure a level of security vs. the increased speed and convenience that would usually be realized. Considering the relative importance of these considerations is an example of which Solution Evaluation task?

Option 1: Assess Solution Limitations

Option 2: Improve Solution Performance

Option 3: Analyze Performance Measures

Option 4: Assess Enterprise Limitations

Correct Option: Analyze Performance Measures

Explanation: In this task the analyst is trying to assess the meaning and importance of various considerations. Such measures may not be direct measures of value, so careful analysis must be applied to achieve a good understanding of the trade-offs and risks.

This is based on case context - BABoK reference is not necessary.

Q26: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected. Elements considered when planning such crossings include:

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events
- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
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- the effects on surrounding traffic flows, businesses, and residents if the port is in a dense, urban area
- the type of traffic to be inspected (pedestrian, private vehicles, commercial vehicles, trains, buses, ferries, and so on)
- special cargoes which may or may not be handled (livestock, oversized cargo, hazardous materials, used vehicles, produce and agricultural goods)
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- seasonality (some ports are closed during winter)
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Inspection processes and sub-processes are continually evaluated using different criteria in an ongoing quest to improve security while reducing wait times and inspection costs. This is all done in a changing political, economic, and social environment.

The volume of traffic is known to double or even triple at some crossings during select holidays. The agency that manages port infrastructure may determine that the standard MOEs for wait time will not apply during such conditions. The need to endure extended wait times extra a few days a year is balanced by the need to avoid building and maintaining infrastructure that will mostly remain idle. This is in addition to assigning extra inspection staff. This decision, based on long experience, is an example of:

Option 1: Agreeing to trade-off based on careful analysis

Option 2: Assessing Enterprise Limitations

Option 3: Measure Solution Performance

Option 4: Analyze Performance Measures

Correct Option: Agreeing to trade-off based on careful analysis

Explanation: The business analyst has carefully analyzed trade-offs needed.

BABoK V3.0 - Section 10.16.4 - Trade-offs - Trade-offs become relevant whenever a decision problem involves multiple, possibly conflicting, objectives. Because more than one objective is relevant, it is not sufficient to simply find the maximum value for one variable (such as the financial benefit for the organization).

Q27: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected. Elements considered when planning such crossings include:

- The average volume of traffic over various time periods (e.g., hour, day, week)
- Peak traffic volumes associated with holidays and special events
- The cost of infrastructure, personnel, and consumables
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These are complicated operations with many moving parts, and it isn't always possible to place an economic value on different levels of security. However, estimates are made

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Considering a port's effect on surrounding traffic, residents, and businesses is an example of:

Option 1: Assessing the culture of an enterprise

Option 2: Performing a stakeholder impact analysis

Option 3: Analyzing organizational structure changes

Option 4: Performing an operational assessment

Correct Option: Performing an operational assessment

Explanation: The task involved is to assess the impact on stakeholders.

BABoK V3.0 - Section 8.4.3.2 - Stakeholder Impact Analysis - A stakeholder impact analysis provides insight into how the solution affects a particular stakeholder group.

Q28: A land border crossing between two countries tries to balance the need to provide certain types of security with minimizing the time that customers must wait in lines to be inspected. Elements considered when planning such crossings include

- the average volume of traffic over various time periods (e.g., hour, day, week)
- peak traffic volumes associated with holidays and special events

- the cost of infrastructure, personnel, and consumables
- the time it takes to get through the queue to the first inspection
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The queue for privately-owned vehicles at one location was squeezed into a single lane because the port's land footprint was so small. Thus, when the traffic engineers examined the effects of putting in expedited processing lanes for pre-registered

travellers, it was realized that it would result in almost zero improvement over the non-expedited travellers. This is an example of:

Option 1: an enterprise limitation

Option 2: a solution limitation

Option 3: a recommended action to increase solution value

Option 4: a quantitative measure

Correct Option: a solution limitation

Explanation: Issues that inhibit the ability to make improvements or modifications, whether universal or specific, represent limitations to possible solutions.

BABoK V3.0 - Section 8.3.8 - Outputs - • Solution Limitation: a description of the current limitations of the solution including constraints and defects.

Q29: Business analyst A conducted several interviews this week for a project. Several problems have come up. As many issues have come up, A's project manager suggested that A tracks the issues formally in an item tracker. Why?

Option 1: To ensure the issues produced during elicitation are tracked down to resolution.

Option 2: Used to ensure that the help desk and service management teams are kept in loop.

Option 3: Used to ensure that the help desk and service management teams are kept in loop.

Option 4: To ensure that the results of requirements workshops and interviews are documented.

Correct Option: To ensure that the results of requirements workshops and interviews are documented

Explanation: This is the main purpose of problem tracking.

BABoK V3.0 - Section 10.26.1 - Purpose - Item tracking is used to capture and assign responsibility for issues and stakeholder concerns that pose an impact to the solution.

Q30: Domain SME Q decided to leave organization B when the requirements were being reviewed with the senior management. Unfortunately Business Analyst Q has not identified any other Domain SME to provide clarifications on the requirements. This happened due to

Option 1: Improper stakeholder identification.

Option 2: Improper stakeholder management.

Option 3: Improper risk identification.

Option 4: Improper risk mitigation.

Correct Option: Improper risk identification.

Explanation: Since the risk itself was not identified, nothing could have been done about the incident.

BABoK V3.0 - Section 10.38.3 - Elements - .1 Risk Identification Risks are discovered and identified through a combination of expert judgment, stakeholder input, experimentation, past experiences, and historical analysis of similar initiatives and situations. The goal is to identify a comprehensive set of relevant risks and to minimize the unknowns.

Q31: Business analyst A and B were discussing about requirements documentation for a very large project. Business analyst B would like to use a word processor to maintain the requirements. B is of the opinion that this would allow requirements to be available in a single location. What should A's reaction B?

Option 1: A would agree with the approach taken by B as requirements need to be single sourced.

Option 2: A has seen such practice in other organizations as well, hence there's nothing to worry about.

Option 3: Explain to A's colleague that without a requirements management tool, it is difficult to maintain large number of requirements.

Option 4: Leave it to the development team to decide as to how the requirements should be structured.

Correct Option: Explain to A's colleague that without a requirements management tool, it is difficult to maintain large number of requirements.

Explanation: Requirements management tool allows easy management of requirements.

BABoK V3.0 - Section 5.1.4.3 - Requirements management tools can provide significant benefits when there is a need to trace a large number of requirements that may be deemed unmanageable with manual approaches.

Q32: Business analyst B does not feel the need to assess current performance. B is of the opinion that the new system is far more superior to the old one and stakeholders are anyway going to love the new application. What is the risk that B is running into?

Option 1: A prudent decision.

Option 2: An assumption that could become a risk.

Option 3: Discuss with Domain SME to seek acceptance.

Option 4: Discuss with sponsor to seek acceptance.

Correct Option: An assumption that could become a risk.

Explanation: This is an assumption by the BA which can become a risk.

BABoK V3.0 - Section 6.3.4.2 - Constraints, Assumptions, and Dependencies - Constraints, assumptions, and dependencies can be analyzed for risks and sometimes should be managed as risks themselves.

Q33: Business analyst A has just finished a report that showed some problems in the business analysis work for the current project. Specifically, there were several variances from what A expected. What should A do to address the variances?

Option 1: Update the business analysis approach for the project, to correct the problems identified.

Option 2: Plan new or different business analysis activities, to correct the problems identified.

Option 3: Update the business analysis communication plan, to ensure it includes reporting the variances.

Option 4: Plan new or different requirements management processes to reduce the variances.

Correct Option: Plan new or different business analysis activities, to correct the problems identified.

Explanation: Since the BA process is not effective, we need to plan new or different BA activities.

BABoK V3.0 - Section 3.5.8 - Outputs - Business Analysis Performance Assessment: includes a comparison of planned versus actual performance, identifying the root cause of variances from the expected performance, proposed approaches to address issues, and other findings to help understand the performance of business analysis processes.

Q34: Business analyst A is conducting a requirements workshop. A found that few stakeholders were quite silent during the workshop. What technique can A adopt to elicit requirements from all stakeholders?

Option 1: Mind-map.

Option 2: State model.

Option 3: Collaborative games.

Option 4: Process model.

Correct Option: Collaborative games.

Explanation: Collaborative games is a technique to ensure every one participates in the discussion.

BABoK V3.0 - Section 10.10.1 - Purpose - Collaborative games encourage participants in an elicitation activity to collaborate in building a joint understanding of a problem or a solution.

Q35: A is a business analyst for Project P. Stakeholder S does not want to use pre-defined requirements templates. S is of the opinion that this will delay requirements gathering activity. Business analyst A's suggestion will be

Option 1: Requirements templates ensure that all necessary requirements are captured.

Option 2: Agree with S as the project deadline is very critical.

Option 3: Since the project is small, it is not required to consider all kinds of requirements.

Option 4: Requirements templates are not helpful in Agile environment.

Correct Option: Requirements templates ensure that all necessary requirements are captured.

Explanation: Requirements templates ensure that we do not forget any aspect.

BABoK V3.0 - Section 11.4.3 - Reference Models and Techniques - .1 Reference Models
Reference models are predefined architectural templates that provide one or more viewpoints for a particular industry or function that is commonly found across multiple sectors (for example, IT or finance). Reference models are frequently considered the default architecture ontology for the industry or function. They provide a baseline architecture starting point that business architects can adapt to meet the needs of their organization.

Q36: In Business analyst A's project, same issues and clarifications have been asked repeatedly by different stakeholders. This is because

Option 1: Stakeholders like business analysts clarifying issues repeatedly to them.

Option 2: Issue resolutions were not communicated to stakeholders.

Option 3: Stakeholders like to raise issues repeatedly.

Option 4: Stakeholders do not like issues getting resolved.

Correct Option: Issue resolutions were not communicated to stakeholders.

Explanation: Not communicating issue resolutions will result in repeated clarifications.

BABoK V3.0 - Section 3.3.3 - Inputs - Stakeholder Engagement Approach: identifying stakeholders and understanding their communication and collaboration needs is useful in determining their participation in the governance approach. The engagement approach may be updated based on the completion of the governance approach.

Q37: Business analyst C has completed documenting requirements for a Management Information Systems (MIS) project which would enable company B to track sales data, expenses and productivity levels. Which among the following options is a valid consideration for presenting the requirements to stakeholders?

Option 1: Executive sponsors and management want high-level requirements, so include executive summaries.

Option 2: Many business SMEs will not be available to review requirements, so there is little need to write in the language they can understand.

Option 3: There is virtually little difference in the time needed to prepare formal or informal requirements reviews. The difference lies in the organizational level of the audience being presented to.

Option 4: Requirements fulfil stakeholder need, so must be communicated and accepted by them.

Correct Option: Requirements fulfil stakeholder need, so must be communicated and accepted by them.

Explanation: A theme in BABoK : Requirements are for stakeholders.

BABoK V3.0 - Section 1.2 - What is Business Analysis? - Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

Q38: Business analyst A worked on a project to implement a new system. When it was first deployed, the system seemed to be performing well. However, as the number of

transactions increased over a six-month period, the application slowed to a level deemed unacceptable by the end-users. A has been asked to evaluate this performance. In order to do this, A needs to have

Option 1: Performance metrics of the solution.

Option 2: Approval to repair any defects found.

Option 3: Approval to prevent future defects.

Option 4: An assessment of the solution performance.

Correct Option: Performance metrics of the solution.

Explanation: Performance metrics of the solution is needed to evaluate solution performance.

BABoK V3.0 - Section 8.1.4 - Elements - .1 Define Solution Performance Measures When measuring solution performance, business analysts determine if current measures exist, or if methods for capturing them are in place. Business analysts ensure that any existing performance measures are accurate, relevant and elicit any additional performance measures identified by stakeholders.

Q39: Business analyst A and B are working together in a project to develop a Learning Management System. Business analyst B has prepared the following requirements elicitation approach. What can Business analyst A's suggestion be to improve the requirements elicitation approach?

Option 1: Accept the approach as it captures functional and interface requirements.

Option 2: Advise the business analyst to include other kinds of requirements.

Option 3: Not to worry about any such approach as elicitation can be done verbally.

Option 4: Insist on Use Case approach as past projects followed the same.

Correct Option: Advise the business analyst to include other kinds of requirements.

Explanation: Requirements should cover functional, non-functional requirements and constraints.

BABoK V3.0 - Section 5.3.5 - Guidelines and Tools - • Business Constraints: regulatory statutes, contractual obligations and business policies that may define priorities.

Q40: Business analyst A's Domain SMEs added two new requirements to the project after it had been signed off. These requirements did not match the overall scope of the project. However, A was convinced that the chosen solution could handle the two new requirements, so A passed them on to the development team. What should have been the right approach for A?

Option 1: This approach was alright as the solution was capable of handling the new requirements

Option 2: Get approval from the sponsor to change the scope of the project and add the new requirements if in fact they had true value and was needed by the business.

