# Errata for CBAP® Certification Study Guide
Covers all versions through ver. 2.1.3 – May 28. 2014
Watermark Learning

Page*	Change/Correction
	General: We added mention of the CCBA exam to our Guide to help CCBA candidates prepare for their exam. Both the CBAP and CCBA exams draw almost exclusively from the BABOK, and in the same general percentages within the various Knowledge Areas. Our Guide is heavily focused on structuring and explaining it the BABOK. We felt that keeping our Guide concentrated on the BABOK would serve both groups of exam candidates the best instead of creating two Guides that would feature almost identical material. The main difference is in the difficulty of exam questions.
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/CCBA Overview section to read: "The CBAP certification process evolved from a business analysis task analysis study first done in 2006."
2	In the section "CBAP/CCBA Applications," changed last sentence to read: "We suggest you get your education hours completed and your CBAP application approved before you begin your final preparation."
6	Dropped Exam-Taking Tip #7 – "Don't Dwell on Questions (We Really Mean it)" and replaced with new #3 – "Read Each Question Carefully." This tip was added from feedback of people who failed the exam and mentions "A common reason people fail an exam is due to not reading each question thoroughly enough. There may be one word or phrase that affects the entire answer and it will be easy to miss those if you read the question too quickly. "
7	Changed explanation of "Lists of Lists" questions to read: 'You may be asked, "Which group of modeling tools is used to document business processes?" and the correct answer might be "Flowcharts, Process Maps, and Activity Diagrams." These questions are tricky, in that an alternative incorrect answer might be "Flowcharts, Sequence Maps, and Activity Diagrams."'
10	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.

Page*	Change/Correction
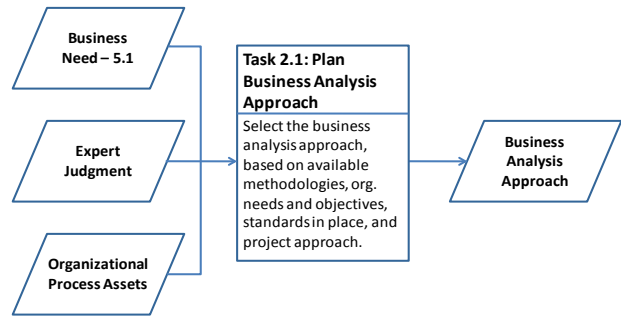
Example IPO Diagram

19	Added Knowledge Area Techniques and related note:

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.

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
9.25	Root Cause Analysis	EA
9.26	Scenarios and Use Cases	RA
9.27	Scope Modeling	RA

Page*	Change/Correction			
		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 x.x General Techniques and their Primary Knowledge Area

Page*	Change/Correction
32	Updated the themes to change "Consider the Methodology/Approach" to "Consider the Lifecycle Approach." Reworded the theme of "Control Scope" to "Plan Requirements Management. Plan processes to control scope and get approval for all changes. An important component of this theme is to plan a traceability structure to help control scope. "
38	In paragraph "3. Standards," the first sentence should read: "Whether formal or informal, most organizations have standards for how to conduct business analysis."
42	Changed first sentence after Figure 2.12 to be "Determining the influence patterns and finding individuals with influence in an organization can improve project success."
45	Corrected the task name preceding the list of techniques for Conduct Stakeholder Analysis to read: "There are several techniques that can help in conducting stakeholder analysis."
47	Changed wording of Outputs to read, "The main output from this task is the Stakeholder List, Roles and Responsibilities."
47	Changed "COTS" to "Commercial off-the-shelf (COTS)."
50	Changed description of Risk Analysis in the techniques for **Plan Business Analysis Activities** to read "Consider requirements risks that would impact conducting business analysis and producing the planned deliverables."
53	Corrected wording in the *Elements* section of the Plan Business Analysis Activities task to read: "Plan Business Analysis Communication has these elements:" Changed wording in Authority section to read: "• Authority – some cultures adhere to a formal, centralized authority; others prefer a group consensus approach, and others are more informal and decentralized."
55	In the Output for BA Communication Plan, the text now refers to Figure 2.23 instead of Figure 2.11.
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."

Page*	Change/Correction

74	Added information on positive risks:
	For positive risks, besides Accept, the standard responses are:
	   o **Share**. Work with a 3rd party to increase the chances the positive outcome will occur and then share in the outcome.
	   o **Enhance**. Increase the chances the positive outcome occurs.
	   o **Exploit**. Work to ensure the positive outcome *does* occur.

75, 78	Changed answer "b' on question 2 to be "Organizational performance standards." Previous answer was "Organization process assets," which could be construed to be an output of the task.
77	BA Planning and Monitoring Practice Exam Question #2: Fixed incorrect numbering that listed items "e-h" and changed to be "a-d."
78	In answer explanation for 1.a, changed the word "pervious" to "previous."
78	BA Planning and Monitoring Practice Exam Question #3: The correct answer is "b" ("The use of the plan-driven and change-driven approaches …") even though in the question it was option "a".

