

BABOK v3 Focus Checklist

How to use this checklist

In order to use this focus checklist, it's recommended to have it handy while you read through The BABOK Guide or as you progress through an exam prep course. As you navigate through each task element or chapter section, review the *learning objectives* for the corresponding section to ensure that you have met the expected *learning outcome* and that you are focusing on material that is relevant to the certification exam. If a particular chapter or section is not present in this checklist, you can infer that the content is *less* relevant to the exam, however, you should be prepared for questions related to any section of BABOK. The learning objectives included have been deemed to be more likely to appear on the exam based on the IIBA exam blueprints, competencies, as well as feedback from various students who have taken the exam.

Business Analysis Planning and Monitoring

- ☐ **3.1 Plan Business Analysis Approach** – Are you able to identify the purpose of this task?
- ☐ 3.1.4.1 **Planning Approach** – Are you able to identify the considerations for selecting the preferred business analysis approach?
- ☐ 3.1.4.1 **Planning Approach** – Are you able to determine when a predictive approach is preferred?
- ☐ 3.1.4.1 **Planning Approach** – Are you able to determine when an adaptive approach is preferred?
- ☐ 3.1.4.2 **Formality and Level of Detail of Business Analysis Deliverables** – Are you able to identify the considerations involved in determining the appropriate level of business analysis formality?
- ☐ 3.1.4.3 **Business Analysis Activities** – Are you able to characterize the activities involved in identifying business analysis activities?
- ☐ 3.1.4.4 **Timing of Business Analysis Work** – Are you able to identify influencers of the timing of business analysis work?
- ☐ 3.1.4.5 **Complexity and Risk** – Are you able to identify factors of assessing complexity and risk factors?
- ☐ 3.1.4.6 **Acceptance** – Are you able to identify the activities involved in gaining stakeholder understanding and agreement?

☐ **3.2 Plan Stakeholder Engagement** - Are you able to identify the purpose of this task?

☐ **3.2.4.1 Perform Stakeholder Analysis** - Are you able to identify the activities and stakeholder attributes involved performing stakeholder analysis?

☐ **3.2.4.1 Perform Stakeholder Analysis** - Are you able to identify the initial sources for performing stakeholder analysis?

☐ **3.2.4.1 Perform Stakeholder Analysis** - Do you understand the importance of performing a stakeholder analysis?

☐ **3.2.4.2 Define Stakeholder Collaboration** - Are you able to identify the factors considered when defining the required level of stakeholder collaboration.

☐ **3.2.4.3 Stakeholder Communication Needs** - Are you able to identify the factors to evaluate when identifying appropriate stakeholder communication needs.

☐ **3.3 Plan Business Analysis Governance** - Are you able to identify the purpose of this task?

☐ **3.3.4.1 Decision Making** - Are you able to determine the stakeholder roles when defining an effective decision-making process.

☐ **3.3.4.2 Change Control Process** - Are you able to determine the activities involved in developing an effective change control process.

☐ **3.3.4.2 Change Control Process** - Are you able to identify the components that need to be considered when a change request is made?

☐ **3.3.4.3 Plan Prioritization Approach** - Are you able to identify determinations made when planning an effective prioritization process?

☐ **3.3.4.4 Plan for Approvals** - Are you able to identify the considerations of planning an effective approval process?

☐ **3.3.4.4 Plan for Approvals** - Are you able to identify the elements included in an approval process?

☐ **3.4 Plan Business Analysis Information Management** - Are you able to identify the purpose of this task?

☐ **3.4.4.1 Organization of Business Analysis Information** - Are you able to identify the components involved in determining how to organize business analysis information.

☐ **3.4.4.2 Level of Abstraction** - Are you able to identify the considerations involved in determining the appropriate level of abstraction.

☐ 3.4.4.3 **Plan Traceability Approach** - Are you able to identify the basis for planning the traceability approach?

☐ 3.4.4.4 **Plan for Requirements Reuse** - Are you able to identify the type of requirements that are potential candidates for long-term use?

☐ 3.4.4.4 **Plan for Requirements Reuse** - Are you able to identify the attributes/qualities required for requirements when planning for requirements reuse.

☐ 3.4.4.5 **Storage and Access** - Are you able to identify the dependencies and influences involved in determining how to store and access business analysis information?