Option 3: Update the business requirements document and ask for signoff again. Once signoff is given the new requirements can be handed off to the development team

Option 4: Put the two new requirements into a future phase for delivery.

Correct Option: Get approval from the sponsor to change the scope of the project and add the new requirements if in fact they had true value and was needed by the business.

Explanation: Remember: Sponsor is accountable for solution scope.

BABoK V3.0 - Section 5.3.7 - Sponsor: verifies that the prioritized requirements will deliver value from an organizational perspective.

Q41: Business analyst Z has obtained the following project vision, "To digitally enable the organization with latest technologies." What should Z do now before interacting with other stakeholders?

Option 1: This is a good enough starting point.

Option 2: Think about solution approaches.

Option 3: Select a partner to start the project.

Option 4: Detail out the desired outcome with the Sponsor

Correct Option: Detail out the desired outcome with the Sponsor

Explanation: Since the vision is at a very high level, it is essential to have a more detailed description of the outcome.

BABoK V3.0 - Section 6.2.2 - Description - The future state will be defined at a level of detail that:

- allows for competing strategies to achieve the future state to be identified and assessed,
- provides a clear definition of the outcomes that will satisfy the business needs,
- details the scope of the solution space,
- allows for value associated with the future state to be assessed, and
- enables consensus to be achieved among key stakeholders.

Q42: Business analyst A is a business analyst in the telecom domain. The telecom domain has strict standards to make sure systems can interconnect and work well. A should look for which among the following to develop requirements in this domain?

Option 1: Viewpoint.

Option 2: Traceability matrix.

Option 3: Requirements management plan.

Option 4: Business analysis plan.

Correct Option: Viewpoint.

Explanation: Viewpoints suggest standard requirements for a domain.

BABoK V3.0 - Section 7.4.4 - Elements - .1 Requirements Viewpoints and Views A viewpoint is a set of conventions that define how requirements will be represented, how these representations will be organized, and how they will be related. Viewpoints provide templates for addressing the concerns of particular stakeholder groups.

Q43: Even after best efforts by the solution team, certain issues are yet to be resolved. Which stakeholders should the BA need to involve when a product needs to be released with known issues?

Option 1: End user, Customer, and Operational Support.

Option 2: Tester, Regulator, and Sponsor.

Option 3: Tester, Implementation SME, and Customer.

Option 4: As defined in BA communication plan

Correct Option: As defined in BA communication plan

Explanation: The BA communication plan drives all communication.

BABoK V3.0 - Section 3.2.4 - Communication considerations can be documented in the form of a stakeholder communication plan. Business analysts build and review communication plans with stakeholders to ensure their communication requirements and expectations are met.

Q44: P is a business analyst working on business process re-engineering for a major electricity utility organization. This organization has a history of violent union activities. What will be a preferred course of action for P?

Option 1: Develop a future state description by consulting only senior management.

Option 2: Identify stakeholders and define a method to engage with them.

Option 3: Develop requirements document for automating one of the key processes.

Option 4: Deliberate with sponsor as to available solutions to automate processes.

Correct Option: Identify stakeholders and define a method to engage with them.

Explanation: Stakeholder identification is a task that is essential to success of the project before undertaking other activities.

BABoK V3.0 - Section 3.2.4 - Roles - Business analysts identify stakeholder roles in order to understand where and how the stakeholders will contribute to the initiative. It is important that the business analyst is aware of the various roles a stakeholder is responsible for within the organization.

Q45: Business analyst Z has developed the following objective for a change initiative.

“The project will automate human resource activities in the organization within the next 1 year.” What should Z do next?

Option 1: Identify the solution scope.

Option 2: Ask the development team to develop an HRMS system.

Option 3: Purchase a simple HRMS from the market as it is the #1 HRMS available.

Option 4: Current and future state of the organization.

Correct Option: Identify the solution scope.

Explanation: This is too broad a statement. The scope is not specific.

BABoK V3.0 - Section 6.2.2 - Description - The future state will be defined at a level of detail that: • allows for competing strategies to achieve the future state to be identified

and assessed, • provides a clear definition of the outcomes that will satisfy the business needs, • details the scope of the solution space, • allows for value associated with the future state to be assessed, and • enables consensus to be achieved among key stakeholders.

Q46: Organization A would like to have an HRMS for managing its employee related activities. Z is a business analyst for the project. Z's options are

Option 1: Purchasing a human resource management system as it will be a less expensive option.

Option 2: Develop human resource management system so that all functionalities can be implemented as per organizational needs.

Option 3: Outsource the human resource activities.

Option 4: Can't decide given the limited information.

Correct Option: Can't decide given the limited information.

Explanation: Decision making requires considering multiple aspects. Information provided in the question may not be adequate.

This is a common theme in BABoK - adequate contextual information is needed to make decisions.

Q47: Business analyst Z is in a troublesome state. The project team has completed the development. However, end users are not willing to accept the new system. They are of

the opinion that they can't trust the new system as the process is very critical. What should be Z's approach in this case?

Option 1: Escalate the issue to the Sponsor.

Option 2: Escalate the issue to the CEO.

Option 3: Escalate the issue to the organization head of the end users.

Option 4: Plan for a parallel run which can minimize negative impacts.

Correct Option: Plan for a parallel run which can minimize negative impacts.

Explanation: A parallel run will help in increasing stakeholder confidence in the new system.

BABoK V3.0 - Section 10.38.3.4 - Treatment - Some risks may be acceptable, but for other risks it may be necessary to take measures to reduce the risk.

Q48: Business Analyst A has been asked to define a business case for a new initiative involving selling pets in retail stores. As part of the work, A defined the business need and developed a list of capabilities those differential A's organization to its competitors. What has A documented?

Option 1: Core capabilities

Option 2: Differencing capabilities

Option 3: USP capabilities

Option 4: Essential capabilities

Correct Option: Core capabilities

Explanation: BABoK V3.0 - Section 6.4.1.3 - Core capabilities or processes describe the essential functions of the enterprise that differentiate it from others.

#49. Reason why a business analyst should document additional features functionalities offered by a solution is

- a) The feature may be useful in future
- b) To show-off knowledge
- c) Because BABOK mandates the same
- d) Not a desirable activity

Ans) The feature may be useful in future

Explanation: Features not needed now may be needed later

BABoK V3.0 - Section 7.5.4.2 - Paragraph 2 - Point #3 - Identify Additional Capabilities: highlight capabilities that have the potential to provide future value and can be supported by the solution. These capabilities may not necessarily be of immediate value to the organization (for example; a software application with features the organization anticipates using in the future).

#50. A is a business analyst and is working with the project manager on a project to automate a manual process. They are working together on a work breakdown structure to break down which type of scope?

- a) Product scope
- b) Process scope
- c) Project scope
- d) Organization scope

Ans) Project scope

Explanation: WBS discussed here pertains to project scope.

BABoK V3.0 - Section 6.4.7 - Stakeholder #6 - Project Manager: responsible for managing change and planning the detailed activities to complete a change. In a project, the project manager is responsible for the project scope; which covers all the work to be performed by the project team.

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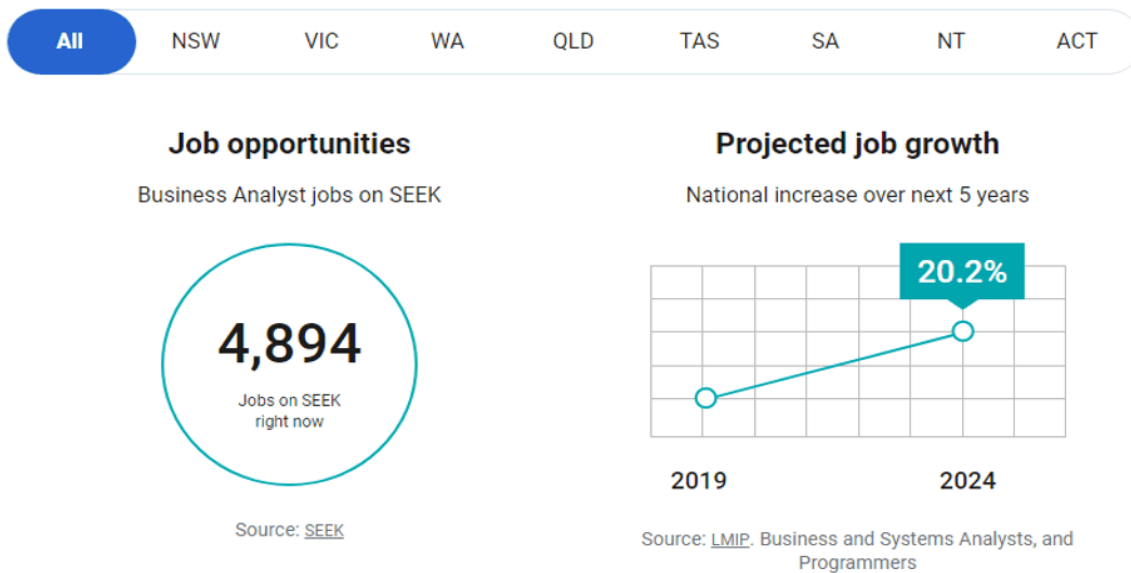
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If you are an ambitious BA looking at scaling greater heights in your BA career and expanding your business analysis horizon, there is no better time than now. The exciting news is that you are in one of the fastest-growing professions with an all-time high growth rate of 14% from 2014-2024, while the average growth of any profession is 5%, as per the US Bureau of labor statistics.

LinkedIn prepared a report based on the insights of 660+ million professionals and 20+ million jobs titled “[The Skills Companies Need Most in 2020 - And How to Learn Them](#)”. The report indicates that Business Analysis skill has made the most significant jump out of all the skills listed in 2020’s trending hard skills.

The report also states that business analysis is one of the few hard skills every professional should have, as most roles require some level of business analysis to make decisions.

Here's a data insight from SEEK on the job opportunities for BAs and how the job market is trending:



In fact, organizations have also realized the importance of having highly skilled and matured BAs to enhance their delivery capabilities and have started establishing Business Analysis Centre of Excellence (BA CoE).

So, when the demand for BAs is on the rise, how do you set yourself apart in a highly competitive world and empower yourself with the best BA jobs in the market?

Would it be sufficient to project whatever experience you have, or do you need to do something more?

Well, the answer is- to keep yourself in demand; there's no better way than to be prepared, get skilled, certified, and project your capabilities in the professional environment.

Here are some facts to substantiate the claim:

- **CBAP** professionals earn 59% more than non-certified BAs
- Top-notch companies across the globe prefer hiring CBAP professionals
- An investment of less than \$2000 can result in 500% ROI within a year
- CBAP professionals experience amazing career transformations

1. **CBAP Certified BA professionals earn significantly higher**

By investing in becoming a trained and certified CBAP professional, you not only expand your BA skillsets by aligning yourself to the industry best practices



**BAs WHO HOLD AN IIBA CBAP® CERTIFICATION
EARN 59% MORE VS NON-CERTIFIED**

Respondents who hold a **CBAP®**
certification earn **\$121,364**

described in BABoK, but you also significantly increase your earning potential. According to the 2020 IIBA Salary Survey Report, CBAP professionals earn 59% more than their non-certified counterparts.

Here's the pay that top-notch companies pay CBAP professionals as per PayScale:

Top companies and Salaries paid for CBAP professionals in the US:

Popular Companies for Certified Business Analysis Professional (CBAP) Certifications

Pay ranges for people with a Certified Business Analysis Professional (CBAP) certification by employer.



Top companies and Salaries paid for CBAP professionals in Australia:

Popular Companies for Certified Business Analysis Professional (CBAP) Certifications

Pay ranges for people with a Certified Business Analysis Professional (CBAP) certification by employer.



Top companies and Salaries paid for CBAP professionals in Canada:

Popular Companies for Certified Business Analysis Professional (CBAP) Certifications

Pay ranges for people with a Certified Business Analysis Professional (CBAP) certification by employer.

Royal Bank of Canada	C\$0 - C\$85k	
IBM Canada Ltd.	C\$0 - C\$69k	

Estimated

2. Top-notch companies prefer employing CBAP certified BA Professionals

Top-notch companies across the globe prefer hiring professionals who have industry-recognized BA certifications such as CBAP as it

- Establishes credibility of the professional
- It is an independent validation of the competencies and skills of the BA by the most reputed global body for the BA domain, IIBA.
- Showcases the hard work and commitment the individual has put into preparing and clearing a tough exam like CBAP.
- Saves time, resources, and effort to train and upskill the BA professional.

Studies conducted on BA job openings in reputed firms across the US, Canada, Middle East, Australia clearly indicate that CBAP professionals are preferred over their non-certified counterparts.

3. Experience a 500% ROI in 1 year

As committed and passionate business analysts who wish to upskill and stay relevant, we often evaluate the return on any investment we make regarding our career.

