Preparation Guide

Edition 202504

Content

1. Overview

EXIN BCS Agile Business Analysis Professional (BAPROABA.EN)

Scope

EXIN BCS Agile Business Analysis Professional certification confirms that the professional can apply the philosophy, methods, principles, and techniques of Agile within the business analysis approach.

The EXIN BCS Agile Business Analysis Professional certification validates a candidate's knowledge on:

- Agile philosophy
- Agile principles
- Agile Methods
- understanding stakeholders
- Agile modeling
- decomposing and organizing business goals
- Agile requirements
- managing requirements
- managing the iteration
- business analyst (BA) role in Agile projects

Summary

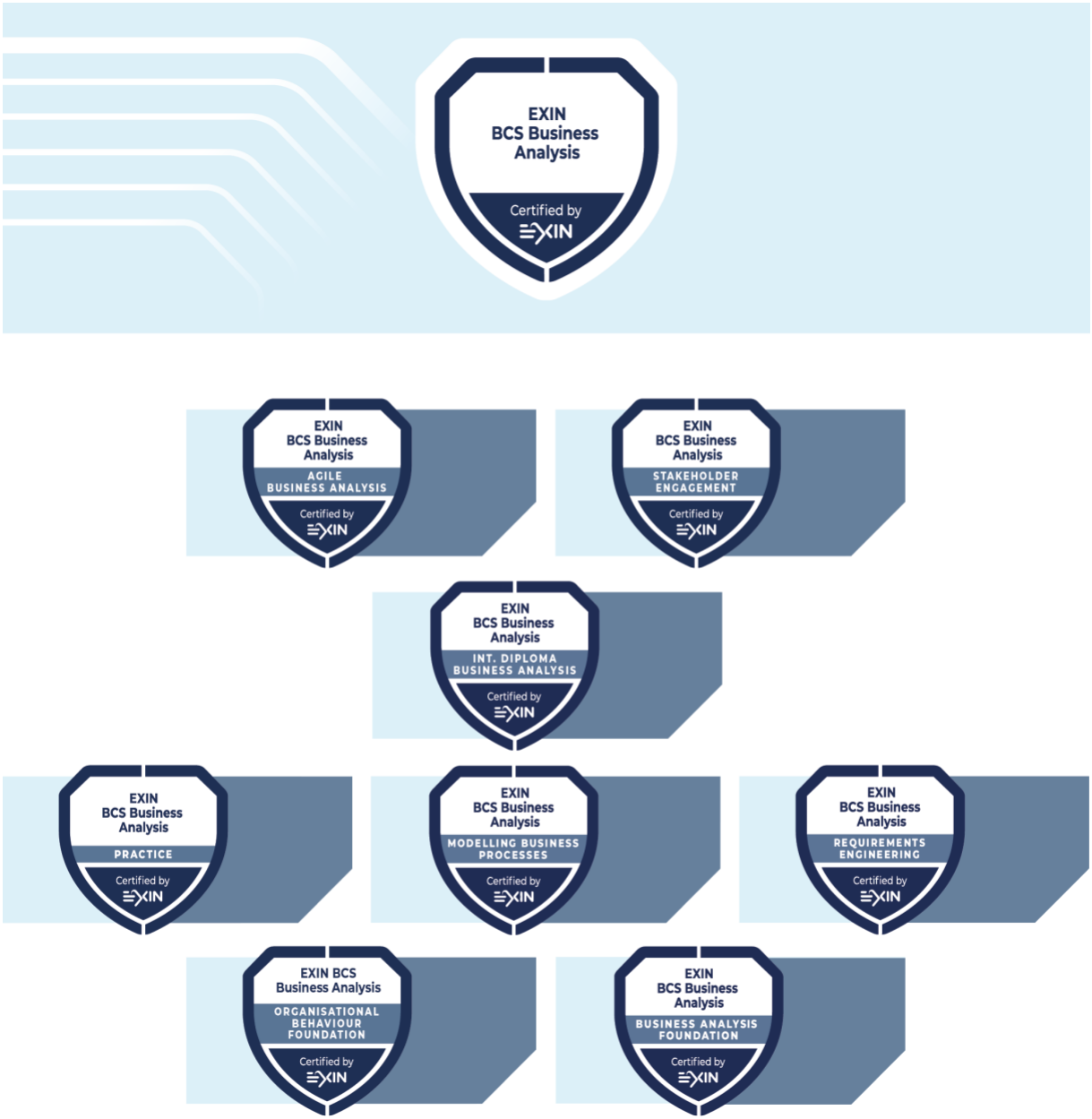
The EXIN BCS Agile Business Analysis Professional assesses competence with regarding the philosophy, methods, principles, and techniques of the Agile approach and its relevance to business analysis.