☐ 3.4.4.6 **Requirements Attributes** - Do you understand the need for identifying attributes for requirements and design management?

☐ 3.4.4.6 **Requirements Attributes** - Are you able to identify the 10 commonly used requirements attributes and the purpose of each?

☐ 3.5 Identify Business Analysis Performance Improvements - Are you able to identify the purpose of this task?

☐ 3.5.4.1 **Performance Analysis** - Are you able to describe the possible levels of formality and dependencies of reporting on business analysis performance.

☐ 3.5.4.2 **Assessment Measures** - Are you able to determine the basis of identifying business analysis performance measures.

☐ 3.5.4.2 **Assessment Measures** - Are you able to distinguish between quantitative and qualitative performance measures?

☐ 3.5.4.2 **Assessment Measures** - Are you able to identify possible qualitative performance measures?

☐ 3.5.4.3 **Analyze Results** - Are you able to identify what is compared when assessing business analysis performance measures?

☐ 3.5.4.3 **Analyze Results** - Are you able to identify the various points of views considered when assessing business analysis performance?

☐ 3.5.4.4 **Recommend Actions for Improvement** - Are you able to identify and describe the three possible actions when recommending business analysis performance improvements.

Elicitation and Collaboration

☐ **4.1 Prepare for Elicitation** - Are you able to identify the purpose of this task?

☐ **4.1.4.1 Understand the Scope of Elicitation** - Are you able to identify the considerations for determining the elicitation scope?

☐ **4.1.4.2 Select Elicitation Techniques** - Are you able to identify the factors and considerations for selecting appropriate elicitation techniques?

☐ **4.1.4.3 Set Up Logistics** - Are you able to identify the items that need to be included when setting up logistics for elicitation activities?

☐ **4.1.4.4 Secure Supporting Material** - Are you able to identify information sources and forms of supporting elicitation materials?

☐ **4.1.4.5 Prepare Stakeholders** - Are you able to identify the various ways to prepare stakeholders for elicitation activities?

☐ **4.2 Conduct Elicitation** - Are you able to identify the purpose of this task?

☐ **4.2.4.1 Guide Elicitation Activity** - Are you able to identify the considerations for conducting the elicitation activity for a specific outcome?

☐ **4.2.4.2 Capture Elicitation Outcomes** - Are you able to characterize the importance of capturing the outcomes of the elicitation activity.

☐ **4.3 Confirm Elicitation Results** - Are you able to identify the purpose of this task?

☐ **4.3.4.1 Compare Elicitation Results Against Source Information** - Are you able to identify the activities involved in comparing elicitation results against source information.

☐ **4.3.4.2 Compare Elicitation Results Against Other Elicitation Results** - Are you able to recognize the activities involved in comparing elicitation results against other elicitation results.

☐ **4.4 Communicate Business Analysis Information** - Are you able to identify the purpose of this task?

☐ **4.4.4.1 Determine Objectives and Format of Communication** - Are you able to recognize the various objectives of communication?

☐ 4.4.4.1 **Determine Objectives and Format of Communication** - Are you able to convey the various consideration in determining the format of communication?

☐ 4.4.4.1 **Determine Objectives and Format of Communication** - Are you able to characterize the three possible forms of communication packages?

☐ 4.4.4.2 **Communicate Business Analysis Package** - Are you able to characterize the three common platforms considered for communicating the appropriate level of detail?

☐ **4.5 Manage Stakeholder Collaboration** - Are you able to identify the purpose of this task?

☐ 4.5.4.1 **Gain Agreement on Commitments** - Are you able to identify the levels of formality for gaining agreement for required stakeholder commitments?

☐ 4.5.4.1 **Gain Agreement on Commitments** - Are you able to characterize the competencies involved in gaining agreement for required stakeholder commitments?

☐ 4.5.4.2 **Monitor Stakeholder Engagement** - Are you able to convey the reasons for monitoring stakeholder engagement?

☐ 4.5.4.2 **Monitor Stakeholder Engagement** - Are you able to convey the possible stakeholder engagement risks BA should continually monitor?

☐ 4.5.4.3 **Collaboration** - Are you able to characterize the requirements to establish genuine collaborative stakeholder relationships?

