

Business Analysis Exam Prep

Advanced Preparation Workshop with Exam-Simulation for PMI-PBA® Exam
Advanced Preparation Workshop with Exam-Simulation for CBAP® Exam

This interactive workshop provides detailed and comprehensive insights into tools, techniques and best-practices of professional business analyst and prepares delegates to successfully pass two of the most sought-after professional certification exams in the field of Business Analysis (BA) – PMI-PBA and CBAP.

October 19-22, 2020 · Live Instructor-Led Virtual Online Course

**35
PDU**

Updated 2020 Extended Edition (4 days)



Workshop Focus:

- Exam-simulation exercises
- BA knowledge-gap analysis and on-the-spot prep
- Planning business activities and monitoring the progress
- Strategy analysis and the activities to be performed
- The preferred business analysis approach
- Eliciting, analyzing and documenting requirements
- Solution validation activities
- Techniques to be used by business analysts
- Showing similarities and differences between
- CBAP® and PMI-PBA® exam and how to get both right!

Presented by Bart Bernink CBAP, PMP



Course takeaways include:

- BABOK version 3
- PMI Business Analysis Practitioner guidelines
- Complete PMI-PBA® / CBAP® certification exam prep software-toolkit with over 700 exam questions and answers

KTC International

Success through Competitive Intelligence

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Overview:

Business analysis has become a competency of critical importance to project management. Becoming certified as a business analysis (BA) expert can move your career in a fresh direction while opportunities for BAs are on the rise.

Inaccurate requirements gathering consistently ranks in the top three causes of project failure yet only half of organizations have the resources in place to perform this function properly, according to our Pulse of the Profession® research. It's time to become the certified expert your organization needs. If you work with stakeholders in defining requirements, shaping project outputs and driving intended business outcomes, the PMI Professional in Business Analysis (PMI-PBA)® will spotlight your valuable skills.

Attendees will acquire the knowledge and skills that they must possess to successfully pass the exam, while at the same time improving their own skills in business analysis. Throughout the course, attendees will experience a complete journey through the five knowledge areas of Business Analysis, understand the activities, skills and techniques that an analyst must know, and its relationship with the project management processes described in the PMBOK® Guide. Practical workshops and sample questions will help attendees assimilate the knowledge areas and gain an understanding of the exam structure.

By attending this course, students will be prepared to take the PMI-PBA® certification exam and receive 24 hours of professional development credit.

In recent years, the demand for business analysis certified professionals has been rapidly increasing. It is estimated that by 2020 companies will need 20% more business analysis professionals than in 2015. There are two certificates recognized globally as the *de-facto* standard for professionalism in Business Analysis:

PMI Professional in Business Analysis (PMI-PBA®) by Project Management Institute (PMI®)

With its emphasis on requirements management, business analysis has become a competency of critical importance to project management. Becoming certified as a business analysis (BA) expert can move your career in a fresh direction while opportunities for BAs are on the rise. By introducing a business analysis certification, PMI has formalized the importance of BA work in the project management world.

Inaccurate requirements gathering is the second highest cause of project failure, yet only half of organizations have the resources in place to perform this function properly, according to our Pulse of the Profession® research. Through 2019, over half of organizations expect to see an increase in their demand for BAs and the integration of requirements management and business analysis with project management.

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It's time to become the certified expert your organization needs. If you work with stakeholders in defining requirements, shaping project outputs and driving intended business outcomes, the PMI Professional in Business Analysis (PMI-PBA®) will spotlight your valuable skills.

Certified Business Analysis Professional (CBAP®) by International Institute of Business Analysis (IIBA®)

The Certified Business Analysis Professional (CBAP®) designation is a professional certification for individuals with extensive business analysis experience. With at least 7500 hours of hands-on BA experience, CBAP® recipients are the elite, senior members of the BA community.