At this point, it's totally worth mentioning the ROI – both tangible and intangible that one obtains upon becoming a CBAP certified professional.

BA practitioners worldwide have reported that certification not only brings the often sought-after salary increases but also provides greater opportunities for promotions, increased efficiency, and effectiveness at work. In addition, certified professionals also experience increased confidence and fulfillment owing to enhanced BA skills.

Let's do some quick math here:

Success Guaranteed CBAP Training fees by Adaptive US	\$1049
IIBA Membership	\$139 (Region 1 – USA, UK, Canada, Australia, Most of Europe....)
	\$89 (Region 2 – Singapore, Nigeria, Hong Kong, Nigeria, Malaysia, South Africa...)
	\$55 (Region 3 – India, Africa, China, Egypt, Ukraine, Tanzania...)
CBAP Application Fees	\$125
CBAP Exam Fees	\$325
Total Investment	\$ 1638 – Region 1 \$ 1588 – Region 2 \$ 1554 – Region 3

With less than \$2000 (USD) for [CBAP training](#), IIBA membership, certification application, and exam fees, and a fraction of that to maintain it, here's the benefit that one can accrue with a CBAP certification. The benefits are typically realized in 6 months based on insights from our past students.

A quick ROI calculation based on figures shared in the [2020 IIBA Salary Survey Report](#):

Here are the salary statistics published by IIBA.

Data Source: IIBA Salary Survey 2020

Average BA salary without certification per year: \$104,502

Average BA salary with CBAP certification per year: \$121,364

Now, let's calculate the **annual salary difference** which is \$16,862.

\$121,364 - \$104,502 = \$16,862.

Effectively, additional benefit with certification per month = $\$16862/12 = \1405 .

Note that \$16.8K is an average number – One can get up to \$20,000 too.

Even if we consider the lower numbers, the salary increase is at a minimum of \$1000 in pay per month.

So, the **ROI** = $(\$12000 - \$2000) * 100 / \$2000 = \$10000 * 100 / \$2000 = 500\%$

Also, let's do a computation on the **opportunity loss** with the lack of certification.

One may not be considered for a role promotion due to a lack of credentials.

Most of our students have got a promotion post CBAP certification within 1 year. A promotion can easily bring in the benefit of a minimum additional amount of \$15K year.

The total benefit of CBAP certification = \$16K (Salary Raise) + \$15K (Promotion) = \$31K
Per year

Considering a 20-year time frame, you are losing out on \$620K additional benefit by not being a certified BA as opposed to one who is certified.

In addition, would you want to overlook the intangible benefits of getting trained and certified like

- Bagging all the best jobs/opportunities in the market like strategic/transformation initiatives, digital initiatives, heading the BA practice/CoE, and many more.
- Making one a more trusted leader by the management and customer
- Enhanced BA skills and hence improved confidence
- Higher productivity
- Ability to influence stakeholders better with enhanced knowledge of BA techniques and skills.
- Competency to lead successful change efforts
- Improved ability to guide and mentor team members and others in the community
- Enhanced ability to resolve conflicts and crisis better

Totally worthwhile, isn't it?

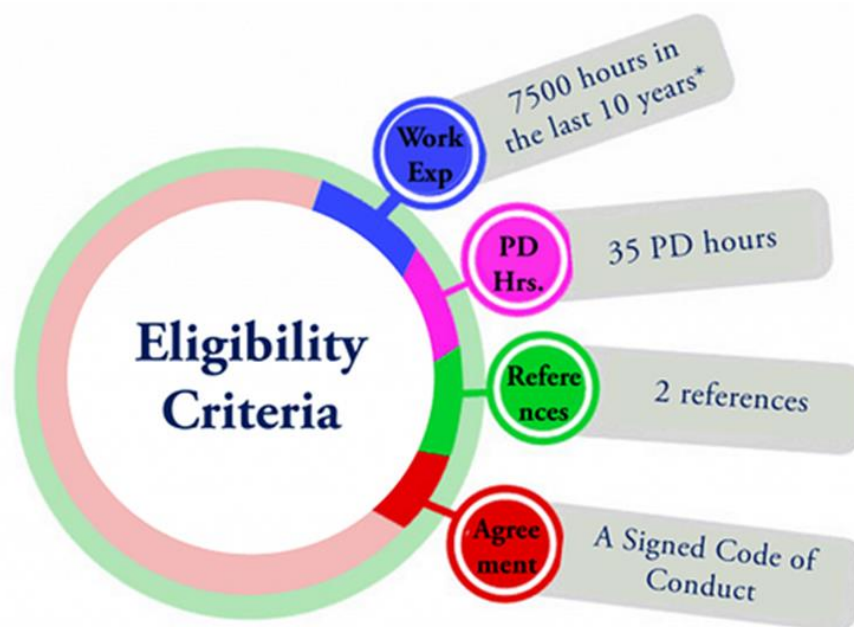
Would you want to say no to such stupendous benefits in your BA career?!

CBAP ELIGIBILITY

CBAP being the 3rd level certification from IIBA, has very strict eligibility criteria.

Following are the eligibility criteria of CBAP certification:

- 7500 hours in the last 10 years, 900 hours of which should be in 4 out of the 6 Business Analysis Body of Knowledge (BABoK) Guide Version 3 Knowledge areas
- 35 hours of Professional Development in the past 4 years
- Two references from a career manager, client, or Certified Business Analysis Professional (CBAP)
- A Signed Code of Conduct with IIBA





CBAP CERTIFICATION COST

CBAP certification cost has the below components:

1. IIBA membership fee \$55 to \$139 depending on the country of residence
2. CBAP Application Fee –\$145
3. CBAP Exam Fee – \$350 for IIBA members and \$475 for non-IIBA members

CBAP EXAM PATTERN

CBAP certification is based on the following pattern:

1. 120 multiple-choice questions
2. Questions are a mix of case and scenario
3. The exam is of 3.5 hours duration

Given below is the exam blueprint with the weightage given to different knowledge areas.

CBAP EXAM PATTERN

ADAPTIVE US

EXAM FOCUS

Requirements Analysis and Design	30%
Strategy Analysis	15%
Requirements LCM	15%
Solution Evaluation	14%
Business Analysis Planning and Monitoring	14%
Elicitation and Collaboration	12%

EXAM PATTERN

Exam Length	3.5 Hours
Number of Questions	120
Questions Type	Case + Scenario Based
Passing Score	Not Known
Exam Questions	Competency Based
Questions Based On	BABoK v3
Exam Mode	Online



CBAP COMMON MYTHS

We have come across many CBAP certification myths and misconceptions while interacting with BA professionals. Here are the top 10 CBAP Certification Myths. CBAP certification is undoubtedly the most coveted designation globally among the Business analysts. Even though significant work experience is one of the requirements of CBAP® as a prerequisite, the CBAP® examination needs you to have excellent practical knowledge of the business analysis concepts and the ability to relate Business Analysis Body of Knowledge (BABoK)® knowledge to practical scenarios/cases.

However, there are many myths associated with CBAP certification.

Some of the most common CBAP Certification Myths are as given below:

1. I cannot appear for CBAP® as I had a career break.

This is far from the truth. CBAP® examination does not bother about any career break that you had. It requires you to have 7500 hours of business analysis experience in the last 10 years. As long as you meet the criteria prescribed by IIBA®, it's more than enough for you to go for the examination. So do not worry if you've had a career break in your work history.

2. I need my official designation as a business analyst to prepare for CBAP®.

One of the most common CBAP Certification myths - I am not called a Business analyst in my organization. Can I still pursue CBAP?

The requirement from IIBA® is to have experience regarding business analysis, not necessarily have the designation of a Business Analyst. Even if you are officially designated as a systems analyst, or project manager, Implementation consultant, Domain SME, Business consultant, etc., as long as you are dealing with the tasks mentioned in BABoK® (which are primarily related to requirements engineering, requirements management, requirements analysis, and strategy analysis), you are perfectly fine to go for CBAP®.

3. I need to by-heart the BABoK®.

This is an interesting myth. Unfortunately, some training organizations also promote this kind of mindset where they expect one to remember BABoK® by heart. There is NO need for you to by-heart the BABoK®. You need to understand the concepts in BABoK®, a general flow for business analysis work, techniques and how the

techniques relate to the job, and apply BABoK® concepts to a business analysis situation. So, cheer up – no more frightening thoughts of by-hearting the BABoK®.

4. I will lose money if my application is not approved

Your application will not be processed until it is completely acceptable to IIBA®. So, there is no way that you would lose money when applying for the examination. This was the situation when the old certification scheme was there. Stay confident that unless and until you provide all the details that IIBA® expects you to provide, your application will not go to the stage where you can pay the application review fees.

5. I can't appear for CBAP as currently, I am not in a job.

Again, one of the most common CBAP Certification myths is that one should be in a job to apply for CBAP®. As already mentioned, IIBA® has no such expectation that one has to be in a job to be a CBAP®. In fact, achieving the CBAP certification when you are not working or even on a break can actually help you get back into a BA role than not having the certificate.

6. I need my employer's experience letter to take up CBAP®.

Again IIBA® does not expect that one would produce any experience letter from the employer. All you need to do is make sure that you are in touch with your past project managers or clients who can reference your BA experience.

7. I need to complete lower-level certifications to go for CBAP®.

There is no need for one to complete ECBATM and CCBA® to go for CBAP®. One can go directly for CBAP® as long as one meets the criteria mentioned by IIBA®.

8. CBAP is a cakewalk examination as I already have 15+ years of experience as a BA.

This is again another kind of situation where people with 15 to 20 years of experience feel that they can pass CBAP® easily since they have a good number of years of experience as a BA. Good knowledge of BABoK® and the exam pattern is highly essential to complete CBAP®.

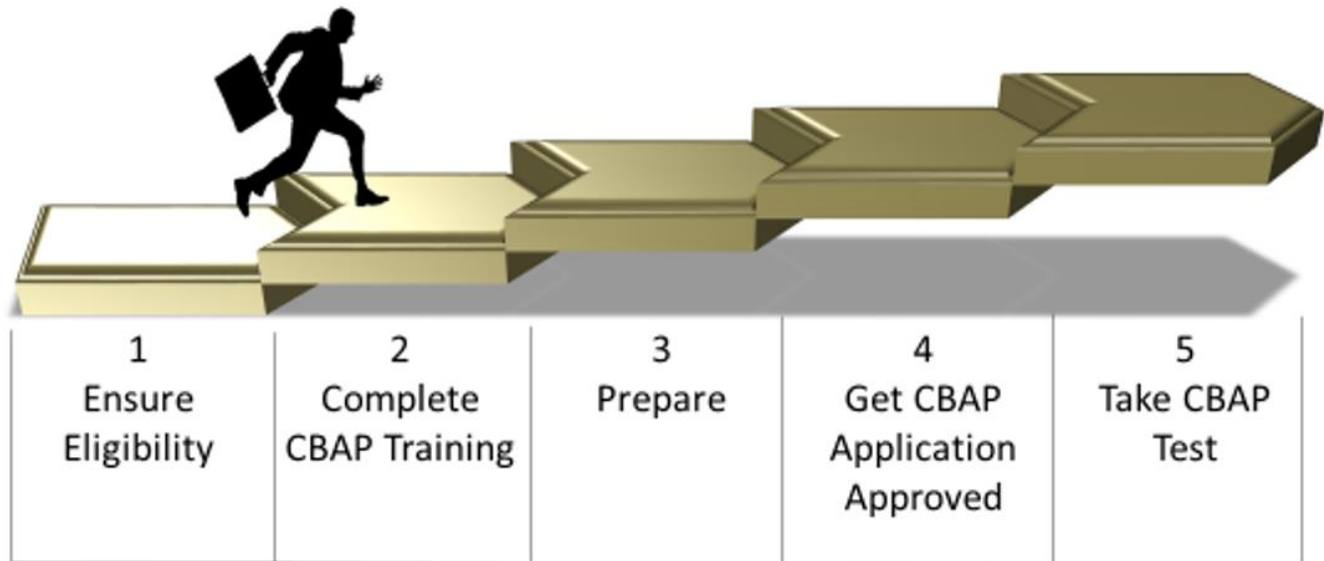
9. Technical software knowledge is a prerequisite to go through CBAP®.

The only area one would encounter software knowledge in BABoK® is part of RAD KA. One will be able to learn software modeling concepts if one spends about 20 hours of effort.

10. Finally, the greatest CBAP certification myth, CBAP is useless, and only real BA knowledge counts.

This is true for people who have no further career ambitions, are completely happy with their current employer, and do not see any value in personal branding. If you happen to be part of such a group, then there is no need for you to really spend time and effort in going for CBAP®. CBAP® certification can indeed add significant value to your BA knowledge and career prospects.

