



CERTIFIED ADVANCED BUSINESS ANALYST (CABA)
STUDY GUIDE

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Please use this guide to assist in preparation for your Certified Advanced Business Analyst (CABA) Certification exam.

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1. BUSINESS TRAINING:

The Business Training Institute is the leading online program for specialized niche business certification programs. The team behind the Business Training Institute is comprised of industry experts in niches including online marketing, project management, public relations, consulting, and many more.

This experience, combined with our advisory board's expertise in online education and training, is what makes it possible to provide the training and certification programs found on our website.

The Business Training Institute is part of the G.T.C. Institute, a global training and certification organization that has provided practical industry-specific certification to over 15,000 clients from the United States, Europe, and more than 75 other countries around the world.

We provide high value training programs that provide function knowledge on very specific business topics such as public relations, online marketing, project management, international business, and consulting.

The Business Training Institute's Mission: To provide professionals with high impact business training and certifications in niche subject areas that are functional and immediately beneficial.

The Business Training Institute helps you to:

- Quickly gain specialized knowledge in highly valuable business niches.
- Enhance your credibility, resume, and overall value in the marketplace.
- Complete our training programs in 5 months from anywhere in the world.

Our programs accept participants year-round and are flexible to work with your current work schedule and academic constraints. You can complete one of our programs in 2 months or 2 years; the choice is yours.

MASTER'S CERTIFICATE PROGRAMS: The Business Training Institute is proud to offer several advanced Master's Certificates that require the completion of five programs from the Business Training Institute platform.

To learn more about these Master's Certificates and how to earn one, please see our website: BusinessTraining.com/Masters-Certificate/

2. CABA DETAILS AND TIMELINE:

PROGRAM DETAILS:

The **Certified Advanced Business Analyst (CABA)** certification program is unique in that it is modeled after many online courses offered at Ivy League institutions today, offering more value for a more cost-effective program. The CABA Program is a self-study program that includes educational multimedia resources in video form, a study guide, required readings, and a flexible online examination process, accessible around the world.

The online exam is structured so that in order to complete the exam within the 2-hour time frame one must read through all of the assigned materials and conceptually understand the majority of the material to score well enough to pass the exam.

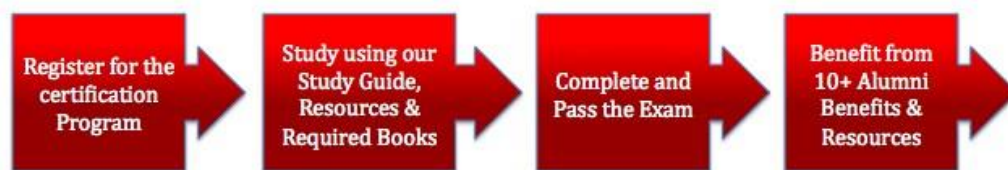
Our goal is to offer the most challenging program in the industry while also providing all of the learning tools possible to ensure participants get the most out of the experience. By testing the

knowledge depth and comprehension from the materials digested, the CABA certification prepares individuals for successful, real-world application.

The Certified Advanced Business Analyst (CABA) program is sponsored by the GTC Institute and offered by The Business Training Institute. This certification program is designed to show and certify that you have gained an in-depth understanding and high-level, specialized knowledge.

In addition to the benefits of gained knowledge, growing industry recognition, more knowledgeable career choices, and networking, our organization is also developing additional resources for CABA Participants. This includes video and MP3 recordings on Q&A or strategies and tactics, webinars, access to interviews with internet marketing professionals who have more than 10 years of experience in the industry, among many more benefits.

4 STEP CERTIFICATION PROCESS



III. The Experts interviewed for this business analyst certification include:



Jonathan Babcock: Jonathon is an experienced business analyst and business analysis manager from Atlanta, GA and author of The Practical Analyst website. He manages a team of business analysts and he helps manage the structure and updates to a network of 6,000 stores.