With thousands of individuals all over the world achieving the CBAP® designation since the first Certified Business Analysis exam was held in November 2006, CBAP® recipients are experts in identifying the business needs of an organization in order to determine the best solutions. More and more companies are recognizing the CBAP® designation and the value and expertise these professionals bring to their organizations.

You will want to consider the many professional benefits of earning the CBAP® certification if you have an advanced level of knowledge and experience and are working in any of the following roles: Business analysis, Systems analysis, Requirements analysis or management, Process improvement, Consulting and Project Management.

Who should attend this course?

To assimilate the vast amount of information needed to pass the CBAP® or PMI-PBA® exam, there is a mixture of formal lectures, discussions, exercises, and several exam-simulation practices throughout the course. Participants will also learn methods of recall-&-retention to help remember critical information. The following professionals will find this course extremely beneficial to their daily jobs and career development:

- Business Analysts
- Project Managers and Team Leaders
- Systems Architects and Designers
- Systems Testers and Analysts
- QA Professionals
- Scrum Masters and Product Owners
- Business Customers, Users and Partners

The course is particularly recommended to **PMP certified professionals**, to enhance and improve their overall understanding and expertise of the requirements gathering stage of projects.

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Workshop Agenda:

Session 1: Identifying Key Requirements Management Definitions

The field of business analysis is rich with terms, concepts, tools, techniques, and processes. This beginning section sets the foundation of key terms to know in order to prepare you for the 5 domain areas and 40 knowledge and skills areas that are part of the exam:

- What is business analysis?
 - What are the roles of the business analyst?
 - The requirements management process
 - Project methodologies
 - PMI's code of ethics
 - The Introduction section will include these knowledge and skills areas:
 - Leadership principles and skills
 - Project methodologies and how they impact requirements and business analysis practices
 - Requirements types
 - Systems thinking
- | | | |
|---------------------------|-----------|-----------------------------------|
| ▪ BABOK® Framework | vs | BA practitioners guide |
| ▪ 7 Key Knowledge Areas | | 6 main activities to be performed |
| ▪ BABOK® Terminology | | PMI-PBA® Terminology |

Class Exercise: In this exercise, you will recognize and review key requirements management terms in order to understand the foundations of the business analysis profession.

Session 2: Needs Assessment

The first domain of the exam is where people begin their requirements process and the activities that lead to project success. Emphasis is placed on the processes used to define the business problem or opportunity. The needs assessment domain encompasses 18 percent of the exam. In this section, we review how to effectively perform these 5 tasks:

- Defining business problems or opportunities
- Developing a solutions scope statement or business case
- Determining the business problem or opportunity value
- Identifying business needs
- Identifying stakeholders and stakeholder values

The Needs Assessment domain will include these knowledge and skills areas:

- Political and cultural awareness
- Problem solving and opportunity identification tools and techniques
- Stakeholder analysis
- Valuation techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the needs assessment domain, followed by discussions regarding the most correct responses.

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Session 3: Planning & Monitoring

In the planning domain your focus will shift to putting the proper requirements management activities in order. The person performing business analysis work will determine which tools, techniques, policies, or procedures are necessary to prepare the requirements management plan. The planning domain includes 22 percent of the exam. Attention is also given to planning for traceability, managing changes, controlling documents, and identifying acceptance criteria. In this section we cover these six planning tasks:

- Determining business analysis activities
- Establishing requirements traceability
- Preparing the requirements management plan
- Defining requirements change control and communication processes
- Identifying document control processes
- Specifying business metrics and defining acceptance criteria

The planning domain will include these knowledge and skills areas:

- Collaboration tools and techniques
- Contingency planning
- Development methodologies
- Documentation management tools and techniques
- Elements of a requirements management plan
- Estimating tools and techniques
- Measurement tools and techniques
- Planning tools and techniques
- Quality management
- Scheduling tools and techniques
- Version control tools and techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the planning domain, followed by discussions regarding the most correct responses.