78	BA Planning and Monitoring Practice Exam #4 question and answers don't match the question on page 74. The question should read: "4. What is an output of the Conduct Stakeholder Analysis task in business analysis planning and monitoring?" Answers should be:
	   a. Stakeholder concerns.
	   b. Enterprise architecture.
	   c. Organizational process assets.
	   d. Stakeholder roles and responsibilities. <CORRECT; explanation in the Guide is also correct.>

85	Figure 3.3 Elicitation SIPOC, changed output #4 to be "4) Requirements (Stated, Confirmed)" instead of "4) Requirements (Stated)."
91	Changed explanation for Task 3.2 Elicitation Activity output to be "The output from any of the elicitation techniques that captures the desired information provided by stakeholders." The Techniques heading should read: "Techniques - Conduct Elicitation Activity" and the figure name was changed, accordingly.
92	Description for Document Elicitation Results Techniques should read: "There is only one technique apart from elicitation techniques for this task. Details for the nine elicitation techniques are shown later in this chapter. The one non-elicitation task is described below." Technique description is now: "**9.20-Problem Tracking** As with much BA activity, eliciting requirements may generate issues that need to be tracked until they are resolved."
98	In Document Analysis table, 2nd paragraph, first sentence now reads: "The latter includes process flows, data entities/attributes, business rules, reports, etc."
103	Figure 3.19 erroneously displayed a summary of the Observation technique. It now displays a summary of the Prototyping technique for elicitation. See the end of this document for that new figure.
113	Elicitation Practice Exam Question #6: The following distracter should be part of the answer "c" explanation, not answer "d": "Building the prototype with the design team is not part of business analysis."
119	Added two themes to the Requirements Management and Communication chapter: **Control Scope**. Control scope of the solution and get approval for all changes. A recurring thread in the BABOK. Use a Coverage (i.e., traceability) Matrix to trace requirements to business objectives and to a solution.

Page*	Change/Correction
	Understand Stakeholders. Communicate with stakeholders appropriately and according to their needs.
121	In "Tasks and Techniques," changed second sentence to read: "The mnemonic 'STRPC' might help you remember the tasks, even though the task order is not overly relevant for this KA."
125	Figure 4.10 Changed "Plan Business Analysis Activities Techniques" to "Manage Requirements Traceability Techniques."
146 and 149	Changed Question 1 in the Requirements Management and Communication Practice Exam to be "By maintaining requirements that are candidates for other projects in the organization, reduced time for future analysis and easier maintenance is enabled. When a BA does this, which task is he or she performing?" The correct answer is 'c,' *Maintain requirements for re-use.*
146 and 150	Changed Question 6 answer 'a' to "Structured walkthrough" and the explanation to "While a structured walkthrough is a common technique for communicating requirements, it is not listed as a technique for packaging requirements. All the others are listed. *BABOK 4.4.5*." Previous answer 'a' was "Agile," which was a correct abswer, but Agile is not a technique.
149	Expanded on Question 4 ("Which of the following does NOT describe a traceability relationship?") answer explanations for all answers for more clarity. Correct answer is still "d." a. Effort. >>>This is a traceability relationship meaning If one requirement is implemented, it makes it easier to implement another. b. Value. >>>This is a traceability relationship meaning one requirement affects the desirability of another, either positively or negatively. c. Necessity. >>>This is a traceability relationship representing dependency, where one requirement is only pertinent when another is included. **d. Hierarchy. >>>Not a valid traceability relationship. BABOK 4.2.4.1**.
150	The answer explanation for chapter question 6 changed from "Agile emphasizes informal documentation." to "This is an approach to business analysis or conducting projects, not a technique for packaging requirements." to better explain the rationale.
155	The BABOK erroneously lists task 6.7 as a task that uses the Business Case. It should be task 6.6 and the Guide now notes that fact..
158	First sentence should read: "The reason projects get launched, and BA work gets done, is because of a business need."
163	Added the topic of TOGAF to the list of typical Enterprise Architectures, including its four subsets: Business, Data, Application, and Technology.
167	In figure 5.12, the text "Obtain new a software package by…" should read "Obtain a new software package by…"
169	Changed first sentence in Techniques to read: "The techniques listed below can help to Determine Solution Approach."
183	The example should read for options A and B: "The payback period for A is 2.22 years ($1M / 450K) and B is 2.5 years ($750K /$300K)" instead of ($750K/$400K)."
184	Decision Tree shows the EMV for the bottom decision to be $238,000. It should be $265,000. The formula is correct, but the published result was incorrect.
185	Reference to Figure 5.9 changed to refer to Figure 5.29.
187	Functional Decomposition Practical Example refers to a Figure, which should be 5.31.