☐ 4.5.4.3 **Collaboration** - Are you able to identify the components involved in collaborative relationships?

☐ 4.5.4.3 **Collaboration** - Are you able to convey the outcomes of collaborative relationships?

Requirements Life Cycle Management

☐ **5.1 Trace Requirements** - Are you able to identify the purpose of this task?

☐ 5.1.4.1 **Level of Formality** - Are you able to convey the considerations for the value of relationships when determining the appropriate amount of effort to trace requirements?

☐ **5.1.4.2 Relationships** - Are you able to characterize the various relationships that need to be tracked to effectively manage traceability?

☐ **5.1.4.3 Traceability Repository** - Are you able to identify the factors that determine an appropriate traceability repository to be used?

☐ **5.2 Maintain Requirements** - Are you able to identify the purpose of this task?

☐ **5.2.4.1 Maintain Requirements** - Are you able to identify the activities involved in maintaining requirement and design information?

☐ **5.2.4.2 Maintain Attributes** - Are you able to identify the information involved in managing requirement attributes?

☐ **5.2.4.2 Maintain Attributes** - Are you able to determine when a requirement attribute should and should not change?

☐ **5.2.4.3 Reusing Requirements** - Are you able to determine conditions for when requirements can be reused long-term?

☐ **5.2.4.3 Reusing Requirements** - Are you able to determine which level of abstraction for a requirement is more or less subject to revisions during a change?

☐ **5.3 Prioritize Requirements** - Are you able to identify the purpose of this task?

☐ **5.3.4.1 Basis for Prioritization** - Are you able to characterize the 8 factors that influence determining the appropriate basis for prioritizing requirements?

☐ **5.3.4.2 Challenges of Prioritization** - Are you able to identify and resolve the challenges in guiding stakeholders through prioritization changes.

☐ **5.3.4.3 Continual Prioritization** - Are you able to characterize how prioritizing efforts change as new information become available?

☐ **5.4 Assess Requirements Changes** - Are you able to identify the purpose of this task?

☐ **5.4.4.1 Assessment Formality** - Are you able to identify the dependencies for determining the formality of the assessment process for requirements changes.

☐ **5.4.4.2 Impact Analysis** – Are you able to characterize the 5 key considerations of completing an impact analysis?

☐ **5.4.4.3 Impact Resolution** - Are you able to determine how to document and properly communicate impact resolution activities?

- ☐ **5.5 Approve Requirements** - Are you able to identify the purpose of this task?
- ☐ **5.5.4.1 Understand Stakeholder Roles** - Are you able to convey how understanding stakeholder roles and authority levels influence the approval process.
- ☐ **5.5.4.2 Conflict and Issue Management** - Are you able to describe how to perform and document managing conflicts and resolving issues.
- ☐ **5.5.4.3 Gain Consensus** - Are you able to identify appropriate methods to gain consensus on key business analysis information.
- ☐ **5.5.4.3 Gain Consensus** - Are you able to identify which action to take when there is a lack of agreement regarding approval?
- ☐ **5.5.4.4 Track and Communicate Approval** - Are you able to describe the activities involved in tracking and communicating approval decisions.

Strategy Analysis

- ☐ **6.1 Analyze Current State** - Are you able to identify the purpose of this task?
- ☐ **6.1.4.1 Business Needs** - Are you able to characterize the different levels for defining business needs?
- ☐ **6.1.4.1 Business Needs** - Are you able to convey the considerations needed for defining business needs?
- ☐ **6.1.4.2 Organizational Structure and Culture** - Are you able to characterize organizational structure and culture?
- ☐ **6.1.4.2 Organizational Structure and Culture** - Are you able to identify when a culture assessment should be performed?
- ☐ **6.1.4.3 Capabilities and Processes** - Are you able to characterize the performance views of the organizational capabilities and processes.
- ☐ **6.1.4.4 Technology and Infrastructure** - Are you able to identify the components involved in understanding the technology and infrastructure utilized by the organization?
- ☐ **6.1.4.5 Policies** - Are you able to identify the components involved in understanding organizational policies and business rules?
- ☐ **6.1.4.6 Business Architecture** - Are you able to convey the BA role in understanding the organization's business architecture?