Session 4: Eliciting and analyzing requirements

Analysis of the requirements involves eliciting requirements from stakeholders and making sense of what has been revealed. This domain includes performing the following requirements activities: eliciting, analyzing, decomposing, accepting, approving, specifying, and validating. The analysis domain contains 35 percent of the exam. In this section we'll cover the following eight tasks:

- Eliciting and identifying requirements
- Analyzing, decomposing, and elaborating requirements
- Evaluating options and decision-making
- Allocating requirements and creating a requirements baseline
- Facilitating stakeholder consensus in order to obtain sign-off
- Creating requirements specifications
- Validating requirements with stakeholders
- Elaborating and specifying detailed business metrics and detailed acceptance criteria

The analysis domain will include these knowledge and skills areas:

- Analytic tools and techniques
- Business rule analysis tools and techniques

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- Data analysis tools and techniques
- Decision making tools and techniques
- Elicitation tools and techniques
- Facilitation tools and techniques
- Interface analysis
- Negotiation tools and techniques
- Prioritization tools and techniques
- Process analysis tools and techniques
- Root cause analysis

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the analysis domain, followed by discussions regarding the most correct responses.

Session 5: Traceability and monitoring

Identifying the status of requirements throughout the lifecycle of the project and communicating critical information related to requirements is an important factor for project success. This domain is concerned about managing, examining, and sharing requirements information with the project stakeholders. The traceability and monitoring domain comprises 15 percent of the exam. This domain includes the following five tasks:

- Tracking the status, sources, and relationships of requirements
- Monitoring the lifecycle of requirements
- Updating the status of requirements and communicating requirements states to stakeholders
- Using communication methods to share important requirements information and status with stakeholders
- Determining and managing change impacts to the requirements

The traceability and monitoring domain will include these knowledge and skills areas:

- Backlog management
- Change control tools and techniques
- Communication skills, techniques, and tools
- Conflict management, resolution tools, and techniques
- Organization assessment
- Reporting tools and techniques
- Requirements traceability tools and techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the traceability and monitoring domain, followed by discussions regarding the most correct responses.

Session 6: Business Analysis in an Agile Environment

More and more organizations develop solutions using the Agile approach. The business analyst takes an important role before, during and after implementation of the solution. In this session we will discuss:

Discovery framework

- See the whole
- Think as a customer
- Analyze to determine what is valuable

Delivery framework

- Behavior driven development
- Understand what is doable
- Stimulate collaboration and continuous improvement
- Avoid waste

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Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the traceability and monitoring domain, followed by discussions regarding the most correct responses.

Session 7: Evaluation

The final domain topic examines if the delivered solution achieves the business need and satisfies the requirements. These activities could include solution testing, gaps analysis, and final sign-off. The evaluation domain comprises 10 percent of the exam. In this section, we will explore the following four tasks:

- Comparing solutions test results to defined requirements acceptance criteria
- Analyzing, communicating, and resolving solution gap analysis
- Obtaining stakeholder sign-off and moving toward deployment
- Measuring how well the solution met business needs and values

The evaluation domain will include these knowledge and skills areas:

- Lessons learned and retrospectives
- Validation tools and techniques
- Valuation tools and techniques
- Verification methods and techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the evaluation domain, followed by discussions regarding the most correct responses.

Session 8: What to Expect on the Exam

Now that you know the content expectations for the exam it's important to realize how to prepare for the exam and what to expect as you go through the application process. To ensure you successfully pass the first time, this section will cover:

- The PMI-PBA application process
- Exam requirements
- Exam overview
- Preparing for the exam
- Understanding the questions
- Taking the exam
- General tips to help you through the process
- Final practice exam

Individual Exercise: In this exercise, you will take a portion of the final practice exam to determine specific areas of additional review and practice, as well as areas of strength. The final practice exam will be timed to simulate the actual exam. A review of correct responses and discussion will conclude this exercise.