Candidates must be able to demonstrate that they can:

- identify the services within the business analysis service framework.
- explain the four dimensions of business agility.
- explain the role of the Agile business analyst.
- distinguish between a growth and fixed mindset.
- state the elements within the Agile Manifesto.
- explain the six core Agile values.
- apply the eight wastes of Lean.
- describe a range of Agile methods.
- describe the stakeholders engaged in Agile projects.
- describe the Cynefin framework and the functional model map (FMM).
- explain the use of techniques used to analyze and model the business system.
- analyze business goals and their decomposition.
- explain and apply prioritization techniques.
- explain 'slices' of the requirements engineering framework.
- identify techniques for iterative development and describe the prototyping technique.
- explain the definition of ready and the definition of done.
- identify and analyze user roles, personas and misuse characters.
- explain system modelling techniques.
- analyze, decompose and document user stories.
- explain user analysis techniques.
- identify types of requirements.
- explain the role and management of the solution, release and iteration backlog.
- explain the wideband delphi, relative sizing and planning poker estimation techniques.
- explain techniques and meetings used to plan, estimate and manage an iteration.

Context

The EXIN BCS Agile Business Analysis Professional certification is part of the EXIN BCS Business Analysis qualification program.



Target group

This certification is relevant for anyone wishing to understand the Agile approach from a business perspective. This includes business architects, business analysts, project managers and business managers.

Requirements for certification

- Successful completion of the EXIN BCS Agile Business Analysis Professional exam.

Examination details

Examination type:	Multiple-choice questions
Number of questions:	40
Pass mark:	65% (26/40 questions)
Open book:	No
Notes:	No
Electronic equipment/aides permitted:	No
Exam duration:	90 minutes

The Rules and Regulations for EXIN's examinations apply to this exam.

Bloom level

The EXIN BCS Agile Business Analysis Professional certification tests candidates at Bloom levels 2, 3 and 4 according to Bloom's revised taxonomy:

- Bloom level 2: Understanding – a step beyond remembering. Understanding shows that candidates comprehend what is presented and can evaluate how the learning material may be applied in their own environment. This type of questions aims to demonstrate that the candidate is able to organize, compare, interpret and choose the correct description of facts and ideas.
- Bloom level 3: Application – shows that candidates have the ability to make use of information in a context different from the one in which it was learned. This type of questions aims to demonstrate that the candidate is able to solve problems in new situations by applying acquired knowledge, facts, techniques and rules in a different, or new way. These questions usually contain a short scenario.
- Bloom level 4: Analysis – shows that candidates have the ability to break learned information down into its parts to understand it. This Bloom level is mainly tested in the Practical Assignments. The Practical Assignments aim to demonstrate that the candidate is able to examine and break information into parts by identifying motives or causes, make inferences and find evidence to support generalizations.

Training

Candidates can choose between self-study or attending a training course provided by an EXIN Accredited Training Organization. Accredited training is strongly recommended.

Contact hours

The recommended number of contact hours for this training course is 21. This includes group assignments, exam preparation and short breaks. This number of hours does not include lunch breaks, homework and the exam.

Indication study effort

112 hours (4 ECTS), depending on existing knowledge.

Training organization

You can find a list of our Accredited Training Organizations at www.exin.com.

2. Exam requirements

The exam requirements are specified in the exam specifications. The following table lists the topics of the module (exam requirements) and the subtopics (exam specifications).

Exam requirements	Weight
1. Agile philosophy	5%
2. Agile principles	10%
3. Agile methods	10%
4. Working with stakeholders and roles	10%
5. Modeling the business context	10%
6. Goal decomposing and prioritization	10%
7. Deciding the requirements approach	10%
8. Modeling roles, stories and scenarios	15%
9. Organizing and estimating requirements	10%
10. Planning and managing iterations	10%
Total	**100%**

Exam specifications

1 Agile philosophy

1.1 The business analysis service framework

1.2 Business agility
- definition of business agility
- four dimensions of business agility

1.3 The Agile business analyst
- enabling business agility
- supporting agile software projects
- Agile Manifesto for business analysts

1.4 Growth and fixed mindset
- definitions

2 Agile principles

2.1 The three elements of agile delivery
- mindset
- practices: five rules of extreme programming (XP)
- methods

2.2 The Agile Manifesto

2.3 The six core Agile values
- collaborative working
- self-managing teams: Tuckman & Jenson theory of group development
- continuous improvement and analysis
  - Kaizen
  - eight wastes of Lean (TIMWOODS)
  - PDSA
- iterative development and incremental delivery
- planning for and building in change
- doing the right things and the things right