- ☐ 6.1.4.7 **Internal Assets** - Are you able to identify the considerations involved in understanding the organization's internal assets?
- ☐ 6.1.4.8 **External Influencers** - Are you able to identify the 7 potential sources of external influencers?
- ☐ **6.2 Define Future State** - Are you able to identify the purpose of this task?
- ☐ 6.2.4.1 **Business Goals and Objectives** - Are you able to characterize components needed in articulating business goals and SMART objectives?
- ☐ 6.2.4.1 **Business Goals and Objectives** - Are you able to identify examples of business goals and objectives?
- ☐ 6.2.4.2 **Scope of Solution Space** - Are you able to identify the components involved in determining the solution scope?
- ☐ 6.2.4.3 **Constraints** - Are you able to identify the considerations involved in identifying constraints?
- ☐ 6.2.4.4 **Organizational Structure and Culture** - Are you able to identify the outcomes for potential changes to organizational structure and culture?
- ☐ 6.2.4.5 **Capabilities and Processes** - Are you able to identify the outcomes for new capabilities and business processes?
- ☐ 6.2.4.6 **Technology and Infrastructure** - Are you able to identify the outcomes for new technology and infrastructure?
- ☐ 6.2.4.7 **Policies** - Are you able to identify the outcomes for new organizational policies and business rules?
- ☐ 6.2.4.8 **Business Architecture** - Are you able to convey the importance of ensuring the business architecture is respected?
- ☐ 6.2.4.9 **Internal Assets** - Are you able to identify the activities for assessing resource alignment for future state and transition to the future state?
- ☐ 6.2.4.10 **Identify Assumptions** - Are you able to identify the activities involved in identifying assumptions related to the future state?
- ☐ 6.2.4.11 **Potential Value** - Are you able to identify activities and consideration needed for evaluating the potential value for the future state?
- ☐ **6.3 Assess Risks** - Are you able to identify the purpose of this task?

- ☐ 6.3.4.1 **Unknowns** - Are you able to identify the considerations involved in identifying unknowns?
- ☐ 6.3.4.2 **Constraints, Assumptions, and Dependencies** - Are you able to identify activities in identifying and managing constraints, assumptions, and dependencies?
- ☐ 6.3.4.3 **Negative Impact to Value** - Are you able to identify activities involved in quantifying the impact of risk factors?
- ☐ 6.3.4.4 **Risk Tolerance** - Are you able to characterize the three attitudes of stakeholder and organizational risk tolerances?
- ☐ 6.3.4.5 **Recommendation** - Are you able to identify the categories of recommending an effective course of action?
- ☐ **6.4 Define Change Strategy** - Are you able to identify the purpose of this task?
- ☐ 6.4.4.1 **Solution Scope** - Are you able to describe the different usage consideration involved identifying the appropriate solution scope?
- ☐ 6.4.4.2 **Gap Analysis** - Are you able to identify the actions involved in performing a gap analysis.
- ☐ 6.4.4.2 **Gap Analysis** - Are you able to identify the consideration involved in performing a gap analysis.
- ☐ 6.4.4.3 **Enterprise Readiness Assessment** - Are you able to identify the considerations involved in completing the enterprise readiness assessment.
- ☐ 6.4.4.4 **Change Strategy** - Are you able to identify the activities involved in developing an effective change strategy?
- ☐ 6.4.4.4 **Change Strategy** - Are you able to identify the considerations involved in developing an effective change strategy?
- ☐ 6.4.4.5 **Transition States and Release Planning** - Are you able to identify the factors involved in developing appropriate transition states and completing release plans.

Requirements Analysis and Design Definition

- ☐ **7.1 Specify and Model Requirements** - Are you able to identify the purpose of this task?
- ☐ 7.1.4.1 **Model Requirements** - Are you able to characterize the formats and categories for modeling requirements and designs?