Page*	Change/Correction
193-194	Reference to Figure 5.37 changed to refer to Figure 5.36.
195 and 200	Enterprise Analysis Techniques Exercise. Changed the "Decision Analysis" technique (answer 'b') from the exercise because there were two inter-changeable answers possible. The correct answer for 'b' is: "*Helpful in making wise investment choices, using tools such as cost-benefit analysis and financial analysis.*"
197 and 202	Changed question 5 on the Enterprise analysis Practice Exam to read: "*Which of the following statements best describes the role of the Domain SME when defining solution scope?*"The correct answer is 'b,' *SMEs need to participate in defining the scope of solutions. BABOK 5.4.6.*
197 and 202	Changed question 6 on the Enterprise analysis Practice Exam to read: "*Which of the following steps will logically occur last in enterprise analysis:*"
198	Answer to **Enterprise Analysis Techniques Exercise** #1 should be "b" instead of "i."
203	Changed question 10 answer 'c' explanation to read: "Wrong because there should be nothing left to finish in the solution scope once it has been defined and approved. The implementation approach is an element of the task Define Solution Scope and would have already been done if the scope has been approved."
209	Updated the ITTO chart (See the end of this document for the updated portion of the chart): • Task 6.2, Organize Requirements, now has the correct input of Requirements (Stated). • Task 6.6, Validate Requirements, to reflect the correct Techniques for the task.
214	Figure 6.9 should read "Requirements Organization Criteria" and not "Prioritization."
218	Changed the mnemonic "TMDM" to just "TMM" to better match the BABOK. Made two related changes on same page: "The mnemonic of 'Too Many Models!' might help you remember the types." and "The elements for this task are similar to the categories of functional requirements."
219	The formatting of table 6.13 showing guidelines for Text requirements has been changed. It clarifies that guidelines one and five have a "DO" and "DON'T" and are not missing guidelines.

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Guidelines for Text Requirements

Guideline		Example
Document one requirement at a time (i.e., no compound requirements)	DO	"The system shall permit incomplete applications to be saved at any point in the application process."
	DON'T	"The system shall permit incomplete applications to be saved at any point in the application process and allow for resuming a saved application."
Use simple wording and avoid complicated conditional clauses	DON'T	"The system shall permit entering a mortgage application through the web site, except when the site is down for maintenance, and only when no other application has been started."
Assume no domain knowledge by the reader	DON'T	"Only fractural mitigators are allowed to pass through the viscous membrane of co-exhibitors."
Use consistent terminology	DON'T	"Customers are allowed to open any number of accounts. Accounts are opened by Clients."
Use verbs or verb phrases	DO	"Account holders own one or more accounts."
	DON'T	"Accounts should be owned by Account holders."
Use active voice, describing who or what is responsible for fulfilling each requirement	DO	"A mortgage loan officer must approve every preliminary loan application before a rate can be quoted to applicants."
Use familiar terminology for reviewing stakeholders	DON'T	"The LI1003 Index table shall be used as a secondary index to do a SELECT query of the FST2000 table to find temp applications without needing the Application ID."

Figure 6.13: Text Requirement Guidelines

Page*	Change/Correction
222	Changed the description for *Modeled and Specified Requirements* to read "The analyzed, modeled, and specified requirements for a project. They may be in the form of text, matrices, diagrams, or models" and not "test".
227	Changed wording of the ".1 Characteristics of Requirements Quality" section to: "The BABOK lists these characteristics of requirements quality, or what makes a "good" requirement."
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."
238	Section "9.6 Data Modeling" renumbered to 9.7 to match the BABOK.
261	• Question 6, answer 'b' is now "Process, User Classes, Entities." Answer 'd' is now "Text, Matrices, Models." • Requirements Analysis practice question 9: correct answer has been (c), "Use Case Description" and that has been shortened to "Use Case" to better match the BABOK terminology. Question 10 wording has been changed to now read "When documenting data requirements using a data model, what is the preferred way to handle related business rules that affect the data?" Same answer (a).
266	Question 6, answer 'b' is now b. Process, User Classes, Entities. Answer 'd' is now "Text, Matrices, Models."
274	In the Solution Assessment and Validation chapter, the statement "A high-level list of the main inputs to Business Analysis Planning and Monitoring include:" has been replaced with "A high-level list of the main inputs to Solution Assessment and Validation include:"