Greg Kells: Greg is President of Sunbelt Business Brokers of Canada; he is a well-known figure in the business brokerage industry. Greg uses business analysis on a daily basis as part of his business brokerage work.



Scott Sehlhorst: Scott is an independent consultant and owner of a company that provides product management strategy consulting services. Much of what he does is very similar to business analysis. A lot of what he does is take business analysis and layer on some strategic insights from his business analysis work.



Mike Lenz: Mike is a business broker and business analysis expert. He has in-depth experience in working with business buyers and sellers and in valuating business operations with advanced models and business analysis best practices. This interview is interesting because Mike is so well trained in an industry where many people often get into the area almost by mistake.



Eli David: Eli is a CPA, economist, and MBA graduate with extensive experience in business analysis, business planning, and consulting. Eli is a former auditor of a top accounting firm KPMG, and has also done consulting for BDO Consultants. Eli now owns his own consulting business work with startups and medium size business clients in several areas, he is based in Argentina.

BUSINESS ANALYST VIDEO MODULES:

1. Business Analysis Key Terms & Concepts
2. Business Analysis & The Role of the Business Analyst
3. SMART Requirements
4. The 7 R's of Change Management & the Risk Matrix
5. Entity Relationship Diagram
6. Elicitation Techniques
7. Business Writing
8. Block Diagram
9. Activity Diagram
10. Active Listening
11. Stakeholder Roles
12. Use Case Diagram
13. Time Management
14. Technical Environment
15. Run Chart
16. Risk Types
17. Requirements & Attributes Table
18. Requirements
19. Presentation Skills
20. Parety Analysis & Diagram
21. Interviewing
22. Effective Meetings
23. How to Get a Business Analyst Internship

TIMELINE & EXAMINATION DATES:

Programs are offered through open enrollment, making our programs 100% flexible with your current work or academic schedule. After joining you may select an examination date that works well for you we offer the exam every 1st Wednesday of each new month.

Please note that your exam date request must be received at least 3 weeks before the exam date. For example, if you would like to sit for the January 10th exam, we would need to receive your request no later than December 27th.

To register for an examination date:

- 1.) Email your completed CABA project (*explained in detail in this study guide*).
- 2.) Include your desired exam date in the email with your completed project.

LEARNING OBJECTIVES OF THE CABA PROGRAM:

- Understanding what Business Analysis is its role, key terms and concepts.
- Understanding why Business Analysts are needed and how your project should be analyzed.
- To be able to perform and select the adequate elicitation technique.
- Recognize and categorize business requirements.
- Understand how to communicate effectively with project stakeholders.
- To be able to ask the right questions, understand how to plan Business Analysis
- Understand how to work with diverse and distant teams.
- Understand technical environment and apply appropriate analysis techniques.
- To be able to develop your skills needed for best-in-class Business Analysis.

IV. REQUIRED READING

1. Howard Podeswa, The Business Analyst's Handbook, ISBN-13:978-1-59863-565-2, ISBN-10: 1-59863-565-4
2. Kathleen B Hass, PMP, Don Wessels, PMP, and Kevin Prennan, PMP, Getting It Right Business Requirement Analysis Tools and Techniques, ISBN-13:978-1-56726-211-7, ISBN-10: 1-56726-211-2

V. CABA Exam Preparation

3. EXAM COMPOSITION:

There is a total of 100 points available to earn for the exam, 80 of which can be earned from the multiple choice or true/ false questions that are worth 1 point each, and 20 of which can be earned from 2 short answer questions that are worth 10 points each. Please see below for the composition and distribution of the points in-depth.