- ☐ **7.1.4.2 Analyze Requirements** - Are you able to identify the components for analyzing requirements and designs?
- ☐ **7.1.4.2 Analyze Requirements** - Are you able to determine the appropriate level of decomposition for analyzing requirements and designs?
- ☐ **7.1.4.3 Represent Requirements and Attributes** - Are you able to determine the activities that involve identifying information for requirements and designs?
- ☐ **7.1.4.4 Implement the Appropriate Levels of Abstraction** - Are you able to identify the influencing factors when developing the appropriate level of abstraction to meet various needs?
- ☐ **7.2 Verify Requirements** - Are you able to identify the purpose of this task?
- ☐ **7.2.4.1 Characteristics of Requirements and Designs Quality** - Are you able to identify and describe the 9 characteristics of requirements and designs quality?
- ☐ **7.2.4.2 Verification Activities** - Are you able to identify the activities included in performing verification throughout the work.
- ☐ **7.2.4.3 Checklists** - Are you able to identify the reasons for using appropriate checklists?
- ☐ **7.3 Validate Requirements** - Are you able to identify the purpose of this task?
- ☐ **7.3.4.1 Identify Assumptions** - Are you able to identify reasons for identifying assumptions in order to manage risks?
- ☐ **7.3.4.2 Define Measurable Evaluation Criteria** - Are you able to identify the key components of defining measurable evaluation criteria to assess the success of the change?
- ☐ **7.3.4.3 Evaluate Alignment with Solution Scope** - Are you able to identify the responses to unaligned requirements/design when evaluating alignment with solution scope?
- ☐ **7.4 Define Requirements Architecture** - Are you able to identify the purpose of this task?
- ☐ **7.4.4.1 Requirements Viewpoints and Views** - Are you able to identify requirement components that frequently use standards and guidelines from viewpoints?
- ☐ **7.4.4.1 Requirements Viewpoints and Views** - Are you able to identify the considerations when constructing a viewpoint?

☐ **7.4.4.1 Requirements Viewpoints and Views** - Are you able to identify examples of viewpoints?

☐ **7.4.4.1 Requirements Viewpoints and Views** - Are you able to convey what a view describes?

☐ **7.4.4.1 Requirements Viewpoints and Views** - Are you able to distinguish a view from a viewpoint?

☐ **7.4.4.2 Template Architectures** - Are you able to convey how templates/architecture relate to a viewpoint?

☐ **7.4.4.3 Completeness** - Are you able to characterized the considerations for ensuring the set of requirements is complete?

☐ **7.4.4.3 Completeness** - Are you able to convey how templates/architecture relate to completeness?

☐ **7.4.4.4 Relate and Verify Requirements Relationships** - Are you able to characterize the 5 relationship quality criteria for in ensuring requirements relate to each other?

☐ **7.4.4.5 Business Analysis Information Architecture** – Are you able to identify the relationships that are considered for defining the business analysis information architecture.

☐ **7.4.4.5 Business Analysis Information Architecture** – Are you able to convey how business analysis information architecture relates to a set of requirements?

☐ **7.5 Define Design Options** - Are you able to identify the purpose of this task?

☐ **7.5.4.1 Define Solution Approaches** - Are you able to characterize the three types of solution approaches assessed when identifying appropriate solution approaches.

☐ **7.5.4.2 Identify Improvement Opportunities** - Are you able to characterize three common types of improvement opportunities.

☐ **7.5.4.3 Requirements Allocation** - Are you able to identify types of requirement allocation when allocating requirements to solution components and releases?

☐ **7.5.4.3. Requirements Allocation** - Are you able to identify when requirements allocation might begin and end?

☐ **7.5.4.4 Describe Design Options** - Are you able to identify what is described when developing design options aligned with the desired future state?

☐ **7.5.4.4 Describe Design Options** - Are you able to describe the relationship between design options and performance measure?

☐ **7.5.4.4. Describe Design Options** - Are you able to identify when benefits are realized?

☐ **7.6 Analyze Potential Value and Recommend Solution** - Are you able to identify the purpose of this task?

☐ **7.6.4.1 Expected Benefits** - Are you able to characterized possible expected benefits of a potential solution?

☐ **7.6.4.1 Expected Benefits** - Are you able to convey how benefits are determined and calculated?

☐ **7.6.4.2. Expected Costs** - Are you able to identify 8 expected costs types when identifying the costs associated with a potential solution?

☐ **7.6.4.2. Expected Costs** - Are you able to characterize and determine the opportunity cost?

☐ **7.6.4.3 Determine Value** - Are you identify the sources in determining the value of a solution to key stakeholders.