The number of participants is **limited to 15 people** to ensure the optimal level of interaction between the instructor and the audience.

Session starts each day at 9:00am and finishes at 5:00pm. Breaks are provided.

All participants will receive a Certificate of Attendance. The course is in line with PMBOK® Guide 6th edition and BABOK® Version 3 and provides 35 PDUs / Training Hours.

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FAQs about this course and PMI-PBA® / CBAP® certification:

What sets this course apart from other BA prep courses?

To our best knowledge, this is the only BA prep course that simultaneously prepares delegates to successfully pass **both** the CBAP® and the PMI-PBA® exam.

How is that possible?

The fact of the matter is that vast majority of CBAP® and PMI-PBA® exam content ranges from very similar to almost identical. This course clearly shows the areas that are similar or identical and also shows the small portion (less than 10%) of the exam content that differs between the two exams.

If this is so obvious, how comes no one else is doing a "2-in-1" exam prep approach?

While we can't comment on why other training providers do or don't do a specific program, we can confidently predict that many will follow our formula, as it saves time to participant(s) and significantly saves money to their respective organization(s).

Why is this beneficial to the participant(s); what difference does it make?

The major benefit to participant(s) is that they are provided with a **choice** to pick which certificate to obtain after the course –PMI-PBA®, CBAP® or **both**, if they so choose.

How this impacts participant's company's training budget?

The main benefit for participants' company is the cost-saving, as the company needs to allocate training-budget for only one BA prep course, instead of two. Naturally, if a person only attends a single 2-day course instead of a two 2-or-more day classes, it will have a major positive impact on allocated training-budget. Moreover, there is a significant cost-effectiveness achieved by participant(s) not having to spend more than just two days out of work.

What are the exact exam eligibility criteria for PMI-PBA® certification?

Taken from: <https://www.pmi.org/certification/business-analysis-pba.aspx>

- **Bachelor's degree or the global equivalent**
If you don't currently hold a Bachelor's degree, please see the following requirement below
- **4,500 hours of business analysis experience**
If you don't hold a Bachelor's degree, but Secondary degree (high school diploma, associate's degree or the global equivalent), you will need a 7,500 hours of business analysis experience instead of a 4,500.
- **2,000 hours working on project teams**
This project experience can include your business analysis experience. A current PMP® or PgMP® will satisfy this requirement!
- **35 contact hours of education in business analysis**
This course alone provides 20 PDUs; thus if you have attended other KTC International's BA workshops, you will automatically have satisfied the exam requirements!

What are the exact exam eligibility criteria for CBAP® certification?

Taken from: <http://www.iiba.org/Certification-Recognition/CBAP-Designation.aspx>

- Minimum 7500 hours of BA work experience aligned with A Guide to the Business Analysis Book of Knowledge® (BABOK® Guide) in the last 10 years
- Minimum 900 hours in four of the six knowledge areas
- Minimum 21 hours of Professional Development in the past four years
- Two references from a career manager, client or Certified Business Analysis Professional (CBAP®) recipient
- Signed Code of Conduct

The course gives me all the 35PDU / training hours necessary for the Exam application. What do I need to do next?

This course offers detailed, full and complete coverage of ALL domains covered in the PMI BA Standard® and the BABOK®. Therefore, provided you have the minimum required formal work experience, you should be able to pass the PMI-PBA® / CBAP® Exam IMMEDIATELY after this course, without any further ado. The only thing you actually NEED to do is to schedule your exam!