<u>Topics and Weights</u>	
<i>An overview of BA Activities Throughout the Life Cycle, Meetings</i>	15 Multiple Choice Questions
<i>BA Toolkit, BA Terms, Templates</i>	19 Multiple Choice Questions
<i>Introduction to Requirements Analysis, Transitioning from Elicitation,</i>	12 Multiple Choice Questions
<i>The Analysis and Specification Process</i>	25 Multiple Choice Questions
<i>Requirements Management, Analysis Best Practices</i>	9 Multiple Choice Questions
<i>Comprehensive & Conceptual Essay Questions</i>	2 Questions

You will have 2 hours to complete the exam. Those who have not made the effort to read the materials will have a hard time completing the exam within the allotted time, but for participants who have read the required readings 2 hours will be sufficient.

2. TERMS AND CONCEPTS TO KNOW:

Below, please find terms and concepts you should be able to define after having read the required readings.

Please define the terms from the required readings rather than a dictionary. You will be tested on the definitions that authors have written.

Business Analyst's Handbook

- Please read Appendix A – glossary of BA Terms
- Phases of Noble Path (summary of steps)
- ITIL – IT Infrastructure Library
- Spectrum Diagram
- Post Implementation Review
- CSI – Continual Service Improvement
- Service Level Agreements
- All tools mentioned on page 118-119
- BRD – Business Requirements Document
- Alternative Requirements Packaging
- Business Use-Case Description Template
- System Use-Case Description Template
- Service Level Requirements Template

- Risk Analysis Table Template
- Test Script Template
- Vision Document Template
- Requirements Work Template
- Risk Management Template
- Client Product Acceptance Template

Getting It Right: Business Requirement Analysis Tools and Techniques

- Responsibility Assignment Matrix
- Unified Modeling Language
- Requirements Analysis
- Requirements Planning
- The Core Team
- Requirements Risk Assessment
- Elicitation
- Scope Understanding Models
- Requirements Understanding Models
- Process Model
- Context Diagram
- Data Models
- Business Process Models
- Use Case Models
- Location Models
- Event-response Models
- Business Motivation Models
- Soft Source
- Hard Source
- Facilitated Workshop
- Interim Review
- Feedback
- Collaboration

3. SAMPLE QUESTIONS

Please choose the answer that best answers the question or completes the phrase. *The answers are on the last page of this study guide.* Try answering the questions before looking at the answers.

1. Software development life cycle consists of 5 phases such as

- Initiation, Discovery, Exertion, Final V&V, Closeout
- Initiation, Discovery, Construction, Final V&V, Closeout
- Opening, Discovery, Work, Final V&V, Closeout
- Initiation, Discovery, Work, Final V&V, Closeout

2. A process model is

- A graphical representation of a business process
- A graphical illustration showing what information and products are exchanged
- A process responsible for managing the life cycle of all problems.
- All of the above

3. The main objective of final V&V phase is

- a. To perform final testing before the product or service is transitioned into production.
- b. To finish the analysis and design, code, integrate and test the software
- c. Both a and b
- d. To develop the business case for the project, establish project and product scope and to explore solutions.

4. What is KPI?

- a. Key Process Indicator
- b. Key Process Index
- c. Key Performance Index
- d. Key Performance Indicator

VI. BOOK REVIEWS



Business Analyst's Handbook

Chapter 1 - Overview of BA Activities Throughout the Life Cycle

The chapter summarizes the life cycle of a business analysis project and highlights the role of the Business Analyst. Five phases of the project life cycle is discussed: 1. Initiation 2. Discovery 3. Construction 4. Final Valuation & Validation and 5. Closeout. The Noble Path should be used as a checklist during BA projects. Size and complexity of projects naturally have an impact on the application of this methodology. This chapter describes the five steps in 5 tables describing the 1. Objective 2. Predecessors & Timing 3. Input Documents 4. Deliverables and 5. Interview Planning & Questions for each step. Spectrum diagram is used to plan IT Project Life Cycle.