STEPS TO PREPARE FOR CBAP CERTIFICATION



Five Steps to becoming a successful CBAP in less than 3 months

1. Ensure the eligibility for the CBAP certification exam (Week 1)
2. Take IIBA approved training on CBAP (Week 2 to 5)
3. Study Business Analysis Body of Knowledge (BABoK) and Practice CBAP questions (Week 2 to 11)
4. Get your application approved (Week 6)
5. Take the CBAP test and be a proud CBAP (Week 12)

Step 1 # Ensure the eligibility for the CBAP certification exam (Week 1)

Step 2 # Take IIBA approved training on CBAP

Prospective CBAP certification aspirants often ask us, 'Why should I join a formal CBAP certification training when there is so much free content on the internet?'. This is indeed a valid question.

Here are 5 key reasons why you should join a formal CBAP prep course.

- **It is humanly impossible to go through all the content available on the Internet, and it is not necessarily reliable**

These days there are all kinds of information and resources available online. In fact, there are a plethora of free resources available for people who want to get certified as a CBAP from IIBA. The problem is there is no way to check the quality of these available resources. You do not have the luxury of time (since most have a job to cater to) while preparing for the exam. You simply can't be spending your time on endless skimming of information to find the right resource, if at all.

This is where a formal prep course makes the difference.

The course content is designed by mentors and coaches who have expertise in the BA field and have full knowledge of the CBAP certification exam pattern. The experts spend a lot of time and effort creating the content required by IIBA and periodically reviewing it and making changes as needed.

Time is a critical factor to success. A formal CBAP prep course allows you to spend most of it on things that matter, like actual preparation, rather than gathering information and verifying its authenticity and worth.

In fact, IIBA strongly recommends undergoing proper training from an EEP (Endorsed Education Provider) under a seasoned BA coach/mentor. This will help increase the chances of passing in the very first attempt and in the shortest possible time.

➤ **The Internet does not offer any support in clarifying your doubts**

Another important reason why joining a formal prep course makes sense is the help you get from a mentor/coach. When you join a formal prep course, you have the advantage of a mentor who can answer your queries and resolve your doubts. This is something which is not possible when you are studying on your own.

The mentor is an expert in the BA field, one who is endorsed by and attached to IIBA and is usually one who is herself/himself CBAP certified. Business Analysis Body of Knowledge (BABoK) contains more than 200,000 words and close to 500 pages of dense documentation. The sheer size of the Business Analysis Body of Knowledge (BABoK) (which one needs to study while preparing for the certifications) makes understanding it without any faculty guidance extremely difficult.

Most CBAP prep courses provide a study guide based on the BABoK, which, along with the help from the faculty, makes understanding the Business Analysis Body of Knowledge (BABoK) much easier than doing it all by yourself.

- **The Internet does not support you when you hit a wall with the CBAP application process**

CBAP®



Another important reason is that a formal CBAP prep course provides comprehensive support. They provide you with all the support you require, from filling up the form to your giving the exam. They form your support system throughout your preparation time. This allows you to concentrate on what is most important for you, studying for the exam.

Attending a formal IIBA prep course with an EEP will also give you the much-needed PD hours during the preparation process itself. You also get tips and suggestions from past certified professionals who have taken the course. You can follow their tips and improve your chances of succeeding on the first attempt.

➤ **Internet-based content is often dubious in quality**

The information available free on the Internet is unverified and unstructured. You might just end up wasting your time and effort on something which will give you zero result. When you prepare under a formal CBAP prep course, you benefit from curated content like study-guide, question banks, exam simulators, exam tips & prep plans, video & audio learning, etc. Learning hours are reduced by at least 50% as an instructor ensures participants pay attention to the course.

Adaptive's course content also evolves according to the needs of the candidates and changes incorporated by IIBA for the CBAP course, thereby helping the candidate prepare in a better and more structured way.

➤ **A self-managed process can be terribly slow, thus denying you many opportunities**

Statistics prove that participants of a prep course tend to adhere to the set study plan and thus have a higher chance of success. We hope these reasons give you ample information and aid you in making an informed decision to join a formal CBAP prep course.

To ensure that you pass the certification exam on your first attempt, it is essential that you attend a formal CBAP Prep Course. IIBA itself strongly recommends undergoing proper training from an EEP (Endorsed Education Provider) by seasoned CBAP trainers. This increases the chances of passing in the very first attempt and in the shortest possible time.

Attending a formal IIBA prep course with an EEP will also give you the much-needed PD hours during the preparation process itself. You also get tips and suggestions from past certified professionals who have taken the course. You can follow their tips and improve your chances of succeeding on the first attempt.

While choosing your training partner, consider the value of your time and the consequences of not being successful in the certification.

The training sessions should clarify concepts related to the Business Analysis Body of Knowledge (BABoK) to make the CBAP certification exam easier for you and make you a better BA in your day job. Hence choosing the right trainer or mentor is very important for this task.

The ideal CBAP training session is one where:

- Where the faculties understand Business Analysis Body of Knowledge (BABoK) really well
- Can relate the concepts to real-life examples
Can break the knowledge area into smaller tasks
- Give you examples from real life
- Create a mind map for you among the tasks and techniques recommended by BABoK
- Apply the tasks and techniques to a real-life case and make it crystal clear to you

Step 3 # Study Business Analysis Body of Knowledge (BABoK) and Practice CBAP Model Questions

Good preparation leads to good results. And for good preparation, you need to follow the right path towards your certification goals.

If you are committed to the CBAP certification goal and ready to put in at least 100 hours of effort towards the same, this is an achievable target. A practical approach will be to take up a target date between 10 to 12 weeks' timeframe and work backward. Set up a plan for the target. (Please consider your family and work commitments while chalking out the plan).

PREPARATION TIPS

- **Do not start with BABoK**

Business Analysis Body of Knowledge (BABoK) is the mandated book and curriculum for CBAP certification. However, making one comfortable with the Business Analysis Body of Knowledge (BABoK) can be quite a steep target given the content and complexity of the subject.

So, what we suggest at Adaptive is that you don't start your preparation by reading the BABoK. First, pick up a CBAP Study Guide which explains Business Analysis Body of Knowledge (BABoK) in a simplified manner. The study guide should break the jargon and terms into simpler words, logically capture the concepts, and at the same time should be concise. Start your preparation with the study guide, understand the concept well and then move to Business Analysis Body of Knowledge (BABoK) for

preparation. Starting with the Business Analysis Body of Knowledge (BABoK) may get a little challenging.

- **Learn to correlate tasks and techniques**

Understanding core concepts is vital for clearing CBAP certification examination since the questions are case and scenario-based, which requires a deep understanding of the concepts.

Make sure you study tasks in connection with their techniques. Prioritize on this as you prepare for CBAP. You need to understand the techniques best appropriate for particular situations and tasks at hand. Knowledge of their description, advantages, and disadvantages will also help here. Just understand the techniques well and be able to recall their key areas of application.

Understand the tasks and how information flows through the tasks, that is, inputs and outputs. Be able to identify the name of a task given its description and also be able to tell what follows that task.

- **Practice a sufficient number of exam questions**

No amount of studying and practice is enough unless you test your knowledge.

Study each chapter thoroughly, take the chapter-based test of concepts, and gradually move to case-based questions on the chapter. Each time you make a mistake, go back to concepts, read it again, verify with the answer, and relate. Take a CBAP question bank which gives you real exam pattern questions and simulators.

The greater number of questions you solve, the better prepared you are for the real CBAP exam.

Once you are comfortable with the chapter-based questions, then move to simulators. But simulators should be taken up when you are more or less thorough with the concepts. The simulators give you real exam experience with 120 questions (mix of case and scenario-based) to be solved in 3 hours. Monitor your performance in the simulators, go back to all those questions where you were wrong, and then move to the next simulator; take up simulators until you consistently score around 85%.

Step 4 # Get Your CBAP Application Approved

Then comes the task of the CBAP application filing; this can get a bit confusing since one needs to gather experience across the knowledge areas over the last 10 years. Pick up a CBAP application filing template that simulates the IIBA application filing format, help you gather the experience throughout the Knowledge areas, and guides you with the expectations of IIBA.

Step 5 # Take the test and be a CBAP

CBAP is an online web-based and competency-based exam that you can take from anywhere. All you need is a computer, microphone, webcam, and working internet connection.

You are ready to take the exam. Choose a day when you are relaxed.

Set up the exam date preferably after a weekend or, if not, then on Sunday. Don't go for the exam immediately after a workweek; that doesn't let your brain relax. One needs to stay calm and have a good rest before the exam since the exam is quite exhaustive.

Once you have set up the exam dates, then do at least 2 times revisions of the study guide and the question bank. Brush through your notes and CBAP certification tips.

Go for the test. Do not overburden yourself. Success will be in your hands.

Some CBAP exam and time management tips-

- Relax and read the instructions carefully
- Target to clear 40 questions per hour. This will give you about 30 minutes to handle those that you may have marked for review. Pay close attention to the number of questions answered and remaining and the countdown of time remaining.
- Don't spend more than 2 minutes on one question
- Never leave a question unanswered. Select the best answer and mark it for review and revisit it at the end.
- Make use of the highlight and strike-through features of the exam software.
- Attempt the calculation-based questions first; there is an on-screen calculator available. Make use of that.
- Case-based questions take the maximum amount of time, glance through the case on the first read and move to the questions, and then return to the case since there is a lot of extra information that is not needed to answer the questions.

- Try to make use of the highlight feature. It will help you in long cases when you highlight the important parts of the case
- Take a break if you feel your mind is tired and blank in the exam
- In CBAP, understanding the situation and question is very important. Read the question slowly and twice if required to understand correctly.

The most important point is to stay focused all throughout the journey at the end of all this. No amount of study will be enough if you don't set a deadline and work backward.

Keep a target for yourself and work towards it; make some progress every day. Keep some time marked for prep every day and make use of the weekends more effectively.

All of us spend a significant amount of time traveling to and from work. Utilize this time to brush up your knowledge by listening to the CBAP audiobook that helps in refreshing the memory and concepts. This helps in memorizing the terms and tasks as well as input, output, etc.

From the inputs received from our past CBAP participants and their experience, we know that it is safe to assume that the CBAP exam passing score is more than 70%.

Hence it is suggested to target 80 – 90% in the CBAP mock tests to be successful in the CBAP final exam. Again, there is no official data by IIBA to support this. This is based on our best estimate of the information on the CBAP exam.

Hopefully, by following these steps, you will be able to achieve your goal of getting CBAP certified on the first attempt.

The reassuring feedback from one of our CBAP certified professional reconfirms this-

"While preparing for CBAP, I realized it's a tough nut to crack, and the questions were tricky. A friend suggested adaptive simulation tests for practice. I joined the adaptive workshop and cleared my exam within one month after my last session. The sessions from LN, Peter, Lora were helpful in understanding the Business Analysis Body of Knowledge (BABoK) terminology better. Though I have a good BA experience, it's important to practice the simulation tests and understand how to manage time during the exam. The simulation tests and presentations from adaptive were close to the real exam, so we can decode the questions well. Adaptive also has lots of other blogs, study material that's helpful in this profession. I would recommend the adaptive workshops for anyone who is looking for CBAP preparation. Thanks to Adaptive and LN for taking up my questions in email even after the sessions and guiding me through my prep"

- Bhavana Kandikonda, CBAP



CBAP
CERTIFIED
iIBA

**Time to Earn More & Progress Faster
with CBAP Certification**

ENROLL NOW!



CBAP Exam Preparation Tips

Certified Business Analysis Professional (CBAP) course is the most sought-after certification for [business analysts](#) to excel in the corporate world. CBAP is a certification for senior business analysts and gives proven results in terms of salary benefits, career growth, and opening up new opportunities in the global markets.

Though work experience is one of the requirements of CBAP as a prerequisite, the CBAP certification examination needs a good amount of practical knowledge of the business analysis concepts and the ability to relate the knowledge to a practical scenario/case. Preparing for the CBAP certification exam can be a daunting task, but following our recommended approach and [CBAP certification](#) tips shared by our [expert faculties](#) will give you a sure shot to success in 10 weeks.

Our 500+ successful [CBAP certified professionals](#) have shared these CBAP certification tips to help you clear the exam-

1. **Commitment to the certification goal**

If you are committed to the CBAP certification goal and ready to put in about 200 hours of effort towards the same, this is an achievable target. We have found participants who did not commit themselves to the goal and could not complete the certification even in 5 years. At the same time, most participants could complete the certificate within 2 months. A practical approach will be to take up a target date between 10 to 12 weeks' timeframe and work backward.

Set up a plan towards the target; please take into account your family and work commitments while chalking out the plan. We have seen most of our participants clear this within 10 weeks, out of which 4 weeks are the class time and 6 weeks of preparation time.

2. **Learn from the masters**

There are plenty of CBAP training providers, and one can obtain the necessary 35 Hour PDUs at a dirt-cheap price. However, such programs most likely have faculties with a very low level of experience and knowledge, no support in the process, and practically no question bank.

