

Errata for CBAP Certification Guide
Covers all versions through ver. 2.0.3 – Feb. 28, 2010
Watermark Learning

Page	Change/Correction
ii	Changed wording in Disclaimer section to read: “We strive to eliminate them all. Please see the sections marked “Feedback” and “Updates” in this guide, for information related to providing feedback and receiving update notices.”
iii	Changed wording of Updates section to read: “To receive notice of these updates, please register as a Watermark Learning member...”
xv	Figure 4.10 Changed “Plan Business Analysis Activities Techniques” to “Manage Requirements Traceability Techniques.”
xvii	Figure 8.7 Changed “Behavioral Characteristics Overview” to “Business Knowledge Overview”. Figure 8.8 Changed “Behavioral Characteristics” to “Business Knowledge”.
1	Changed wording in Overview section to read: “...several strategies and tips to prepare for and pass the exam.”
2	Changed wording in CBAP Overview section to read: “The CBAP certification process evolved from a business analysis task analysis study first done in 2006.”
10	<p>Added example IPO diagram, and related note: Note: In IPO, SIPOC, and ITTO diagrams, the inputs and tasks may be numbered. Those numbers correspond to the chapter and task number that create that object. For example, the IPO above describes Task 2.1: Plan Business Analysis Approach, which is covered in Chapter 2. One of the inputs to this task is 5.1: Business Need. This is an output of Task 5.1 Define Business Need, covered in Chapter 5.</p> <div style="text-align: center;"> <pre> graph LR A[Business Need - 5.1] --> C[Task 2.1: Plan Business Analysis Approach] B[Expert Judgment] --> C D[Organizational Process Assets] --> C C --> E[Business Analysis Approach] </pre> </div> <p style="text-align: center;">Example IPO Diagram</p>
19	<p>Added Knowledge Area Techniques and related note:</p> <p>Each of the Knowledge Areas utilizes multiple techniques. Some are applicable to a single task and are described along with the task they support. Several are considered general and apply to two or more Knowledge Areas. The numbered techniques in the following table will be referenced and discussed in detail in the chapters related to the Primary Knowledge Area the technique supports.</p>