Chapter 2 Meeting Guide

Guidelines for meetings are reviewed in this chapter. It provides checklists for the BA Analyst: who should be invited, what is the expected contribution. It also gives helpful documents and checklists for meetings:

- meeting readiness checklist
- facilitated meeting work plan
- standard meeting agenda
- facilitated meeting rules and guidelines
- facilitated meeting expectations
- questions for the interview

Many types of meetings and meeting objectives are mentioned in this chapter. These are necessary during the BA analyst work. Types of meetings are 1. Kick off meeting 2. Review meeting. The objective of the review meeting can be:

1. Analysis impact on business services and processes
2. Identify stakeholders and interests
3. Analyze Risk
4. Requirements management

5. Define internal workflow and business processes
6. Describe users and user tasks
7. Define business concepts, object and rules
8. Define non-functional service level agreements
9. Gather and/or reuse detailed user requirements
10. Analyze life cycle of business objects
11. Assess the result of an iteration
12. Gather service desk requirements

For each objective a list of questions is presented in the book.

Chapter 3 Standards and Guidelines Used in This Book

- **Recommended Reading Only** -

Chapter 4 BA Toolkit

The chapter presents numerous tools for different BA activities. It recommends the suggested best practices and alternatives. Projects are grouped into 5 categories:

- Business Process improvement
- Service Change
- Solution provided by a third party
- Minor IT challenge
- Legacy

Most well-known tools mentioned in the chapter besides others are:

- Data Flow Diagram
- Decision Tree
- Flowchart
- Business Process Diagram
- Entity Relationship Diagram
- Pareto Analysis
- Root-Cause Analysis
- Use Case Analysis

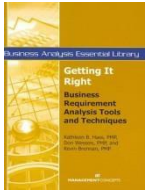
The chapter provides the description of the tool and an example. It suggests what to show to stakeholders and team members and also suggest complementary tools and alternatives. For the Use Case Analysis writing guidelines are provided.

Chapter 5 Tips and Checklists

This chapter contains many tips and checklist for the BA Analyst him/herself to be more successful in completing the project.

Chapter 6 Templates

This chapter summarizes templates for artifacts that the Business Analyst is responsible for or contributes to.



Getting It Right: Business Requirement Analysis Tools and Techniques

Chapter 1. Introduction to Requirements Analysis

Defining requirements analysis and specification is the starting point of a business analysis project. It is challenging to find the right people and make sure the expectations are set correctly recognizing the complexity of the project. Analysis activities include: modeling, studying, trading off, assessing, deriving, structuring and prioritizing requirements. Requirements analysis consists of three steps: 1. Analyze Scope 2. Analyze Requirements 3. Specify Requirements for the new business solution. Stakeholder identification and assessment and requirements planning should also be completed before analysis starts.

Chapter 2. Setting up the Infrastructure

One of the initial steps is to establish the right requirements analysis team. Team members should have many characteristics such as:

- fully dedicated
- experienced
- multi-skilled
- empowered
- provided by sufficient tools and techniques
- leadership
- have common vision

To have a successful project it is important to select the appropriate knowledge management and requirements archiving approach.

Chapter 3. Transitioning from Elicitation

Setting the right requirements is crucial to have a quality analysis. As a first step existing requirements documentation has to be reviewed and refined. Context diagram, use cases or business scenarios can be used. Secondly initial requirements risk assessment has to be conducted. Requirements risks can be for example unrealistic customer expectations or lack of user involvement. Requirements and scope understanding models may include:

- stakeholder identification and analysis matrices
- scoping diagrams
- data flow diagrams
- actor tables and maps
- use interface diagrams

Chapter 4. Preparing for Requirements Management

- recommended reading -

Chapter 5. The Analysis and Certification Process

Business analysis techniques are used to define and describe the scope of the project, the scope of the product and the scope of the business change. To facilitate this process In-Scope and Out-of-Scope list can be prepared. As part of the analysis the business model has to be well understood by the business.