3 Agile methods

3.1 Key elements in Agile methods

3.2 Agile methods
- Scrum: three pillars of Scrum, the sprint, four key Scrum events, the Scrum team, three Scrum artefacts
- extreme programming (XP): five rules of XP
- DSDM/Agile project management: DSDM lifecycle phases
- SAFe: overview description

4 Working with stakeholders and roles

4.1 Stakeholder engagement
- the nature of stakeholders
- the multi-skilled team

4.2 Stakeholder categories, roles and perspectives
- business/governance stakeholders: project sponsor, business manager, project manager, program manager
- architecture domain stakeholders: business architect, solution architect, software/application architect, data architect
- development team stakeholders: domain expert, end-user, team leader, software developer, software tester
- external stakeholders: customer, supplier, competitor, regulator

5 Modeling the business context

5.1 Business analysis and the business context
5.2 The Cynefin framework
5.3 The functional model map (FMM)
- three perspectives of the FMM
- areas of relevance for business analysts

5.4 Modeling the business system
- POPIT model
- business activity models
- business use case models
- business epics

6 Goal decomposing and prioritization

6.1 Goal and functional decomposition
6.2 Cockburn's levels of goals
6.3 The importance of prioritization
6.4 Prioritization techniques
- Kano
- MoSCoW
- WSJF

6.5 Prioritization decomposition

7 Deciding the requirements approach

7.1 The requirements engineering framework: requirements slices
7.2 The Product Owner role
7.3 Techniques for elaborating requirements iteratively
7.4 Prototyping
- the five prototyping dimensions
- types of prototypes

7.5 Definition of ready and definition of done

8 Modeling roles, stories and scenarios

8.1 User research and analysis
8.2 User roles
- identifying and documenting user roles
- analyzing personas and misuse characters

8.3 Modeling the system context and scope
- context diagram
- use case diagram

8.4 User stories
- INVEST
- hierarchy of user stories
- compound stories
- complex stories
- the 3Cs

8.5 Techniques
- scenario analysis
- behavior-driven development
- story mapping

9 Organizing and estimating requirements

9.1 Types of requirements: technical, general, functional, non-functional
9.2 The itemized backlogs
- the solution backlog
- the release backlog
- the iteration backlog

9.3 Ordering the backlog
9.4 Documenting non-functional requirements
9.5 Hierarchy of use cases and user stories
9.6 Estimation techniques
- wideband delphi
- relative sizing
- planning poker

10 Planning and managing iterations
10.1 The iteration
10.2 Iterations and goals
10.3 Planning the iteration
- calculating team velocity

10.4 Techniques to manage the iteration:
- daily stand-ups
- Agile boards
- burn-down charts
- iteration reviews
  - show and tell
  - retrospectives

3. Levels of Knowledge/SFIA Levels

This certification provides candidates with the level of knowledge highlighted within the following table, enabling them to develop the skills to operate at the levels of responsibility indicated.

Level	Levels of Knowledge	Levels of Skill and Responsibility (SFIA)
K7		Set strategy, inspire, and mobilize
K6	Evaluate	Initiate and influence
K5	Synthesize	Ensure and advise
K4	Analyze	Enable
K3	Apply	Apply
K2	Understand	Assist
K1	Remember	Follow

4. e-CF mapping

All e-Competence Framework competences related to the EXIN BCS Agile Business Analysis Professional certification can be found below. Also indicated is the level of the competence and whether the competence is covered entirely, partially, or superficially. For more information about the e-CF, please visit https://itprofessionalism.org/ or contact EXIN.

e-Competence Level		1	2	3	4	5
A.3.	Business Plan Development			■		
A.4.	Product/ Service Planning				■	
D.11.	Needs Identification			■		
E.2	Project and Portfolio Management				■	
E.4.	Relationship Management			■		
E.7.	Business Change Management			■		

5. Literature

Exam literature

The knowledge required for the exam is covered in the following literature:

A. Lynda Girvan and Debra Paul
Agile and Business Analysis
BCS Learning and Development Ltd (March 2024)
ISBN: 978 1780176178

B. Debra Paul and James Cadle
Business Analysis 4th Edition
BCS Learning and Development Ltd (July 2020)
ISBN: 978 1780175102

C. Lynda Girvan and Simon Girvan
Agile From First Principles
BCS Learning and Development Ltd (May 2022)
ISBN: 978 1780175799

D. Mike Cohn
User Stories Applied: For Agile Software Development
Addison Wesley (March 2004)
ISBN: 978 0321205681

E. Carol S Dweck
Mindset 6th Edition
Robinson (January 2017)
ISBN: 978 2133487514

F. **Agile Manifesto**
https://agilemanifesto.org/

Contact EXIN

www.exin.com