Do consider the value of your time and the consequences of not completing the certification while choosing your training partner.

Hence choosing the right trainer or mentor is very important for this task.

If someone is going to read out the BABoK for you, that's not what you need.

You need someone

- Who understands BABoK really well
- Can relate the concepts to real-life examples
- Can break the knowledge area into smaller tasks
- Give you examples from real life
- Create a mind map for you among the tasks and techniques recommended by BABoK
- Apply the tasks and techniques to a real-life case and make it crystal clear to you

The class should give you clarity of concepts related to BABoK so that it makes the CBAP certification exam easier for you and makes you a better BA in your day job.

3. **Do not start with BABoK**

BABoK is the mandated book and curriculum for CBAP certification; however, making one comfortable with BABoK can be quite a steep target given the subject's content, subject, and complexity.

BABoK is an exhaustive book with loads of content that needs to be mastered for CBAP. There are 30 tasks and 50 techniques in BABoK which need to be understood thoroughly and applied to practical scenarios.

Pick up [Adaptive CBAP Study Guide](#), which explains BABoK in a simplified manner. The study guide should break the jargon and terms into simpler words, logically capture the concepts, and at the same time should be concise. Start your preparation with the study

guide, understand the concept well and then move to BABoK for preparation. Starting with BABoK may get little challenging.

4. **CBAP Application Filing – Get it off your back**

Then comes the task of the CBAP application filing; this can get a bit confusing since one needs to gather experience across the knowledge areas over the last 10 years.

Pick up a CBAP application filing template that simulates the IIBA application filing format, help you gather the experience throughout the Knowledge areas, and guides you with the expectations of IIBA.

CBAP certification cost has the below components:

1. IIBA membership fee \$55 to \$139 depending on the country of residence
2. CBAP Application Fee –\$125
3. CBAP Exam Fee – \$325 for IIBA members and \$450 for non-IIBA members

The blog [CBAP Certification Cost](#) gives details about the cost of the certification.

5. **Learn to correlate tasks and techniques**

Understanding core concepts is vital for clearing CBAP certification examination since the questions are case and scenario-based, which requires a deep understanding of the concepts.

Make sure you study tasks in connection with their techniques. Prioritize on this as you prepare for CBAP. You need to understand the techniques best appropriate for particular situations and tasks at hand. Knowledge of their description, advantages, and

disadvantages will also help here. Just understand the techniques well and be able to recall their key areas of application.

Understand the tasks and how information flows through the tasks, that is, inputs and outputs. Be able to identify the name of a task given its description and also be able to tell what follows that task.

6. Practice a sufficient number of exam questions

No amount of studying and practice is enough unless you test your knowledge.

Study each chapter thoroughly, take the chapter-based test of concepts, and gradually move to case-based questions on the chapter. Each time you make a mistake, go back to concepts, reread them and verify the answer and try to relate. Take a [CBAP question bank](#) which gives you real exam pattern questions and simulators. The more questions you solve, the better prepared you are for the real CBAP exam.

Once you are comfortable with the chapter-based questions, then move to simulators. But simulators should be taken up when you are more or less thorough with the concepts. The simulators give you real exam experience with 120 questions (mix of case and scenario-based) to be solved in 3.5 hours. Monitor your performance in the simulators, go back to all those questions where you were wrong, and then move to the next simulator; take up simulators until you consistently score around 85%.

7. Utilize your travel time to study BABoK

All of us spend a significant amount of time traveling to and from work. Utilize this time to brush up your knowledge by listening to the CBAP audio book that helps refresh the

memory and concepts. This helps in memorizing the terms and tasks as well as input, output, etc.

8. Choose the right date to take the exam

No amount of study will be enough if you don't set a deadline and work backward. Set up the exam date preferably after a weekend or, if not, then on Sunday. Don't go for the exam after a week of a workweek; that doesn't let your brain relax. One needs to stay cool and have a good rest before the exam since the exam is quite exhaustive. Once you have set up the exam dates, then do at least 2 times revisions of the study guide and the question bank. Brush through your notes and CBAP certification tips.

9. Stay composed during exam and time management

CBAP is an online web-based and competency-based exam that you can take from anywhere. All you need is a computer, microphone, webcam, and working internet connection.

Some CBAP exam and time management tips-

- Relax and read the instructions carefully
- Target to clear 40 questions per hour. This will give you about 30 minutes to handle those that you may have marked for review. Pay close attention to the number of questions answered and remaining and the countdown of time remaining.
- Don't spend more than 2 minutes on one question
- Never leave a question unanswered. Select the best answer and mark it for review and revisit it at the end.

- Make use of the highlight and strike-through features of the exam software.
- Attempt the calculation-based questions first; there is an on-screen calculator available; make use of that.
- Case-based questions take the maximum amount of time, glance through the case on the first read and move to the questions, and then return to the case since there is a lot of extra information that is not needed to answer the questions. Try to make use of the highlight feature. It will help you in long cases when you highlight the important parts of the case
- Take a break if you feel your mind is tired and blank in the exam
- In CBAP, understanding the situation and questions are very important. Read the question slowly and twice if required to understand correctly.

10. **Stay focused on your goal**

The most important point is to stay focused all throughout the journey, Keep a target for yourself and work towards it, and make some progress every day.

Keep some time marked for prep every day and make use of the weekends more effectively.

I have tried putting down the most exhaustive list of tips that many successful participants have shared with us. Hope these CBAP certification tips help you in your preparation.

Go for the test. Do not overburden yourself. Success will be in your hands.

CBAP EXAMINATION TIPS

1. Initial questions can be tougher - Skip questions that you are not able to understand quickly.
2. Mark questions for review.
3. Observe time elapsed against progress made – Target 40 questions per hour.
4. There will be a few bouncers. Do not feel bad that you are not able to answer a few questions. I doubt anyone can answer all CBAP questions correctly.

MANAGING CASE-BASED QUESTIONS

In the first round

1. Do not attempt case questions
2. Mark "B" to all case questions, Mark the questions for review, and move on
3. Try completing all scenario-based questions in 2 hours

In second round

1. Read the last paragraph and options
2. Then read the case from beginning
3. Ignore information that is provided to fill space.

Important Techniques for CBAP Certification Examination

This is a very frequent question that we receive from our CBAP participants. BABoK V3 has 50 techniques, and obviously, all techniques would not be of equal importance for all three certifications. Some techniques are more important to junior business analysts, and some techniques are used more by the Senior [Business Analysts](#).

In this article, we will categorize the techniques into three categories based on their complexity levels. Low complexity techniques are more useful for ECBA aspirants. **Medium and high complex ones are more important for CBAP examination aspirants.** High complexity techniques would require CBAP practitioners more time and effort to understand and be comfortable with.

You must be wondering how we came up with this list?

It's primarily based on inputs from many of our past CBAP participants regarding what kind of techniques challenged them more during the [CBAP certification](#) examination. Secondly, most business analysts start their career as requirements analysts, and as part of requirement analysis work, they use some techniques more extensively than others. Techniques that typically belong to strategy analysis planning and solution evaluation are usually techniques where many have a lesser comfort level. Obviously, they need to pay more attention to those techniques. Three specific areas that we would advise CBAP participants to pay attention are the techniques related to **Financial Analysis, Decision Analysis, and UML.**

Here are a few blogs and videos that we published which will help CBAP aspirants:

Estimation

<https://www.adaptiveus.com/business-analysis-estimation-technique/>

Metrics and KPI

<https://www.adaptiveus.com/business-analysis-world-indicators/>

Data and Concept model

<https://www.adaptiveus.com/concept-model-vs-data-model/>

<https://www.youtube.com/watch?v=YdvgaxqTkmE&feature=youtu.be>

Here is a summary of important techniques for CBAP certification:

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
Estimation	Estimation techniques are used to understand better the possible range of costs and efforts associated with any change.	Types of estimation: <ul style="list-style-type: none">• Top-down• Bottom-up• Parametric• Rough order of magnitude (RoM) / Ballpark

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
		<ul style="list-style-type: none"> • Rolling wave • Delphi • PERT (Program Evaluation Review Technique)
Interface analysis	An interface is a connection between 2 components or solutions. Identify interfaces and interactions between solutions and/or solution components	<p>Types of interface:</p> <ol style="list-style-type: none"> 1. User interfaces - Users interacting with the system plus reports. 2. Data interfaces between systems. 3. Application programming interfaces (APIs). 4. Hardware devices. 5. Business processes. 6. External partners.
Stakeholder list, map, or personas	Identify stakeholders affected by a proposed initiative or share a common business need, level of decision-making authority, authority within domain and organization, attitude/ interest	<p>RACI Matrix:</p> <p>Responsible Accountable Consulted Informed</p>

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
	towards change, and business analysis work.	
Scope modeling	Describe the scope of analysis or scope of a solution. They serve as a basis for defining and limiting the scope of business analysis and project work	<p>Scope model can include:</p> <ol style="list-style-type: none"> 1. Business processes, functions, capabilities to be defined or modified. Use cases to be supported. 2. Technologies to be changed. 3. Organizational roles and units impacted. 4. Events to be responded to and impacted. 5. Systems, tools, assets required for change or impacted by a change
Workshops	Requirements workshop, also known as JAD (Joint application design) session, is a highly productive focused event attended by carefully selected key stakeholders, and SMEs for a	<p>Roles during the workshop:</p> <p style="text-align: center;">Sponsor Facilitator Scribe</p>

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
	<p>short, intensive period (typically 1 or a few days).</p>	<p>Timekeeper Participants</p>
<p>Focus groups</p>	<p>Elicit ideas, impressions, preferences, and needs and attitudes from <i>pre-qualified individuals</i> about a specific product, service or opportunity in an interactive group environment.</p> <p>Guided by a moderator.</p> <p>Typically 1 to 2 hours with 6-12 attendees.</p>	<p>Can be carried out for products under development, to be launched, in production</p>
<p>Collaborative games</p>	<p>Uses game playing techniques to collaborate in developing a common understanding of a problem or a solution. Involves strong visual or tactile (activities) elements such as moving sticky</p>	<p>Example collaborative games:</p> <p>Product box Affinity map Fishbowl</p>

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
	<p>notes, writing on whiteboards, or drawing pictures.</p>	
<p>Benchmarking and market analysis</p>	<p>Benchmarking compares org. practices against best-in-class practices from competitors, government, industry associations or standards. Market analysis understands customers' needs, factors influencing purchase decisions, and studies competitors.</p>	<p>Key principle: No criticism.</p>
<p>Prototyping</p>	<p>Provides an early model of the final result, widely used for product design. Details UI requirements and integrate them with other requirements such as use cases, scenarios, data, and</p>	<p>Throw-away prototype An evolutionary or Functional prototype</p>

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
	<p>business rules. Stakeholders often find prototyping to be a concrete means of identifying, describing and validating their interface needs. Prototypes can discover the desired process flow and business rules.</p>	
<p>Business rules analysis</p>	<p>Business policies dictate actions of an enterprise and people in it by broadly controlling, influencing, or regulating them. Business rules serve as a criterion for guiding behavior and making decisions in a specific, testable manner.</p>	<ol style="list-style-type: none"> 1. Use business terminology for validation. 2. Documented independently from enforcement. 3. Stated in a declarative format at the atomic level. 4. Maintained in a manner enabling monitoring and adaptation as they change.
<p>Balanced scorecard</p>	<p>A strategic planning and management tool to measure org. performance beyond traditional financial measures</p>	<p>4 dimensions of balanced scorecard are:</p> <ul style="list-style-type: none"> Learning and growth dimension Business process dimension Customer dimension Financial dimension

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
	aligned to organization's vision and strategy.	
Business capability analysis	<p>Capability maps provide a graphical view of capabilities. Capabilities describe the ability of an enterprise to act on or transform something that helps achieve a business goal or objective. Capabilities describe the outcome of performance or transformation, not how it is performed.</p>	
Business cases	Formally or informally, justify investments based on estimated value compared to cost. Spend time and resources on business case proportional to the size and importance of its potential value.	<p>Steps:</p> <ol style="list-style-type: none"> 1. Define needs. 2. Determine desired outcomes. 3. Assess constraints, assumptions, and risks. 4. Recommend solutions.