Chapter 6. Analyzing Requirements

Having finished scope analysis requirements analysis is the next step before requirements specification. It is led by the business analyst and the core project team is involved. There are several models that can be used during this process for example Free-form diagrams or value stream map (for the complete list of models see the table on page 59-60). It is important to select the appropriate model such as:

- business data model (conceptual/logical data model)
- business process models
- use case models
- organization models
- location models
- event-response models
- application and technology models
- business motivation models

Chapter 7. Specifying Requirements

Once all requirements are analyzed the written requirements specification needs to be prepared. Requirements should also be grouped as functional, supplemental or non-functional and constraints. Some requirements should be further specified by different techniques such as: parsing, interpreting, focusing and qualifying. Requirements attributes should be assessed to understand the relative importance of each requirement. Prioritization and validation should also happen as part of the specification process to finish on time and stay within the agreed budget.

Chapter 8. Requirements Management

- **recommended reading** -

Chapter 9. Analysis Best Practices

This chapter provides the best practices for business analysts on the following topics:

- facilitated workshops
- uncovering expectations
- interim reviews and feedback
- collaboration
- modeling to understand the business

Chapter 10. The Business Analyst's Toolbox

- **recommended reading** -

Appendixes

In the appendixes of this book useful templates can be found. It should be studied thoroughly.

VII. STRATEGIC BUSINESS ANALYST PROJECT

The **Certified Advanced Business Analyst (CABA)** Program requires participants to complete a Business Analysis Case Study Project in order to graduate from the program. This project is worth 100 points and accounts for 50% of the total grade within the program.

As such, non-submission of this case study will result in an automatic failing grade for the CABA program. If you have any questions, please email us at Team@BusinessTraining.com.

Please note that you will need to create a flowchart for this project. That means that you will need to create one with Word, Excel, or other software. You are also welcome to draw this and scan a copy to email with your submission.

Once you have completed this project, please send it and your request to take your desired exam date at least 2 weeks before the scheduled exam date.

Business Analysis Case Study

The company: FCB is one of the leading FMCG companies in the world. The company manufactures food, coffee and beverages. They have their global headquarters in Florida, US and their European regional center in Geneva. The manufacturing operation can be found in the US, France, Germany, Hungary and Ukraine. The regional center is responsible for sales, marketing, finance, logistics, HR of the region and IT operations. The company owns more than 30 leading brands.

They operate as a matrix organization. All responsibilities are divided based on product groups i.e. food, coffee and beverages. Each product group has their own financial analyst, sales financial analyst, marketing team, logistic manager and IT analyst.

The summary of responsibilities is the following:

- Define strategic objectives, strategic planning.
- Financial forecasting, financial analysis and controlling, manage accounting system.
- Market research, marketing strategy, marketing communication, promotion and advertising
- Logistics – inventory planning, logistics management, purchasing, order processing and management
- Sales – account management, negotiation, proposals
- Human resources – performance appraisal, compensation, training, people planning