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		<table border="1"> <thead> <tr> <th data-bbox="427 275 565 331">Number</th> <th data-bbox="565 275 1096 331">Technique Name</th> <th data-bbox="1096 275 1281 331">Primary KA</th> </tr> </thead> <tbody> <tr><td>9.1</td><td>Acceptance and Evaluation Criteria Definition</td><td>BAPM</td></tr> <tr><td>9.2</td><td>Benchmarking</td><td>EA</td></tr> <tr><td>9.3</td><td>Brainstorming</td><td>RE</td></tr> <tr><td>9.4</td><td>Business Rules Analysis</td><td>RA</td></tr> <tr><td>9.5</td><td>Data Dictionary and Glossary</td><td>RA</td></tr> <tr><td>9.6</td><td>Data Flow Diagrams</td><td>RA</td></tr> <tr><td>9.7</td><td>Data Modeling</td><td>RA</td></tr> <tr><td>9.8</td><td>Decision Analysis</td><td>EA</td></tr> <tr><td>9.9</td><td>Document Analysis</td><td>RE</td></tr> <tr><td>9.10</td><td>Estimation</td><td>BAPM</td></tr> <tr><td>9.11</td><td>Focus Groups</td><td>RE</td></tr> <tr><td>9.12</td><td>Functional Decomposition</td><td>EA</td></tr> <tr><td>9.13</td><td>Interface Analysis</td><td>RE</td></tr> <tr><td>9.14</td><td>Interviews</td><td>RE</td></tr> <tr><td>9.15</td><td>Lessons Learned Process</td><td>BAPM</td></tr> <tr><td>9.16</td><td>Metrics and Key Performance Indicators</td><td>EA</td></tr> <tr><td>9.17</td><td>Non-functional Requirements Analysis</td><td>RA</td></tr> <tr><td>9.18</td><td>Observation</td><td>RE</td></tr> <tr><td>9.19</td><td>Organization Modeling</td><td>BAPM</td></tr> <tr><td>9.20</td><td>Problem Tracking</td><td>BAPM</td></tr> <tr><td>9.21</td><td>Process Modeling</td><td>RA</td></tr> <tr><td>9.22</td><td>Prototyping</td><td>RE</td></tr> <tr><td>9.23</td><td>Requirements Workshops</td><td>RE</td></tr> <tr><td>9.24</td><td>Risk Analysis</td><td>BAPM</td></tr> </tbody> </table>	Number	Technique Name	Primary KA	9.1	Acceptance and Evaluation Criteria Definition	BAPM	9.2	Benchmarking	EA	9.3	Brainstorming	RE	9.4	Business Rules Analysis	RA	9.5	Data Dictionary and Glossary	RA	9.6	Data Flow Diagrams	RA	9.7	Data Modeling	RA	9.8	Decision Analysis	EA	9.9	Document Analysis	RE	9.10	Estimation	BAPM	9.11	Focus Groups	RE	9.12	Functional Decomposition	EA	9.13	Interface Analysis	RE	9.14	Interviews	RE	9.15	Lessons Learned Process	BAPM	9.16	Metrics and Key Performance Indicators	EA	9.17	Non-functional Requirements Analysis	RA	9.18	Observation	RE	9.19	Organization Modeling	BAPM	9.20	Problem Tracking	BAPM	9.21	Process Modeling	RA	9.22	Prototyping	RE	9.23	Requirements Workshops	RE	9.24	Risk Analysis	BAPM	
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		9.25	Root Cause Analysis	EA
		9.26	Scenarios and Use Cases	RA
		9.27	Scope Modeling	RA
		9.28	Sequence Diagrams	RA
		9.29	State Diagrams	RA
		9.30	Structured Walkthrough	RMC
		9.31	Survey/Questionnaire	RE
		9.32	SWOT Analysis	EA
		9.33	User Stories	RA
		9.34	Vendor Assessment	SAV
	Figure 1.1 General Techniques and their Primary Knowledge Area			
47	Changed “COTS” to “Commercial off-the-shelf (COTS).”			
60	Changed wording of Techniques to read: “There are three general techniques involved in requirements management planning.”			
64	Changed wording of Outputs to read: “The two main outputs from this task are the BA Performance Assessment and any new Process Assets.”			
67	Changed Parametric estimates to read: “Using parameters of work hours per unit times the number of units to complete, to arrive at a total estimate.”			
125	Figure 4.10 Changed “Plan Business Analysis Activities Techniques” to “Manage Requirements Traceability Techniques.”			
229	Fixed typo in last sentence of “1. Identify Assumptions” to now read “Those assumptions may be a risk and should be managed as such.”			
229	Fixed typo in last sentence of “2. Define Measurable Evaluation Criteria” to read “...will have benefit and that it can be measured.”			
281	Added a Force Field Analysis Diagram as an example:			

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	<p style="text-align: center;">Force Field Analysis Diagram</p> <p>The diagram is a Force Field Analysis Diagram. In the center is a light blue rectangular box labeled "Proposed Change: Add New Product Line". To the left of the box, under the heading "Driving Forces (Desiring Change)", are three horizontal arrows pointing right towards the box, labeled "Customer Demand", "Competitive Pressure", and "Management Pressure". To the right of the box, under the heading "Restraining Forces (Resisting Change)", are three horizontal arrows pointing left towards the box, labeled "Added Business Risk", "IT Systems Inflexibility", and "Business Process Limitations". Below the central box, a vertical line extends downwards to a horizontal line, with the word "Equilibrium" written vertically along this line.</p>
304	Figure 8.7 Changed "Behavioral Characteristics Overview" to "Business Knowledge Overview."
305	Figure 8.8 Changed "Behavioral Characteristics" to "Business Knowledge."