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
	<p>Business cases do not provide intricate details.</p>	
<p>Business model canvas</p>	<p>Comprises 9 building blocks describing how an organization intends to deliver value.</p> <p>As a diagnostic tool, use elements of the canvas as a lens into the current state of business, especially wrt relative amounts of energy, time, and resources currently invested in various areas.</p>	<p>The 9 building blocks:</p> <ul style="list-style-type: none"> Key partnerships Key activities Key resources Value proposition Customer relationships Channels Customer segments Cost structure Revenue streams

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
Decision analysis	Supports decision-making in complex, difficult, or uncertain situations. Examines and models possible consequences of different decisions.	Values, goals and objectives relevant to decision problem. Nature of decision to be made. Areas of uncertainty that affect a decision. Consequences of each possible decision.
Decision modeling	Show how repeatable business decisions are made using data and knowledge.	
Financial analysis	Explore financial aspects (benefits and costs) of an investment.	Cost of change The total cost of ownership (TCO) Opportunity cost Sunk cost Net benefit Return on investment Payback period Discount rate Free cash flow

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
Risk analysis and management	Identify, analyze and evaluate uncertainties that could negatively affect value, develop and manage way of dealing with risks.	Risk management techniques are: <ul style="list-style-type: none"> Avoid Transfer Mitigate Accept Increase
Concept modeling	Organizes business vocabulary, usually starting with the glossary.	Organizing, managing and communicating core knowledge, Need to capture large numbers of business rules, Stakeholders find it hard to understand data models, Regulatory or compliance challenges.
Data dictionary	Standard definitions of primitive data elements, their meanings, allowable values, how those elements combine into composite data elements. Used to manage data within a solution's context,	Data elements can be primitive or composite

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
	<p>often used along with ER diagrams.</p>	
<p>Data modeling</p>	<p>The data model describes entities, classes or data objects relevant to a domain, their attributes, and relationships among them.</p>	
<p>Data flow diagrams</p>	<p>Show transformation of data from (data source such as external sources, activities, and destination). Data used in DFDs should be described in a data dictionary. Highest level diagram (Level 0) is context diagram represents the entire system.</p>	

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
<p>Process modeling</p>	<p>Graphical model to describe the sequential flow of activities. A system process model defines the sequential flow of control among programs or units within a computer system. A program process flow shows the sequential execution of program statements within a software program.</p>	<ol style="list-style-type: none"> 1. Describes the context of the solution or part of the solution, 2. Describes current (as is), or is desired (to be) process, 3. Provides a visual to accompany a text description and 4. Provides a basis for process analysis.
<p>Sequence diagrams</p>	<p>Sequence diagrams (also known as event diagrams) model logic of usage scenarios, by showing information (also known as stimuli, or message) passed between objects during the execution of a scenario.</p>	

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
<p>State modeling</p>	<p>State models (also sometimes called a state transition model) describe and analyze different possible states (formal representation of a status) of an entity within a system, how that entity changes from one state to another and what can happen to the entity when it is in each state.</p>	<ol style="list-style-type: none"> 1. Set of possible states (Statuses) for an entity, 2. sequence of states that entity can be in, 3. how an entity changes from one state to another, 4. events and conditions that cause the entity to change states and 5. Actions that can or must be performed by an entity in each state as it moves by its life cycle.
<p>User stories</p>	<p>User stories are a brief textual description, typically 1 or 2 sentences, of functionality that users need from a solution to meet a business objective. A user story describes actor (who uses story), the goal they are trying to accomplish, and any additional information to be critical to the understanding scope of the story.</p>	<p>Parts of a user story:</p> <ul style="list-style-type: none"> Title Statement of value. Conversation Acceptance criteria

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
Use cases and scenarios	Scenarios and use cases describe how actors (a person or a system) interacts with a solution to accomplish one or more of that person or systems goals.	
Non-functional requirements analysis	Examines requirements for a solution that defines how well functional requirements must perform. Also known as quality attributes or quality of service requirements. Expressed in textual formats as declarative statements or in matrices.	<p>NFR categories are:</p> <p>Availability, Compatibility</p> <p>Functionality, Maintainability, Performance</p> <p>efficiency,</p> <p>Portability, Reliability,</p> <p>Scalability, Security,</p> <p>Usability, Certification</p> <p>Compliance, Localization, Extensibility</p>

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
<p>Metrics and key performance indicators (KPIs)</p>	<p>Measure the performance of solutions, solution components and other matters of interest to stakeholders. A metric is a quantifiable level of an indicator to measure progress. A target metric is objective to be reached within a specified period.</p>	<p>Properties of indicators:</p> <ol style="list-style-type: none"> 1. Clear: Precise and unambiguous. 2. Relevant: Appropriate to the concern. 3. Economical: Available at a reasonable cost. 4. Adequate: Provides a sufficient basis on which to assess performance. 5. Quantifiable: Can be independently validated. 6. Trustworthy and Credible: Based on evidence and research.
<p>Process analysis</p>	<p>Analyzes processes for their effectiveness, efficiency, and identifies improvement opportunities.</p>	
<p>Vendor assessment</p>	<p>Assess the ability of a potential vendor to meet commitments with delivery and consistent provision of a product or service.</p>	<p>Aspects to be careful:</p> <p>Choose licensing and pricing models</p> <p>Determine product reputation and market position</p>

TECHNIQUES	PURPOSE OF THE TECHNIQUE	KEY ELEMENTS
		<p>Determine terms and conditions</p> <p>Determine vendor reputation</p> <p>Determine vendor stability</p>
Data mining	<p>Finds useful patterns and insights from large amounts of data, usually resulting in mathematical models. Utilized in either supervised (user poses a question) or unsupervised (pure pattern discovery) investigations.</p>	<p>Steps:</p> <p>Elicit requirements</p> <p>Data preparation: Analytical dataset</p> <p>Analyze data</p> <p>Modelling techniques</p> <p>Deployment</p>

Process Analysis

<https://www.adaptiveus.com/process-modeling-vs-process-analysis/>

Business model canvas

<https://www.adaptiveus.com/balanced-scorecard-vs-business-model-canvas/>

Non-functional requirements

<https://www.adaptiveus.com/blog/non-functional-requirements>

Stakeholder list, map, and personas

<https://www.youtube.com/watch?v=PJXZRkJek1w&feature=youtu.be&hd=1>

How to remember 50 BABoK Techniques

BABoK v3 techniques are a lot. There are not just 10, 20, or 30 techniques but 50 techniques, to be precise and that's not a small number!

The human mind can remember 5 to 7 elements at a time and anything more than that is hard to remember.

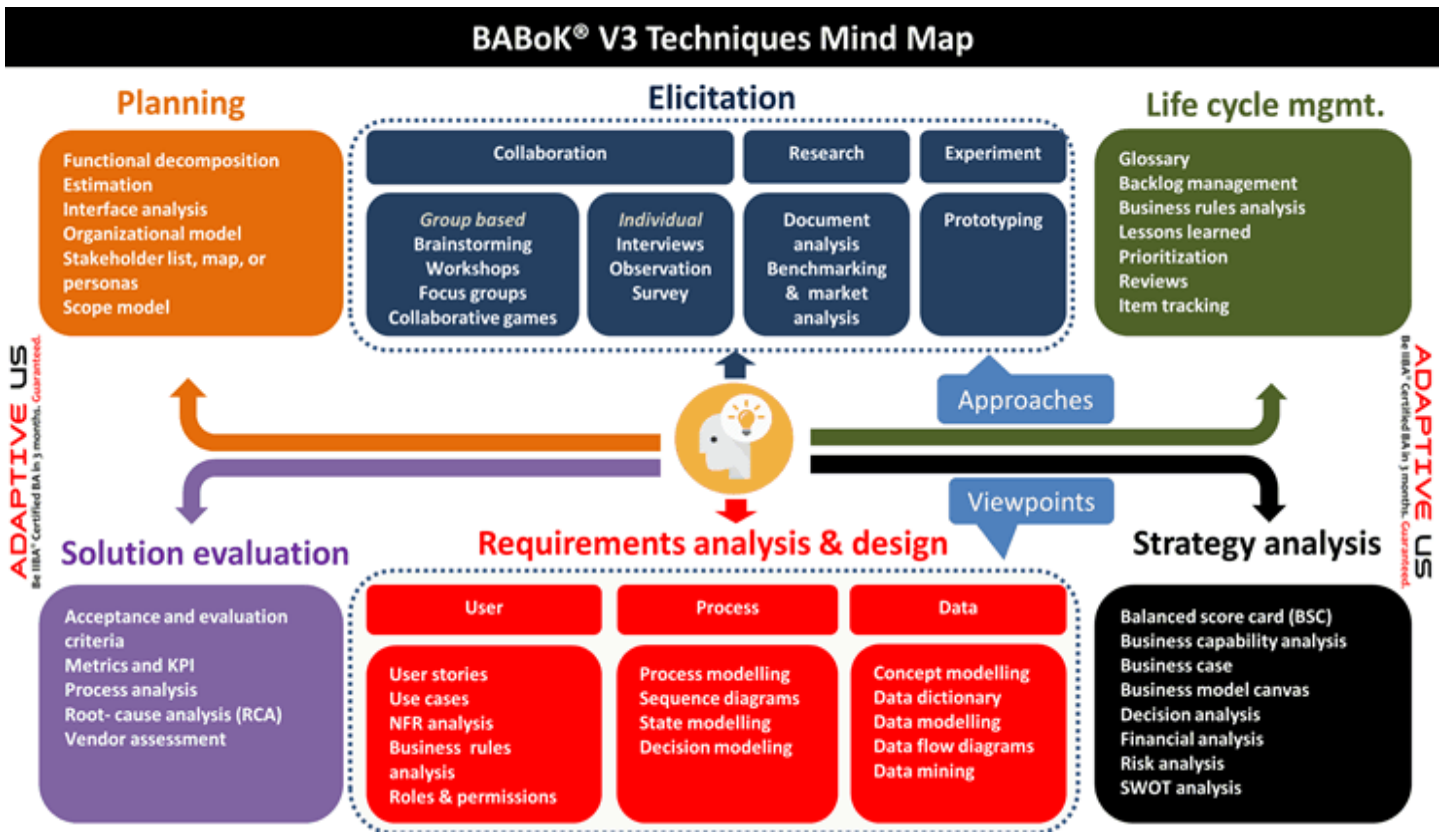
Then, how can one remember 50 techniques?

"Is it really possible to have a BABoK Techniques Mindmap?"

Many of you may wonder.

So, here's the Ultimate BABoK techniques mindmap which could save you 40 hours of your International Institute of Business Analysis (IIBA) exam preparation!

THE ULTIMATE ADAPTIVE US CBAP EXAM GUIDE



I know many of my good BA friends would vehemently disagree with this output.

Relationships between tasks and techniques are many to many.

A task in the [Business Analysis](#) Body of Knowledge (**BABoK v3**) can use many techniques.

Same way, a technique can be used for many tasks.

So how can we place a technique in a single knowledge area?

#1 Why should we group the BABoK techniques?

Since there are [50 techniques](#) in **BABoK v3**, which is a very high number, any practical way to organize the same can be quite beneficial for business analysts.

It is also quite beneficial to note that when we organize techniques into groups, we can discover common characteristics for many similar techniques.

It is indeed fairly practical to divide elicitation techniques into group-based and individual-based elicitation techniques.

Common characteristics of all group-based elicitation techniques are that:

- It would have a facilitator, as a group activity is more effective with a facilitator
- It's difficult to schedule
- It's good to obtain consensus, and
- Interpersonal issues and conflicts are quite common in these techniques

There would also be commonalities in the strengths and weaknesses of all group-based elicitation techniques and individual-based elicitation techniques

Similarly, all techniques in Static and Dynamic sub-groups for Requirements analysis design definition (RADD) will have common properties.

#2 What does the BABoK V3 Techniques Mind-map try to achieve?

This BABoK V3 Techniques Mind-map tries to explain the relationship between techniques and BABoK knowledge areas. I would request all my BA friends to be open to explore this mind-map. What we attempted to do was to align techniques to knowledge

areas where it contributes the most. This does not imply that the techniques do not contribute to other knowledge areas. Now, a word of caution..

#3 A caution

Before we end, here's a word of caution - Remember, tasks and techniques are many to many.

Learn to prepare the SMART WAY, not the HARD WAY!

You can access much more useful business analysis content on our BA learning portal, [SuXeed](#).

Please provide your suggestions to Info@AdaptiveUS.com to make this mind-map even better for all business analysts.

INFRASTRUCTURE

1. One break of maximum 15 min. (i.e. away from the proctor's view is allowed. During this time the exam clock keeps ticking, so you are taking time away from the 3 or 3.5 hr. of allotted exam time.
2. IF the candidate is not back within 15 minutes, the exam is considered 'abandoned'. 'Abandoned' means the candidate cannot resume the exam and thus forfeits the exam altogether

and the fee already paid – you will have to pay again to retake the exam.

3. Note: If a candidate requires more time than what is allowed for the remote proctored exam, they need to request a special accommodation with IIBA prior to paying the exam fee as per the steps in that process.

PSI Web-delivery Rules



1. If your sponsor allows Web Delivery as a testing modality, you can schedule and launch your exam right from your home computer. Requirements include a web camera, speakers, microphone, and stable broadband internet connection. Please

go through the compatibility check on the scheduling website at <https://home.psiexams.com/#/home>.