☐ **7.6.4.3 Determine Value** - Are you able to describe the relationship between enterprise value and stakeholder group value?

☐ **7.6.4.3 Determine Value** - Are you able to distinguish positive value from negative value?

☐ **7.6.4.4 Assess Design Options and Recommend Solution** - Are you able to identify the basis for assessing design options and recommending the appropriate solution.

☐ **7.6.4.4 Assess Design Options and Recommend Solution** - Are you able to characterize three key factors to consider when assessing design options?

Solution Evaluation

☐ **8.1 Measure Solution Performance** - Are you able to identify the purpose of this task?

☐ **8.1.4.1 Define Solution Performance Measures** - Are you able to identify activities for determining appropriate measures for assessing solution performance.

☐ **8.1.4.1 Define Solution Performance Measures** - Are you able to characterize the two types of solution performance measures?

☐ **8.1.4.2 Validate Performance Measures** - Are you able to convey the purpose of validating selected performance measures with key stakeholders.

☐ **8.1.4.2 Validate Performance Measures** - Are you able to convey how specific performance measures should relate to higher level performance measures?

☐ **8.1.4.3 Collect Performance Measures** - Are you able to characterize the 3 statistical sampling considerations when collecting appropriate performance measures to assess solution performance?

☐ **8.2 Analyze Performance Measures** - Are you able to identify the purpose of this task?

☐ **8.2.4.1 Solution Performance versus Desired Value** - Are you able to convey the relationship between solution performance and desired value in examining collected performance?

☐ **8.2.4.2 Risks** - Are you able to identify activities involved in highlighting identified risks.

☐ **8.2.4.3 Trends** - Are you able to identify considerations when identifying relevant trends?

☐ **8.2.4.3 Trends** - Are you able to distinguish between a relevant trend and a skewed anomaly?

☐ **8.2.4.4 Accuracy** - Are you able to characterize the two considerations in testing and analyzing performance measures to ensure accuracy?

☐ **8.2.4.5 Performance Variances** - Are you able to describe a performance variances?

☐ **8.2.4.5 Performance Variances** - Are you able to describe the relationship between a root cause analysis and performance variances?

☐ **8.3 Assess Solution Limitations** - Are you able to identify the purpose of this task?

☐ **8.3.4.1 Identify Internal Solution Component Dependencies** - Are you able to identify the activities involved in identifying internal solution component dependencies?

☐ **8.3.4.2 Investigate Solution Problems** - Are you able to identify when performing a problem analysis to identify the source of solution limitations is warranted?

☐ **8.3.4.2 Investigate Solution Problems** - Are you able to identify the activities involved in performing a problem analysis to identify the source of solution limitations?

☐ **8.3.4.3 Impact Assessment** - Are you able to identify the considerations in performing impact assessment to quantify factors that affect solution performance?

☐ **8.3.4.3 Impact Assessment** - Are you able to identify the characterize the 3 key approaches to address solution problems?

☐ **8.4 Assess Enterprise Limitations** - Are you able to identify the purpose of this task?

☐ **8.4.4.1 Enterprise Culture Assessment** - Are you able to identify the possible objectives for assessing enterprise culture?

☐ **8.4.4.1 Enterprise Culture Assessment** - Are you able to describe how stakeholders are evaluated when assessing enterprise culture?

☐ **8.4.4.2 Stakeholder Impact Analysis** - Are you able to characterize the three key considerations for in completing stakeholder impact analysis?

☐ **8.4.4.3 Organizational Structure Changes** - Are you able to identify the considerations for assessing how a solution impacts the organizational structure?

☐ **8.4.4.4 Operational Assessment** - Are you able to identify the considerations in performing the operational assessment?

☐ **8.5 Recommend Actions to Increase Solution Value** - Are you able to identify the purpose of this task?

☐ **8.5.4.1 Adjust Solution Performance Measures** - Are you able to identify when adjustments to solution performance measures are warranted?

☐ **8.5.4.2 Recommendations** - Are you able to characterize the 7 common recommendations for increasing solution performance?

☐ **8.5.4.2 Recommendations** - Are you able to characterize the 4 factors that impact the decision regarding the replacement or retirement of a solution?

Underlying Competencies

9.1 Analytical Thinking and Problem Solving - Are you able to identify the purpose and effectiveness measures for the following core competencies?

