



Preparation Guide

Edition 202401

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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 regards to 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:

- describe the philosophy underpinning Agile approaches.
- state the core Agile values in the Agile Manifesto.
- interpret the key Agile principles.
- the application of Agile in the wider business context.
- describe a range of Agile methods (process, roles, principles).
- evaluate the applicability of an Agile method for a given situation.
- analyze the stakeholders in Agile projects.
- apply the eight wastes of Lean.
- describe the functional model map (FMM).
- illustrate the use of Agile analysis, modeling, and documentation techniques.
- analyze business goals and their decomposition.
- identify and analyze user roles.
- analyze the application of the user story technique.
- explain the role and management of the solution backlog.
- explain techniques and meetings used to plan, estimate, and manage an iteration.
- describe the role of the business analyst when using an Agile approach.
- apply the POPIT model and the system of interest model during Agile adoption.

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 to study for this exam from one of two ways: by either attending a training course provided by an EXIN Accredited Training Organization, or by self-study. Accredited training is strongly recommended. Candidates should also understand the following techniques: CATWOE, business activity model and use case diagrams prior to attending an accredited course or sitting the exam.

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	10%
2. Agile principles	5%
3. Agile Methods	10%
4. Understanding stakeholders	10%
5. Agile modeling	20%
6. Decomposing and organizing business goals	5%
7. Agile requirements	20%
8. Managing requirements	2.5%
9. Managing the iteration	15%
10. BA role in Agile projects	2.5%
Total	100%

Exam specifications

1 Agile philosophy

- 1.1 The rationale for adopting an Agile approach
 - definition of Agile
 - 3 pillars of Agile
- 1.2 The Agile Manifesto
- 1.3 The three overarching aspects of Agile
 - principles
 - methods
 - techniques
- 1.4 Business analysis thinking and how it is relevant in Agile business
 - systems thinking
 - service thinking
 - Lean business analysis
 - Lean thinking
 - 8 wastes of Lean
 - value proposition
 - the POPIT model

2 Agile principles

- 2.1 The 12 core principles
- 2.2 Key principle – collaborative working
- 2.3 Key principle – self organizing teams
 - Tuckman & Jenson theory of group development
- 2.4 Key principle – continuous improvement
 - Kaizen
 - DMAIC (from Lean)
- 2.5 Key principle – iterative development and incremental delivery
- 2.6 Key principle – building in change

3 Agile methods

- 3.1 Elements of a method
- 3.2 Defined V empirical methods
- 3.3 Characteristics of Agile methods
 - product development methods
 - Scrum
 - Extreme programming (XP)
 - Lean software
 - Scaled methods
 - DSDM
 - SAFe
- 3.4 Advantages and disadvantages of Agile methods

4 Understanding stakeholders

- 4.1 Stakeholder groups
 - business stakeholders: project sponsor, business manager, business architect
 - project stakeholders: project manager, program manager
 - technical stakeholders: technical architect
 - development team: subject matter expert, end-users, business analyst, designer, team leader, solution developer, solution tester

5 Agile modeling

- 5.1 Rationale and principles for Agile modeling
 - levels of definition
 - black box
 - white box
- 5.2 Hierarchy of models using the functional model map (FMM)
 - enterprise view
 - business activity models
 - business use case diagrams
 - business context diagrams
 - system level view
 - systems context diagrams
 - system use case diagrams
 - system component view
 - component designs
- 5.3 MoSCoW prioritization

6 Decomposing and organizing business goals

- 6.1 Goal decomposition and functional decomposition
- 6.2 Benefits of a goal decomposition approach when using Agile
- 6.3 Iterations, releases, and goals

7 Agile requirements

- 7.1 Hierarchy of requirements and how this relates to agile projects
 - general
 - technical
 - functional
 - non-functional
- 7.2 User roles
 - identifying and documenting user roles
 - personas and extreme characters
- 7.3 User stories
 - 3 Cs
 - INVEST
 - techniques to elicit user stories:
 - interviews
 - surveys
 - observation
 - story-writing workshops
 - scenario analysis
 - defining user stories
 - hierarchy of user stories
 - themes
 - epics
 - user story
 - patterns for splitting epics: compound and complex
 - documenting non-functional requirements