2. If you need assistance during your exam, you should initiate a chat with the online test administrator using the in-exam chat tool.
3. No conversing or any other form of communication is permitted once your exam has been released.
4. You are prohibited from reproducing, communicating or transmitting any test content in any form for any purpose. Copying or communicating content is a violation of the PSI security policy. Either one may result in the disqualification of examination results, may lead to legal action and will be reported to your Licensing Authority/Sponsor.
5. With the exception of your testing machine, electronic devices and recording devices of any kind (including but not limited to cell phones, pagers, and cameras) are NOT permitted in secure PSI testing environments.
6. You will be asked to scan the room in which you are taking the test prior to launching your exam. If there are notes, drinks, a box

of tissues or any such items on your desk, you will be asked to remove them prior to releasing the exam.

7. You must present valid, unexpired and acceptable ID(s) in order to take your test. Check with Sponsor's or Licensing Authority/Sponsor for the specific rules that apply to your test. Military IDs are not accepted.
8. PSI requires all employees and exam takers to conduct themselves in a professional and courteous manner at all times. Exhibiting abusive behavior towards a proctor via chat or other candidates will be reported to your Licensing Authority/Sponsor and may result in criminal prosecution.
9. You may connect with our Remote Proctors for testing up to 15 minutes prior to your scheduled start time provided your exam is ready to launch. Your launch button will be enabled when your exam is fully prepared for delivery.
10. You may not exit the camera view or use your cell phone or other electronic devices during the examination.
11. Your hands must be visible to the camera at all times. Talking or mouthing words while testing is prohibited.

Exam Stress Anxiety.



HOW TO CONQUER YOUR CBAP EXAM

ANXIETY?

Any exam is always a bit nerve-racking. I personally have written possibly more than 500 exams over my entire student and professional career, and luckily my success rate is above 99.9%. Even then, today, writing a new exam puts a good amount of pressure on me.

Many of us may not have taken an exam for years and sometimes even for a decade. Once we are in a job, exams are not part of our daily routine. So obviously, while preparing for [CBAP certification](#), and there is already so much news about how difficult the exam is, anxiety is sure to set in. Roughly one in three fail in the CBAP exam on the first attempt, and it's definitely a tough exam to go through.

One would have put in a significant amount of effort and money in getting ready for the exam, which automatically puts a significant examination pressure.

Often participants ask me, "LN, is there some advice that you can say for the last one week of the preparation process?". This is because when exam days are really close by, one must effectively utilize the last week to make sure that one successfully completes the examination.

Some of my personal bits of advice that I would like you to follow are stated below. In fact, some of them would apply to any other exam that you intend to take. The first set of advice is for any exam and, of course, for CBAP as well.

AVOID HIGH IMPACT SPORTS

Some of you may be sports enthusiasts and love to play sports, but I would request you not to get into any high-impact sports a month before the examination. It is always possible that you enjoy yourself physically, and in that process, you cannot take the examination.

EAT HEALTHY AND LIGHT

Many of us love eating out, and that has become a part of many professional's life. Make sure that you eat healthy and light food and do not upset your stomach just before the day of the exam or during the exam. Stomach upset would make you very uncomfortable to take an exam that lasts more than half a day.

SLEEP AT LEAST 7 HOURS

I am blessed to have a fantastic sleep, and almost days, I sleep nearly 8 hours

comfortably. Many of us may not be that lucky; you may be having a rough project, and on top of it, the exam pressure makes you feel that you need to save time to study.

Frankly, if you are not in a perfect state during the exam, you will lose the battle. So, at least a week before the exam, try getting into a better sleep habit and sleep a minimum of 7 to 8 hours a day, depending on your personal requirements. Do not try to compromise on your sleep trying to study for the exam.

STOP WORRYING THAT YOUR PREPARATION IS INADEQUATE

This is again a feeling which many professionals have, and they always feel that they have not prepared enough for the examination. No amount of preparation is adequate if you feel so. Keep such thoughts out; if you have prepared for 80+ hours, you are well prepared.

No amount of preparation will be adequate if you feel so.

Do not over-pressurize yourself to study a lot during the last week of the preparation. Too much exam pressure is not going to make you feel better during the exam.

Now let me give you a suggested day-wise plan which you, of course, can modify. Please use this as more like a starting point than a final truth.

7 days prior

1. Keep all official documents ready.
2. Visit your exam center.

6 days prior

1. Review study guide. Adaptive mind-maps are great aids.
2. Focus on the purpose of the tasks.
3. Understand the strengths and weaknesses of techniques.
4. Note how techniques can be applied to tasks.

5 days prior

1. Revise BABoK and your notes.
2. Do not try to completely re-read BABoK several times. It is a huge document, and you may confuse yourself more.

4 days prior

1. Take two simulation tests to test your timings.
2. Do not overeat just before the test, nor have an empty stomach – Carry a few chocolates with you.
3. Go to the restroom before the test.
4. Take deep breaths once in 30 minutes during the exam.
5. Stay cool.
6. Analyze the answers.

3 days prior

1. Analyze your answers from past simulations.

2 days prior

1. Revise your study notes

1 day prior

1. Watch your favorite movie.
2. Take adequate rest.

Day 0 - exam day tips

1. Carry 2 valid government-issued ID proofs with picture, signature, and expiry date.
2. Reach exam center 90 minutes prior.
3. Do not overeat just before the test, nor have an empty stomach – Carry a few chocolates with you.
4. Go to the restroom before the test.
5. Take deep breaths once in 30 minutes during the exam.
6. Stay cool.





CBAP Recertification

CBAP is a very valuable credential for any business analyst to progress in his/her career.

IIBA requires all [CBAP certification](#) holders to go for CBAP certification renewal after every 3 years.

It is a lot easier to get one's CBAP certification renewed than re-writing the CBAP test.

Adaptive US will refund your entire payment if your recertification is unsuccessful under certain conditions.

CBAP certificate renewal requires 60 CDUs to be submitted.

[IIBA](#) has set certain criteria to fulfill these CDU requirements.

Adaptive US can help you to acquire the following CDUs:

CBAP Certification Renewal

THE ULTIMATE ADAPTIVE US CBAP EXAM GUIDE

CATEGORY	#	ACTIVITY VALUE	SUGGESTED COURSE/ACTION FROM ADAPTIVE	CDU'S TO BE OBTAINED
Professional Activity	3A	Maximum 30 CDUs per 3 yr. cycle	Aspirant has to write a blog on business analysis. Adaptive experts will review and publish the same in the Adaptive website.	30 CDU
Self-Directed Learning	4	Maximum 15 CDUs per 3 yr. cycle	BABOK e-learning (BABOK learning videos)	15 CDU
Professional Experience	6	Maximum 25 CDUs per 3 yr cycle	You can demonstrate your last 3 years BA experience for this 1000 hours of business analysis work experience that is aligned with the <i>BABOK® Guide</i> qualifies for 5 CDUs	15 CDU

Once the above activities are complete, then follow this process to complete the re-certification formalities:

1. Complete the CBAP CDU Reporting Form
2. Complete the CBAP Re-certification Application form, attaching your completed CDU reporting form to it
3. Pay \$85 for members / \$120 non-members towards re-certification - To be paid by the candidate

IIBA must receive the CBAP recipient's re-certification application package, including payment by their certification expiration date.

If re-certification is declined for any reason, IIBA shall send a decline notice.

CBAP Recertification contains:

- 100+ Learning videos based on BABoK V3 – organized as per chapter and concepts
- CBAP Study Guide based on BABok V3
- Support for 1 BA article
- 6 months access to the learning portal
- All content as per BABoK V3

How to analyze the CBAP exam result?

CBAP is a dream business analysis certification for business analysts. CBAP V3 version success rate has been significantly lower than the success rate in CBAP V2. We receive feedback from many CBAP exam takers on how to interpret the result for the [CBAP certification](#) examination.

According to IIBA, 'CBAP recognizes your expertise in multiple business domains and your ability to tackle more complex projects, work with stakeholders to define and manage their business requirements, drive business processes, lead the BA effort, and identify opportunities to achieve better business results.'

CBAP has three scales for measuring the competency of the knowledge areas, **Higher than average**, **Comparable**, and **Lower than average**.

One gets an assessment rating on each of the 6 knowledge areas.

#	KNOWLEDGE AREAS	ASSESSMENT RESULT
1	Business analysis planning and monitoring	Lower / Comparable / Higher
2	Elicitation and collaboration	Lower / Comparable / Higher
3	Requirements life cycle management	Lower / Comparable / Higher
4	Strategy analysis	Lower / Comparable / Higher
5	Requirements analysis and design definition	Lower / Comparable / Higher
6	Solution evaluation	Lower / Comparable / Higher

To successfully qualify, one must not obtain a **Lower than average** assessment in any of the knowledge areas. Even if one gets **Comparable** in all the knowledge areas, one may still fail in the exam. IIBA assesses at each individual knowledge area level and overall level. For successfully clearing the exam, you need to get **higher than average** in most of the Knowledge Areas.

IIBA does not provide any specific score to ensure one has scored a **“Higher than Average”** score. In [Adaptive](#) practice tests, we consider 85% as Higher Than Average score.

Gathering information from past participants can be safely assumed that to clear the

CBAP certification exam, the score should be over 70% in all knowledge areas to not fall into the **Lower than Average** category.

Preparing for the CBAP certification exam can be a daunting task. CBAP exam has 120 questions, and you get 3.5 hrs. to complete them. The questions are multiple-choice with only one correct answer. There are mainly case-based and scenario-based questions. The case-based questions are long, and there are multiple questions about a single case. CBAP is a competency-based exam and is aligned with the BABoK Guide Version 3.

Through dedication, hard work, proper planning, and help from your mentor, passing the CBAP exam in your first attempt is a distinct possibility.

Top 10 CBAP® Failure Reasons

ADAPTIVE US **iIBA** International
Institute for
Business Analysis
Practitioner®
Be iIBA® Certified BA in 3 months. Guaranteed.

- Lack of expert guidance
- Practice questions based on V2 version
- Poor understanding of BABoK® terminologies
- Trying to by heart BABoK®
- Inadequate BA experience
- Poor time management
- Inadequate preparation
- Underestimating exam complexity
- Applying own interpretations over BABoK
- Getting stressed during exam

Top 10 Most Common Reasons People Fail in CBAP

Many articles and blogs give tips on how to pass the CBAP exam, but on a first search, there aren't any articles explaining why people fail in CBAP.

The steps below will definitely help the CBAP aspirants to make sure that they don't repeat the mistakes.

1. Inadequate Experience for CBAP

Often, professionals get tempted to go straight for CBAP, even if they are not ready yet for skill and knowledge.

Though, as per the eligibility conditions of IIBA, CBAP requires about five years of business analysis experience; sometimes, we have seen professionals stretching themselves to go for CBAP with barely 4 years of business analysis experience.

It's always advisable to go for CBAP with at least 5.5 years of business analysis experience. The CBAP v3 examination requires a good amount of business analysis experience as well as knowledge of BABoK v3 since the questions are case-based.

This requires the ability to correlate the knowledge of BABoK to the given case and answer accordingly.

Hence business analysis experience as an active BA is essential for clearing this exam

2. **Expecting direct questions from BABoK**

This is another reason why many people fail; though they have the required experience, they don't prepare with the right resources or be specific with the right questions.

Many times they expect direct questions from BABoK.

This was the case in the CBAP v2 based exam, but that's not true anymore for CBAP v3.

The CBAP v3 questions are case study-based (i.e., longer cases (1-1.5 pages) of information) with multiple questions about the case. It is competency-based and aligned with BABOK Guide Version 3.

It doesn't have any direct questions from the BABoK. In many cases, people are misguided by the exam and question pattern; they prepare questions from BABoK on input, output, techniques, etc., and scenario-based questions.

Unfortunately, CBAP v3 doesn't have such questions, and hence they are taken aback during the exam with the questions being much longer and complex.

3. **Overemphasizing on remembering BABoK**

One participant was lost with her result of failure and shared her preparation recently with us, "I literally remember each word of BABoK, but still failed to clear CBAP. I failed 3 times already, and I am not sure what could be the right preparation strategy for my retake."

This was sad for us to hear her story.

The first thought was how someone could remember 500+ pages of content.

This sounded dreadful to us.

One needs to understand that it's essential to understand and assimilate BABoK rather than remembering.

One needs to understand the tasks, techniques well, and the interrelationship with each other.

4. Lack of proper understanding of BABoK terminologies and expectation

It's important to know the terms used in BABoK and relating them to the terms used in your organization

This is so true in the case of BABoK v3 since there is a significant enhancement in the standard.

There is a significant enhancement that has happened from BABoK v2 to BABoK v3, which is great.

The highlights of the enhancements are:

- Introduction of 18 new techniques
- Rephrasing of the old techniques
- A lot more explanation
- Many more perspectives

At the same time, it also has added significant complexity in terms of the language used in the standard.

For example, one of the key terms that you encounter in BABoK v3 is business analysis information.

This was called requirements plus other information related to BABoK in BABoKv2.