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About the Workshop Leader:



Bart Bernink, PMP, CIPM, MPM, CBAP is an independent senior business improvement consultant and trainer since 1994 who has more than 35 years of experience in:

- Project, Program & Portfolio Management
- Business Analysis
- Business Improvement

Bart worked for various leading companies in the Netherlands, Belgium, UK and the USA. Mainly in the IT department, Project Management Office and Business Improvement/Change Management Office. Specialist in aligning IT to support new or revised business strategies, Bart managed large fixed price projects in E-commerce, financial, airline and governmental organizations. He worked as a project and program manager for Philips, KPN, Rabobank International, KLM, ABNAMro, Proximus, Shell, ING, Digital Equipment and Microsoft. Bart's current clients list include: Zado (UAE), Shell, Barclays, HSBC(UK), Chevron(Angola, Kazakhstan), Rabobank Group, Etisalat Nigeria, Bpost(Belgium), Steedin, Vestada, Global Knowledge, ESI International Europe, Rio Tinto Guinea, Cisco, Kasbank, T-systems, Microsoft, KLM, Barclays Capital(UK), RASGAS(Qatar), ITA(Oman).

Since 2004 has been involved in introducing Agile development approaches to leading companies in Holland, Belgium and the UK. Not only in banking, oil and airline organizations, but also with governmental departments. The solution development was done by 3 to 4 teams working parallel. For some teams played the role of Scrum Master. Based on his practical experience Bart helps organizations to improve their project management and business improvement skills via on-the-job coaching and/or delivering workshops. Helped organizations to professionalize:

- Business analysis by introducing Change Management Organization within companies. Result was less projects were challenged (39% to 10%);
- Just In Time delivery, by introducing AGILE development approaches
- Project management by introducing state-of-the-art PMO organization, tooling and adjustment of existing project management processes
- Agile development

Starting in 2014, Bart has been delivering public seminars and in-house training courses working with KTC International. He's recent assignments include a series of public workshops on the topic of **Business Analysis for Project Managers** and **Strategic Enterprise Analysis**, which Bart delivered with exceptional acclamation from the delegates in Belgrade and Zagreb.

Business Analysis for Project Managers
This 2-day interactive workshop provides delegates with a set of additional tools & techniques encompassing them to understand and perform enterprise business analysis of existing projects and programs in their own organization.

February 26-27, 2016 | Hotel & Congress Center Antunovic Zagreb, Croatia
March 02-03, 2016 | Hotel & Congress Center Antunovic Zagreb, Croatia

16 PDUs

Workshop Focus:

- Understand the scope of a business analysis, its role in project, program, portfolio management
- Apply the business analysis process to project, program, portfolio management
- Learn how to manage the business analysis process, including the role of business analysis
- Apply the business analysis process to project, program, portfolio management
- Plan project, program, portfolio management, including the role of business analysis
- Conduct business analysis for project, program, portfolio management
- Use the business analysis process to project, program, portfolio management
- Facilitate the business analysis process, including the role of business analysis

KTC International
KTC International, Croatia

Business Analysis 2.0: Strategic Enterprise Analysis
For Project & Program Managers and Senior Business Analysts

This 2-day interactive workshop arms delegates with a set of additional tools & techniques encompassing them to understand and perform enterprise business analysis of existing projects and programs in their own organization.

September 21-22, 2015 | Hotel & Congress Center Antunovic Zagreb, Croatia
September 24-25, 2015 | Hotel & Congress Center Antunovic Zagreb, Croatia

16 PDUs

Workshop Focus:

- Perform enterprise business analysis
- Identify the scope of a business analysis for project, program, portfolio management
- Model the business analysis process, including the role of business analysis
- Recognize the importance of business analysis in project, program, portfolio management
- Plan the business analysis process, including the role of business analysis
- Manage the business analysis process, including the role of business analysis
- Read the importance of business analysis in project, program, portfolio management
- Manage the business analysis process, including the role of business analysis
- Categorize the business analysis process, including the role of business analysis

KTC International
KTC International, Croatia

Business Analysis for Product Owners & Managers

This 3-day workshop provides insights, tools, techniques and best-practices on how to identify customer needs & requirements; structuralize & prioritize solution design efforts; handle product development caveats; realize benefits & develop a business case. An essential Business Analysis toolbox for every Product Management Professional.