- ☐ 9.1.1 Creative Thinking
- ☐ 9.1.2 Decision Making
- ☐ 9.1.3 Learning
- ☐ 9.1.4 Problem Solving
- ☐ 9.1.5 Systems Thinking
- ☐ 9.1.6 Conceptual Thinking
- ☐ 9.1.7 Visual Thinking

9.2 Behavioral Characteristics - Are you able to identify the purpose and effectiveness measures for the following core competencies?

- ☐ 9.2.4 Organization and Time Management
- ☐ 9.2.5 Adaptability

9.3 Business Knowledge - Are you able to identify the purpose and effectiveness measures for the following core competencies?

- ☐ 9.3.1 Business Acumen
- ☐ 9.3.3 Organization Knowledge
- ☐ 9.3.4 Solution Knowledge
- ☐ 9.3.5 Methodology Knowledge

9.4 Communication Skills - Are you able to identify the purpose and effectiveness measures for the following core competencies?

- ☐ 9.4.1 Verbal Communication
- ☐ 9.4.2 Non-Verbal Communication

☐ 9.4.3 Written Communication

☐ 9.4.4 Listening

9.5 Interaction Skills - Are you able to identify the purpose and effectiveness measures for the following core competencies?

☐ 9.5.1 Facilitation

☐ 9.5.2 Leadership and Influencing

☐ 9.5.3 Teamwork

☐ 9.5.4 Negotiation and Conflict Resolution

☐ 9.5.5 Teaching

9.6 Tools and Technology - Are you able to identify the purpose and effectiveness measures for the following core competencies?

☐ 9.6.1 Office Productivity Tools and Technology

☐ 9.6.2 Business Analysis Tools and Technology

☐ 9.6.3 Communication Tools and Technology

Techniques

The techniques that are listed in this section have been deemed most likely to appear on the exam, however, you should be prepared for questions on any technique listed in BABOK.

☐ **10.1 Acceptance and Evaluation Criteria** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.4 Benchmarking and Market Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.5 Brainstorming** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.7 Business Cases** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.7.2 Description** – Are you able to identify the four key functions of a business case?

☐ **10.9 Business Rules Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.13 Data Flow Diagrams** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.13.3 Elements** – Are you able to identify and characterize the 4 key elements in a data flow diagram?

☐ **10.15 Data Modelling** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.15.2 Description** – Are you able to characterize the three variations of data models?

☐ **10.15.3 Elements** – Are you able to characterize the 5 key elements of a data model?

☐ **10.15.3. 4 Diagrams** - Are you able to characterize the notation for both Entity Relationship Diagrams and Class Diagrams?

☐ **10.16 Decision Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.18 Document Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

10.18.2 Description – Are you able to identify the activities that may be involved in a document analysis?

☐ **10.19 Estimation** – Are you able to identify the purpose, strengths, and limitations of this technique?

10.19.3.1 Methods – Are you able to characterize the 7 common estimation methods?

☐ **10.20 Financial Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.20.3.1 Cost of the Change** – Are you able to calculate the cost of the change

☐ **10.20.3.2 Total Cost of Ownership (TCO)** – Are you able to calculate the total cost of ownership?

- ☐ 10.20.3.4 **Cost-Benefit Analysis** – Are you able to determine the net benefit in a cost-benefit analysis?
- ☐ 10.20.3.5 **Financial Calculations** (Return on Investment) - Are you able to calculate the ROI?
- ☐ 10.20.3.5 **Financial Calculations** (Payback Period) - Are you able to calculate the payback period?
- ☐ **10.21 Focus Groups** – Are you able to identify the purpose, strengths, and limitations of this technique?
- ☐ **10.22 Functional Decomposition** – Are you able to identify the purpose, strengths, and limitations of this technique?
- ☐ 10.22.3.1 **Decomposition Objectives** - Are you able to characterize the possible objectives of functional decomposition?
- ☐ 10.22.3.2 **Subjects of Decomposition** – Are you able to characterize the 9 subjects of functional decomposition?
- ☐ 10.22.3.4 **Representation of Decomposition Results** – Are you able to identify the diagramming techniques can be used to represent functional decomposition?
- ☐ **10.25 Interviews** – Are you able to identify the purpose, strengths, and limitations of this technique?
- ☐ 10.25.2 **Description** – Are you able to characterize the two basic types of interviews?
- ☐ 10.25.3.3 **Interview Questions** – Are you able to characterize the two main types of interview *questions*?
- ☐ **10.26 Item Tracking** – Are you able to identify the purpose, strengths, and limitations of this technique?
- ☐ **10.27 Lessons Learned** – Are you able to identify the purpose, strengths, and limitations of this technique?
- ☐ **10.28 Metrics and Key Performance Indicators (KPIs)** – Are you able to identify the purpose, strengths, and limitations of this technique?
- ☐ 10.28.3.1 **Indicators** – Are you able to identify the six characteristics of a good indicator?
- ☐ **10.29 Mind Mapping** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.30 Non-Functional Requirements Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.30.3.1 Categories of Non-Functional Requirements** – Are you able to characterize the Common categories of non-functional requirements?