Page*	Change/Correction
275	Corrected the list of techniques in the summary table 7.4 of ITTOs for Solution Assessment and Validation. Task 7.5, Validate Solution, now lists: 9.1-Acceptance and Evaluation Criteria Definition, 9.20-Problem Tracking, and 9.25-Root Cause Analysis.
279	Added a missing technique from the table for "Allocate Requirements": 9.8-Decision Analysis (Helps with assessing and assigning value to allocation options to help decide on the best one.)
281	Changed Figure 7.11 to read "*Stakeholder Impact Considerations,*" not "*Solution Scope Components.*"
282	Added a Force Field Analysis Diagram as an example, and added a caption of "Force Field Analysis Diagram Sample."
282	Changed Figure 7.13 to read " *Force Field Analysis Diagram Sample.*"
285	Added "construction" to this statement: "The purpose of Validate Solution is similar, but the emphasis here is on validating the solution after construction or implementation, not just the requirements." Also added the same word to the summary box for Task 7.5.
288	Changed Figure 7.19 to read "*Solution Elimination/Replacement Factors*" and not "*Solution Scope Components.*"
290	Text previously mentioned the wrong Knowledge Area and has been corrected.
311	Communications Complexity – Clarified the first sentence to read: "The more people that are involved on a project, the larger the number of communication channels there are."
304	Figure 8.7 Changed "Behavioral Characteristics Overview" to "Business Knowledge Overview."
305	Figure 8.8 Changed "Behavioral Characteristics" to "Business Knowledge."
376	Appendix B Practice Exam question 13, answer explanation for'd' should read: "Brainstorming, document analysis, focus group, interface analysis, observation, requirements workshop, survey/questionnaire are all listed as elicitation techniques. BABOK 3.2.5."

Page*	Change/Correction
386	We changed our minds about the best answer to a practice question. The question text is now: 53. During the course of elicitation, the BA collects terms from stakeholders for the data they use. The best method for communicating information about confusing data terms to a non-technical audience would be: The correct answer was "Data Dictionary," which is part of the technique the BABOK calls "Data Dictionary and Glossary." Technically both would be correct, but we now feel that answer "c", **Glossary** is the "best" answer. A data dictionary contains more technical-type details.

Page 103 updated Prototyping figure 3.19:

Description	When used as an elicitation technique, prototyping helps discover interface and related requirements by visually representing them. (BABOK also views prototyping as an analysis technique). Prototypes have one of two basic **purposes**: • **Scope** – "Horizontal" view of a system and it's navigation • **Detailed** – "Vertical" and narrow functionality and interface details Prototyping produces "mock ups" of the screens or report layouts for an application, with one of two general **styles**: • **Throw-Away Prototype** – Paper/pencil or other mock-up • **Evolutionary Prototype** – Functional, electronic, "running" software
Elements	**1. Prepare**. Determine approach (purpose and style above) & functionality. **2. Prototype**. Build mock-up or electronic prototype, often iteratively. **3. Evaluate**. Have people "work" the prototype, to learn any missing requirements/navigation. Validate prototype meets business needs.
Strengths	• Supports visual communicators with pictures • Allows for cheap, quick and early feedback • Electronic prototype enhances learning detailed interface needs
Weaknesses	• Takes time if team gets bogged down in "how" and not "what" • Throw-away prototypes often too rough to convey details • Electronic prototypes can mistakenly look like a functioning system • Too much "design" can constrain development of interfaces

Figure 3.19: Prototyping Overview

Page 209 updated ITTO Chart, showing correct Techniques for Task 6.6 in Figure 6.4:

ITTO Summary: Requirements Analysis				
Inputs	**Tasks**	**M***	**Techniques Used**	**Outputs**
• Business Need (5.1) • Business Case (5.5) • Requirements • Stakeholder List, Roles, & Responsibilities (2.2) • Requirements Management Plan (2.5)	**6.1 Prioritize Requirements**	P	.1 General: 9.8-Decision Analysis 9.24-Risk Analysis .2 MoSCoW Analysis .3 Timeboxing/Budgeting .4 Voting	• Requirements (Prioritized)
• Organizational Process Assets • Requirements (Stated) (3.3) • Solution Scope (5.4)	**6.2 Organize Requirements**	O	9.4-Business Rules Analysis 9.6-Data Flow Diagrams 9.7-Data Modeling 9.12-Func. Decomposition 9.19-Organiz. Modeling 9.21-Process Modeling 9.26-Scenarios & Use Cases 9.27-Scope Modeling 9.33-User Stories	• Requirements Structure
and constraints				
• Requirements (Any except Stated)	**6.5 Verify Requirements**	Ve	9.1-Acceptance and Eval Criteria Definition 9.20-Problem Tracking 9.30-Structured Walkthrough	• Requirements (Verified)
• Business Case (5.5) • Stakeholder, Solution, or Transition Requirements (Verified)	**6.6 Validate Requirements**	Va	9.1-Acceptance and Eval Criteria Definition 9.16-Metrics and Key Perf Indicators 9.22-Prototyping 9.24-Risk Analysis 9.30- Structured Walkthrough	• Requirements (Validated)

M* = Mnemonic

Figure 6.1: Requirements Analysis ITTOs

* The exact page number may vary from your edition because of changes and additions to the Guide.