8 Managing requirements

- 8.1 The solution backlog
- 8.2 Managing the backlog
- 8.3 Estimation techniques:
 - wideband Delphi
 - relative sizing
 - planning poker

9 Managing the iteration

- 9.1 Planning the iteration
 - iteration planning meeting
- 9.2 Calculating and utilizing velocity
- 9.3 Techniques to manage the iteration
 - daily stand-ups
 - Agile boards
 - Kanban
 - burndown charts
 - iteration reviews
 - show and tell
 - retrospectives

10 BA role in Agile projects

- 10.1 Agile business analysis
 - the business view
 - the system view
 - transition between the views
 - exploring the system view: scenarios; storyboards; wireframes; prototyping
- 10.2 The generalizing specialist
- 10.3 Agile adoption
 - the POPIT model
 - the system of interest model

3. Levels of Knowledge/SFIA Levels

This award provides candidates with the level of knowledge highlighted within the table, enabling them to develop the skills to operate successfully 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.

competence is covered
 partial coverage
 superficial coverage

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.7.	Business Change Management					

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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 2017)
ISBN: 978 1780173221
- B. Debra Paul and James Cadle
Business Analysis 4th Edition
BCS Learning and Development Ltd (July 2020)
ISBN: 978 1780175102
- C. Scott Ambler and Mark Lines
Disciplined Agile Delivery
IBM Press (May 2012)
ISBN: 978 0132810135
- D. Mike Cohn
User Stories Applied: For Agile Software Development
Addison Wesley (March 2004)
ISBN: 978 0321205681
- E. **Agile Manifesto**
<https://agilemanifesto.org/>
- F. **Scrum Alliance**
<https://www.scrumalliance.org/>
- G. Peter Checkland
Systems Thinking, Systems Practice: Includes a 30-Year Retrospective
John Wiley and Sons Ltd (July 1999)
ISBN: 978 0471986065
- H. Hunter Hastings and Jeff Saperstein
Service Thinking: The Seven Principles to Discover Innovative Opportunities
Business Expert Press (January 2014)
ISBN: 978 1606496626

Additional literature

- I. Agile Business Consortium
<https://www.agilebusiness.org/dsdm-project-framework.html>
- J. Dr. Winston W. Royce
Managing the Development of Large Software Systems
https://leadinganswers.typepad.com/leading_answers/files/original_waterfall_paper_winston_royce.pdf

- K.** Esther Derby and Diana Lawson
Agile Retrospectives: Making Good Teams Great
Pragmatic Bookshelf (August 2006)
ISBN: 978 0977616640

- L.** Mike Cohn and Addison Wesley
Agile Estimating and Planning
Prentice Hall (November 2005)
ISBN: 978 0131479418

- M.** Ken Schwaber and Mike Beedle
Agile Software Development with SCRUM
Prentice Hall (October 2001)
ISBN: 978 0130676344

- N.** Suzanne and James Robertson
Mastering the Requirements Process
Addison Wesley (August 2012)
ISBN: 978 0321815743

- O.** Paul Klipp
Getting Started with Kanban
CreateSpace Independent Publishing Platform (February 2014)
ISBN: 978 1495311970

- P.** Mary Poppendieck and Tom Poppendieck
Lean Software Development: An Agile Toolkit
Addison Wesley (May 2003)
ISBN: 978 0321150783

- Q.** Alistair Cockburn
Writing Effective Use Cases: The Agile Software Development Series
Addison Wesley (October 2000)
ISBN: 978 0201702255

Comment

Additional literature is for reference and depth of knowledge only.

Literature matrix

Exam requirements	Exam specifications	Reference
1. Agile philosophy		A, B, E, F, G, H
2. Agile principles		A, F
3. Agile Methods		A
4. Understanding stakeholders		A
5. Agile modeling		A
6. Decomposing and organizing business goals		A
7. Agile requirements		A, B, D
8. Managing requirements		A, D
9. Managing the iteration		A, D, F
10. BA role in Agile projects		A, C



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