☐ **10.31 Observation** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.31.2 Description** – Are you able to characterize the two basic approaches for observation?

☐ **10.32 Organizational Modelling** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.32.3.1 Types of Organizational Models** – Are you able to characterize the types of organizational models?

☐ **10.34 Process Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.34.3.4 Common Methods** – Are you able to characterize the activities involved in SIPOC?

☐ **10.34.3.4 Common Methods** – Are you able to characterize the activities involved in Value Stream Mapping?

☐ **10.35 Process Modelling** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.35.3.1 Types of Process Models and Notations** - Are you able to characterize the 5 most commonly used process modeling notations?

☐ **10.35.3.1 Types of Process Models and Notations** – Are you able to characterize the 6 key elements in process models?

☐ **10.35.3.1 Types of Process Models and Notations** – Are you able to interpret a flow chart?

☐ **10.35.3.1 Types of Process Models and Notations** – Are you able to interpret a BPMN model?

☐ **10.35.3.1 Types of Process Models and Notations** – Are you able to interpret an activity diagram?

☐ **10.37 Reviews** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ 10.37.3.2 **Techniques** – Are you able to characterize the common techniques for conducting interviews?

☐ **10.38 Risk Analysis and Management** – Are you able to identify the purpose, strengths, and limitations of this technique?

☒ 10.38.3 **Elements** – Are you able to identify the activities involved in risk analysis and management?

☒ 10.38.3.4 – **Treatment** – Are you able to characterize the 5 approaches for dealing with risk?

☒ **10.40 Root Cause Analysis** – Are you able to identify the purpose, strengths, and limitations of this technique?

☒ 10.40.2 **Description** – Are you able to characterize the 2 main usage types for root cause analysis?

☐ 10.40.2 **Description** – Are you able to characterize the 4 main activities for in a root cause analysis?

☐ **10.41 Scope Modelling** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ 10.41.2 **Description** – Are you able to characterize the 3 key boundary elements of a scope model?

☐ 10.41.2 **Description** – Are you able to characterize the 4 common subjects for which scope models are used as a basis for understanding boundaries?

☐ **10.44 State Modelling** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ 10.44.3 **Elements** – Are you able to identify the elements of a state model?

☐ **10.45 Survey or Questionnaire** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ **10.47 Use Cases and Scenarios** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ 10.47.2 **Description** – Are you able to distinguish use cases from scenarios?

☐ 10.47.3.1 **Relationships** – Are you able to characterize the two commonly used relationships between use cases?

☐ 10.47.3.1 **Use Case Diagram** – Are you able to identify the components and proper notation of a use case diagram?

☐ **10.50 Workshops** – Are you able to identify the purpose, strengths, and limitations of this technique?

☐ 10.50.3.2 **Workshop Roles** – Are you able to characterize the roles involved in a successful workshop?

Additional Learning Opportunities

If you would like a comprehensive **live** IIBA certification prep course to earn your required PD hours, see the following resource: [Live IIBA Cert Courses](#)

If you would like a comprehensive **on-demand** IIBA certification prep course to earn your required PD hours, see the following resource: [On-demand IIBA Cert Courses](#)

If you would like IIBA certification exam tips and a full simulation exam, see the following resource: [Simulation Exams](#)

If you would like an overview of business analysis techniques that align with BABOK, see the following free resource: [BA Techniques](#)