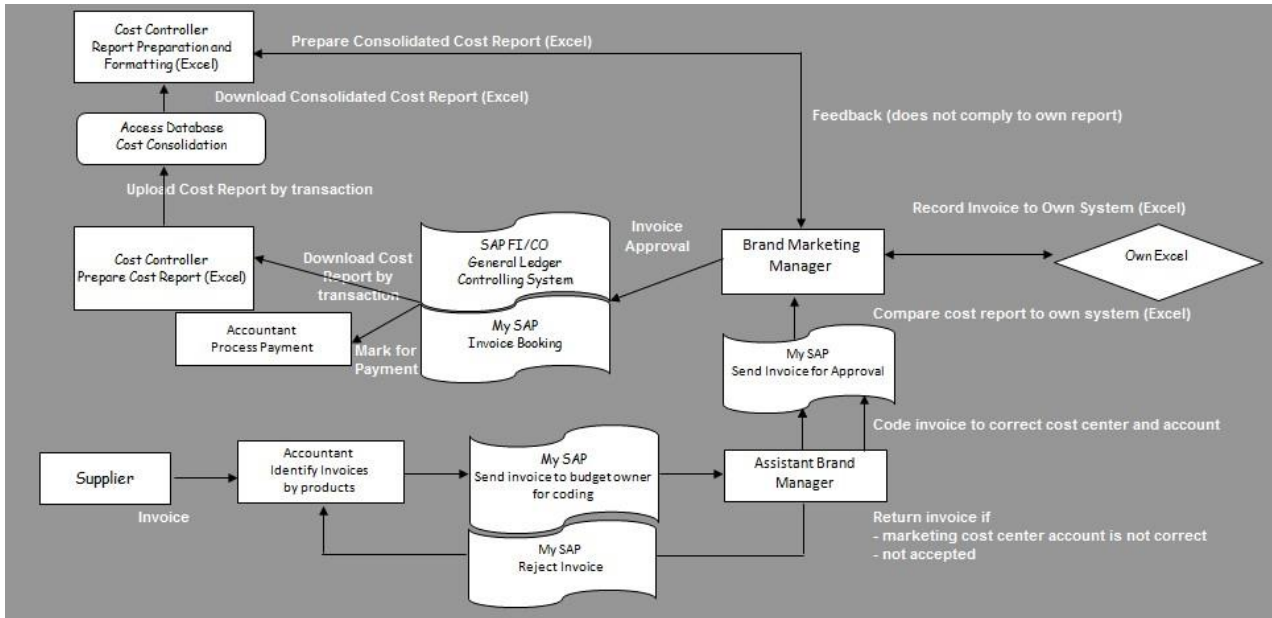
The task:

The company aims to introduce a new web based controlling system which is integrated with SAP R/3. The new system will be the Business Warehouse module of SAP. Currently MS Access is used which is not integrated to the accounting system (SAP). Data is entered manually therefore the chance of human and/or technical errors is high. The reports are not dynamic, detailed information cannot be searched easily. The current system does not correspond to the internal controls requirements either as it does not show already ordered (committed) items. The flowchart of the current status can be found on the next page.

1. Create a Facilitated Meeting Work Plan of a Kick-off meeting for the project above. Please include deliverables, invitees and questions for the interviews.

2. Based on the current process flowchart (on the next page) prepare how the final flowchart should look like after introducing the SAP BW module.
3. Define, specify and categorize the requirements for this project.

Current Process Flowchart:



VIII. SAMPLE QUESTION ANSWERS:

Please see the following answers to the sample questions provided. A brief explanation was given for each answer and why the other options were incorrect. If you didn't do as well as you thought you would have, please consider re-reading the books or supplementary readings as the sample questions were drawn directly from them.

1. **B.** Software development life cycle or Noble Path has five main stages: Initiation, Discovery, Construction, Final V&V, and Closeout. Answer can be found in Business Analyst Handbook, page 2.
2. **A.** A process model is an abstract – graphical - representation of a process, including the sequencing of its activities and its decomposition into sub processes. Answer can be found in Business Analyst Handbook, page 344.
3. **A.** The main objective of final V&V phase is to perform final testing before the product or service is transitioned into production. Answer can be found in Business Analyst Handbook, page 29.
4. **D.** KPI – Key Performance Indicator. Answer can be found in Business Analyst Handbook, page 333.

IX. FAQ:

Have more questions or need more information? Please see our **FAQ (Frequently Asked Questions)** section on the Business Training Institute website here: BusinessTraining.com/FAQ

You can also get in touch with the Business Training Institute team over email at Team@BusinessTraining.com, or by phone 305-503-9050, and through our ClickAndChat tool, accessible from our homepage: BusinessTraining.com

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For more information and to register for this self-paced business analyst training and certification program, please visit our website at:

BusinessTraining.com/Business-Analyst-Certification/

Thanks for joining the Business Training Institute! Please let us know if you have any questions.

-The Business Training Institute Team

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