Now we will call this BA information which you may not hear so much about your work. That's the challenge that many of us face because the terminology used in BABoK v3 isn't very close to what we use in our workplace.

That requires some extra effort in trying to memorize and make one familiar with these new terms.

See a video on the BABoK v3 terms

Hence one needs to make himself/herself familiar with the terms used in BABoK v3 to pass the CBAP examination.

5. Poor Time Management

Time management is one of the key skills for clearing CBAP.

Some quick facts on the CBAP exam:

- Duration – 3.5 hours
- Number of questions - 120 with a mix of around 50+ case-based questions and around 70 scenario-based questions
- Scenarios - short cases
- Case-based questions - about 1 to 1.5 pages long cases
- Multiple questions on the case
- Some mathematical calculation-based questions like ROI calculation etc.
- Case-based questions require significantly more time compared to the rest of the questions
- Cases require reading a lot of content and information; hence, it's important to keep track of these questions.
- It's suggested to glance through the case first before moving over to the questions and then come back to the case to go through the details and answer accordingly.

- Often, the cases may contain information that may seem relevant, but that information is not needed to answer the questions.

Hence most of the time, people struggle to manage time in this examination unless one is aware of the time management tips.

6. **Getting stressed based on the initial difficulty level of questions**

Most of the exams have this kind of approach; the initial few questions are intentionally kept of a higher order of difficulty to test the candidate's confidence and ability to handle the harder questions.

This also tries to test the candidate's ability to maintain the right mental aptitude to answer the rest of the exam questions.

Many exam takers get tense and lose their mental balance seeing the initial level of difficulty of the questions.

And the initial stress negatively affects the performance and ultimately leads to failure.

7. **Underestimating the exam complexity**

Some exam takers feel, "I have around 12+ years of business analysis experience; I know this profession and its intricacies thoroughly. Hence, this is going to be a cakewalk for me."

Underestimating the exam, its rigor, and hence being underprepared is also one reason for failure in CBAP.

Working experience as a BA definitely helps clear this exam, but **that's not the only thing needed to achieve the CBAP goal.**

One also needs to dedicate time to prepare from BABoK and CBAP v3 mock questions to be able to clear the exam.

8. Inadequate preparation

There are various reasons why one may not be adequately prepared for the exam, some of which are given below:

- Going for the exam too soon
- Not finding adequate time to prepare
- Not being guided by the right mentor or coach
- Not attending a proper [CBAP certification training](#) under an EEP (highly recommended by IIBA)
- Not preparing from the right resources

9. Inadequate Questions Preparation

It's important to know the concepts well for CBAP, and at the same time, it's important to solve enough sample CBAP questions to prepare for the exam.

Doing either of them and missing the other is going to lead to failure.

It's also important to pick up sample questions of similar complexity to the real exam and give one the exam's real feeling.

Certification seekers often practice from questions that are easier/simpler than the actual exam, which makes them get cold feet during the exam.

Hence please look for reviews and success rates before choosing the sample questions set.

10. **Over-reliance on one's own BA experiences being the single most factor to help them pass the exam**

"I have been heading the business analysis team in my organization."

"I lead a team of 10 business analysts."

"I have set up the business analysis practice in my organization and also for many of my clients."

These are some of the statements we have heard from some certification seekers.

They underestimate the exam and the preparation needed and hence do not achieve their certification goal.

They rely primarily on knowing the [business analysis](#) practices to clear the CBAP exam.

One also needs to dedicate time to prepare from BABoK and CBAP v3 mock questions to be able to clear the exam.

Summary

This is only a suggested set of reasons why people usually fail in CBAP; this is not necessarily the entire set of reasons why people fail in CBAP.

This set is provided as a guideline to help people not repeat these mistakes and help them pass the certification exam.

What to do after failing the CBAP certification exam?

CBAP is a pretty sought-after business analysis certification. Professionals prepare for months to go for the examination. Failing in the [CBAP](#) examination can be a pretty traumatic experience. Here is what I received from one of our past participants.

"I am very sad about the outcome. I was pretty confident of clearing the exam."

"This is the very first test I failed in my life."

What should one do after the failed attempt?

Let's remember that failing in CBAP certification is a pretty high probability. As per discussion with IIBA officials, roughly 30% of professionals who took the exam in 2019 failed.

From Adaptive alone, more than 100 participants completed CBAP in 2019. Taking a 10% market share for Adaptive, over 1000 participants completed CBAP in 2019. This also means close to 500 professionals could not complete CBAP in their first attempt.

This means you are not just alone.

Failure is a temporary setback in life, not the dead end.

One who is determined will overcome failure and be successful. We had participants who were unsuccessful 2 or 3 times but continued their effort and finally be successful.

How should one prepare?

#1 First and foremost – A failure in a specific examination does NOT make you a failure.

Many aspects are beyond our control but can contribute to our failure. Sometimes, questions can be relatively harder; we could be going through a health issue or simply not being in the best frame of mind. I know cases where one scored 497 when they pass the criterion was 500.

Do not over-analyze failure and brood over it. At the same time, we must learn from our failures.

#2 Analyze past preparedness and ensure better preparations for the retest.

Analyze areas where you did not perform well.

Did you understand BABoK concepts well?

If any concepts were not clear, did you go back to your faculty?

Did you read BABoK at least 3 times?

BABoK is a pretty complex document, and one must read it 3 times before appearing for the exam.

Did you practice enough model questions?

Again, ensure you leverage the question banks at your disposal. It may make sense to practice model questions from multiple training organizations.

#3. Analyze your test-taking approach

Could you attempt all the questions in the test?

Did you monitor your progress during the test?

Were you calm enough during the test?

Follow proven test-taking techniques to ensure you perform best during the test.

Following these 3 important aspects, you will be able to complete CBAP in your next attempt.

FYI, Adaptive US offers success-guaranteed CBAP training, which allows you to take the CBAP retest at no additional cost.



ADAPTIVE CAREER TRANSFORMATION STORIES



Saira Basha
Senior BA

My aspiration was to be fully recognized as a BA. Having read about how a BA certification can be a game-changer for one's career, I decided to pursue the [CBAP certification](#) from IIBA, considering my work experience and the fact that it is the most sought after and recognized BA certification worldwide.

During this current pandemic situation, when markets are in a downward spiral and people across the globe are losing jobs, being stood down, getting furloughed, and salaries are being slashed, I have managed to get a new job with a 40% salary hike. All

this was possible by just mentioning that I am pursuing training for the CBAP certification in my interview.

If just the sheer mention of CBAP has earned me a 40% hike as Senior BA, I can well imagine what impact will be there on my career prospects when I actually attain the certification.



Ajay Mohod
Digital Transformation Manager

I was always passionate about the BA role. With the dream of excelling in my career, I decided to acquire the coveted CBAP certification and enrolled for Adaptive's CBAP training. This proved to be the turning point of my career. Getting CBAP certified proved to be the accelerator in my career.

The CBAP training improved my overall confidence, enhanced my BA skills, and improved my proficiency at work. The CBAP training helped me to hone my BA skills and leveraged them in my BA role. I caught the attention of the management and was given better opportunities. I worked on key projects with some of the top global companies. I was even awarded for my work. Aiming higher I applied to a Fortune 500 company and was able to get my dream role of Sr. Manager- Digital Transformation & Market Research.



Etoma Egot
Business Analyst Team Lead

With 8 Years of BA experience, the demand to mentor and lead other BAs significantly increased, and I felt a greater desire to hone my BA skillsets. Craving for more knowledge and a global certification, I enrolled for the CBAP training with Adaptive US.

With the help of Adaptive's excellent guidance and resources, I passed my CBAP exam on the first attempt. With the learning & recognition that came with the CBAP certification, I got the senior management's attention and was promoted to a BA Manager role.

Getting certified was worth all the time and effort as it took my BA career to the next level.



Niranjn Chaudhari **Product Owner (Specialist)**

I have always been passionate about my career as a BA and wanted to enhance it further and climb the ladders of success. I decided to take up the CBAP certification to successfully lead my team and make a mark of an effective BA.

One of the best decisions I ever made was to join Adaptive's CBAP training. The training sessions not only helped me to achieve my CBAP certification but have also helped me to become a better and effective BA at the workplace. Upon becoming CBAP certified, I was able to showcase value and dedication to my work with the utmost confidence.

I was promoted within a year, and this came with a significant pay raise. This was a dream come true moment for me.



Sunny Jaiswal
Senior Solution Specialist

My long-term goal is to get CBAP certified, considering the growth opportunities and recognition associated with it. I learned about Adaptive from my BA network and was impressed with the quality of their training. I enrolled with them and passed the CBAP exam on the first attempt.

I am totally convinced of the benefits that training and certification can bring about in one's career in the light of my own experience. CBAP certification enhanced my knowledge of business analysis practices and made me an effective BA at work. I have been able to effectively demonstrate my BA skills, ability, aptitude, and dedication to the BA profession in multiple instances.

Thank you, Adaptive. It is simply the go-to place for your IIBA certifications, and I totally recommend them.



Ghalib Riaz
Sr. Business Analyst

I wanted to share the good news with you. I passed my exam on the first attempt :-)

Your guarantees are not just words, I guess!

I also wanted to acknowledge that your training material is very reassuring. No doubt it helps you prepare for the exam. Nevertheless, it gives you the courage to be able to take up a Business Analysis role with more confidence. During my preparation, I got an offer from a very large multinational consulting company and reached the final stage of interviews with another big employer. Most of the credit goes to your institution's help.

I will be recommending your course and training to as many as possible.



Sharika Dilip
Business Analyst

Right from the outset, I was passionate about the business analysis role and decided to pursue CBAP certification to augment my profile and gain the knowledge and expertise which the certification provides.

Adaptive's training was excellent and came a long way in helping me become a sought-after BA. The CBAP certification provided me with the necessary impetus, and I landed with a highly coveted job with one of the largest aviation providers in Sydney.

Owing to COVID-19, my organization had to stand me down. The CBAP certification in my resume gave me the edge over so many others who found themselves in a similar situation, and I was lucky to grab another BA role with a bank in a short time.



Sezgin Kopmus
Senior Business Analyst

My passion for becoming a respected, recognized, as well as an effective and efficient BA was the main driving force for me to pursue the CBAP certification from IIBA. Becoming CBAP certified opened up the world of accolades and opportunities for me.

CBAP certification has made me more confident, not just in communicating with my seniors, stakeholders, and peers about my ideas to make them understand my point of view but also in performing my job. CBAP certification has been the turning point for me. I have become a more effective and trusted BA in my organization.

I am now a much sought-after BA trainer, which has significantly helped in increasing my income. The BA community looks up to me to share and discuss ideas pertaining to business analysis.

Why Adaptive US?

ADAPTIVE US **IIBA** Endorsed Education Provider
Be IIBA® Certified BA in 3 months. **Guaranteed.**



IIBA Premier
Partner



Success
Guarantee



95%+ Past
Success rate



Comprehensive
Content and Support



Sessions
Guaranteed to Run



Trainers Part of IIBA®
Exam Committees

WHY ADAPTIVE IS A GREAT PARTNER FOR YOUR CBAP TRAINING?

Adaptive US is an IIBA EEP and gives you all the above-mentioned deliverables. In addition, it is the only training organization that provides CBAP certification training with Success Guarantee. If you do not succeed in your first attempt, we will pay your re-take fees.

The course content is designed by mentors and coaches who have expertise in the BA field and have full knowledge of the CBAP certification exam pattern. The experts spend a lot of time and effort creating the content required by IIBA and periodically reviewing it and making changes as needed.

Adaptive's first attempt success rate is more than 95%. This is indeed the best success rate for any training institute. Take a look at our past successful participants on our website. Also, take a look at our past feedback <https://www.adaptiveus.com/CBAP-feedback/>

ABOUT ADAPTIVE US

Adaptive US is the world's #1 IIBA Certifications training organization. We have helped 1000+ students complete IIBA certifications. Adaptive US provides CBAP, CCBA, ECBA, AAC, CBDA online training, question banks, study guides, simulators, flashcards, audiobooks, digital learning packs across the globe.

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

Key facts

- World's largest BA publisher and assessments provider
- Premiere Partner to IIBA, Canada.
- 1000+ certified BA professionals
- 300+ BA workshops - 6000+ BAs trained
- Our trainers are part of BABoK V3 authoring and exam committees and have served 200+ top-notch clients including Wells-Fargo Bank, Credit Suisse, HP, CGI, AXA, AkzoNobel, Ness, Unisys, etc. We are proud to have a 100% key client retention rate.

Vision

To be the most admired business analysis solutions provider in the world.

Mission

To help our participants and clients succeed in their business analysis career and endeavour.

Quality policy

Delight customers through an innovative, timely, and cost-effective solution.

To know more about the CBAP exam preparation and training provided by Adaptive US access the Adaptive IIBA CBAP preparation brochure here -