February 24-26, 2020
Hotel & Congress Center Antunovic Zagreb, Croatia

Course Take-aways: 24 PDUs

Who should Attend?

- Product Owners
- Product Managers
- Business Analysts
- Scrum Masters
- Project Managers & Team Leaders
- Program Managers
- Solution Architects
- Systems Architects and Designers
- Systems Testers and Analysts
- Business Customers, Users Partners
- Anyone else involved in UX

Seminar Focus:

- Understand the scope of the role of product owner and how to apply it
- Perform business requirements management immediately
- Identify the business needs and create a working solution design
- Realize the importance of a functional design when managing the solution development solution process
- Conduct and support the requirements solution process
- Recognize how to successfully implement the solution in the organization

First time in Zagreb!!

KTC International
KTC International, Croatia

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To reserve your participation please complete the registration form and send it to operations@ktcintl.com

PARTICIPANTS' INFORMATION				EVENT DETAILS	
Name				PMI-PBA® / IIBA-CBAP® Exam Prep Workshop	
Job Title				October 19-22, 2020	
e-mail				Online	
Name				Live Virtual Instructor-Led Online Workshop	
Job Title				REGISTRATION FEES	Please mark the appropriate box!
e-mail				Standard single delegate fee	€ 1,295 / delegate
Name				PMI / IIBA Member fee with 10% discount	€ 1,165 / delegate
Job Title				Group 3+1 fee with 25% discount. Register 4 delegates and save €1,295	€ 3,885 for 4 delegates (€ 971 average)
e-mail					
Name				All above listed fees are gross . Discounts & Promotional Offers cannot be combined. In case of multiple discounts availability, the higher discount applies.	
Job Title					
e-mail					
REGISTERING ORGANIZATION				AUTHORIZATION	
Name				I certify that the above information is correct. I am aware of the prerequisites of the registration.	
EU VAT No.					
Street				Name	
City				Job Title	
Country		Post Code		Signature	
Phone No.				Date	
TERMS & CONDITIONS					
SALES CONTRACT					
This registration form constitutes a legally binding sales contract between the Organizer and the Client. All terms are mutually accepted and agreed in good faith.					
1. Fees: Registration fees are inclusive of online event attendance and all program materials.					
2. Payment terms: Following the receipt of the registration form, the Client shall receive an electronic invoice within 2 business days. After an electronic invoice has been e-mailed to the Client, all payments are due within 5 (five) business days . All payments must be received before the commencement of the event. Fully paid registration fee is the precondition for attendance. The Organizer reserves the right to refuse admission if payment is not received on time. All payments must be made in Euros (€).					
3. Cancellation/Substitution: All cancellations must be received in writing prior to the commencement of the event. Provided the registration fee has been paid, there are two options: <u>Cancellation with substitution:</u> Transfer participation to a colleague at any time, free of charge. <u>Cancellation without substitution:</u> Receive a Credit Voucher for any future event* <small>*Cancellation without substitution made 10 (ten) or less days before the commencement of the event is a subject to 20% admin fee. In case of a delegate No-Show without notice, Credit Voucher will not be issued. No refund, partial refund or alternative offer shall be made.</small>					
4. Indemnity: While every effort is made to adhere to the advertised package, The Organizer reserves the right to change events dates, sites, location, omit event features or merge the event with another event as deemed necessary, with no penalty. In such situation, no refund, partial refund or alternative offer shall be made. In case the Organizer permanently cancels the event, for any reason whatsoever (including Force Majeure occurrence) and provided that the event is not postponed to a later date, nor is merged with another event, the Client shall receive a credit note for the amount that Client has paid to such permanently cancelled event, valid for up to 2 (two) years to be used at another event, organized by the Organizer. No refund, partial refund or alternative offer shall be made.					
5. Copyright: All intellectual property rights in all materials produced and distributed by the Organizer are expressly reserved and any unauthorized duplication, publication or distribution is prohibited without written permission of the Organizer.					