The Hong Kong Institue for Professional Certification

1. Introduction

Certified Professional of IT (Business Analyst) or CPIT (BA) of HKITPC, is being launched in 2009. CPIT (BA) is the title for the Business Analyst certification and the evaluation will be examination based. The examination process is highly comparable and similar to other BA certification around the world, and our effort is leveraging from our previous success, and the experience learned from other credible establishments. The outlook for the HKITPC is encouraging, especially with the potential and transportability from Hong Kong to our mainland China counterparts and beyond.

2. Eligibility Requirement

1. Recognized Associate Degree / Higher Diploma or above in IT-related or business disciplines or its equivalent
2. Minimum two years of post-qualification experience

3. Syllabus

The BA Competency Areas have been promoted by various professional bodies in North America, Europe and Asia regions, such as the Business Analysis Body of Knowledge (BABOK) from International Institute of Business Analysis (IIBA), The British Computer Society (BCS) and other related entities around the world.

3.1 Core Competency Areas for Business Analysis

The following Business Analysis competency framework summarizes the competency requirements and definition for the certification of CPIT (BA). The content and presentation are relatively similar to the structure of BABOK with the extension of ICT (IS Foundation Knowledge) and Other Business Management and Knowledge. It is to our belief that this framework has a comprehensive structure and a balanced view of the BA competency by definition.

Group	Competency Area	Scope Description
A.1	Organizational Requirements Analysis	The enterprise-wide organizational requirements analysis process includes identifying solutions to business problems and proposing opportunities to achieve business objectives. This is usually followed by conducting feasibility studies and risk assessment for such solutions and compiling a decision package for stakeholders and senior management.
A.2	Requirements Management	The requirements management process determines the stakeholders, resources and the requirements collection activities as well as how these activities will be carried out, in accordance with the established standards of the organization.
A.3	Requirements Collection	Requirements collection involves interviewing stakeholders, collecting their comments and inputs on existing situation/system and showing them prototypes or descriptive documentation for validation. Modelling can be applied to illustrate the interactions between actors and scenarios with reference to the requirements.
A.4	Requirements Analysis	The requirements analysis process starts with detailed analysis of functional, non-functional and technical requirements. This is followed by validation of these requirements, management of change requirements, and measurement of the expected value and benefits of the requirements. Effective documentation of these requirements based on established standards of the organization will provide the basis for further development and reference.
A.5	Requirements Communication	The requirement communication process includes the planning and execution of the communication approach, methods and activities to ensure all stakeholders are properly informed on the requirements.
A.6	Solution Evaluation	The solution evaluation process assesses the options available to solve business problems and ensures the business requirements are fulfilled by the technical design. It also supports quality assurance activities including the testing of the solution.
B.	IT knowledge & skills	Group B covers the scope of Information and Communication Technologies relevant to BA (See detailed description in Section 3.2).
C.	General Business & Professional Knowledge	Group C covers the scope of Other Business/Management Knowledge & Professional Ethics relevant to BA (See detailed description in Section 3.2).

3.2 Knowledge and Skills in both IT and Business/Professional Areas

Group	Competency Element	Scope Description
B	IT Knowledge and Skills	IT Literacy, IT Applications and Systems Development Life Cycle
B.1.1	IS and the Constructs of IS	Concepts of the Information Systems The Construct of Information Systems
B.1.2	Characteristics of IS Projects	Nature and complexity of Information Systems Projects The project life cycle of the Information Project
B.2.1	Computer Network and Systems	Internet and Intranet Network Technologies and Standards. Network Exchange Technologies and equipment Integrated Wiring System. Computer Room Engineering Wireless Network Technologies
B.2.2	Information Security Foundation	Information System Security and risk assessments Security Strategies and security technologies General Considerations of Information Security
B.3.1	Basic Concepts of Digitalization	Information and Digitalization concept
B.3.2	Digitalization and e-Government	The strategies of e-Government, e-commerce, and their implementation
B.3.3	Digitalization and e-business	The Digitalization in enterprise business The applications in enterprise business
B.3.4	Information Resource Management	The Information Resources Management concepts, resource planning constructs and related costing structure
C	General Business and Professional Knowledge	Business/professional knowledge and skills pertaining to business analysis in general
C.1.1	Business and Management Knowledge	Knowledge of Business and Management
C.1.2	Communication and Leadership Skills	Report writing, presentation and negotiation skills Coordination and Leadership skills
C.1.3	Professional Ethics	Professionals and society Code of Conduct from IT- and business- related professional bodies

Some references for Groups B and C are suggested below.

1. Strategic Management of Technological Innovation by M.A. Schilling, McGraw-Hill/Irwin 2nd edition, 2008.
2. Management Information Systems – Managing the Digital Firm by K.C. Laudon & J.P. Laudon, Pearson Education International, 10th edition 2007.
3. Management Information Systems by James A. O'Brien and George Marakas, McGraw-Hill/Irwin, 8th edition 2007.

The Mapping of Competency Areas

Along with the Competency Framework, there is a general weight profile that is developed for the HKITPC Business Analyst certification.

- The allocation of this weight scale, which applies to all Competency Areas, adds to 100% (column C).
- For the CPIT (BA) examination, it is decided that 120 "multiple-choice" (MC) questions will be used for each examination (column E Total).
- Similarly the CPIT (BA) exam will follow this weight scheme for the distribution and number of questions from each of the competency areas (column D).
- Questions for Groups B and C will be selected from the respective exam question banks of HKITPC and Service Providers of CPIT (BA) will focus on Group A.
- Our goal is to develop exam questions that are proportional to this weight profile (columns F and G), with an expectation of around 800 to 900 questions for the BA exam question bank.
- For deployment and implementation, the questions are to be developed by the Service Providers and be reviewed and accepted by the BA Expert Group.

Column A	B	C	D	E
Group	**Competency Area**	**Weight %**	**No. of Questions in an Exam**	**Exam %**
A.1	Organizational Requirements Analysis	12	14	11.67%
A.2	Requirements Management	12	15	12.50%
A.3	Requirements Collection	15	18	15.00%
A.4	Requirements Analysis	15	18	15.00%
A.5	Requirements Communication	9	11	9.17%
A.6	Solution Evaluation	12	14	11.67%
B	IT knowledge & skills	13	16	13.33%
C	Professional knowledge & skills	12	14	11.67%
	TOTAL	**100%**	**120**	**100%**

4. References

Reference materials that provide the corresponding Business Analyst competency coverage can be easily found on the Web (e.g., using search of IIBA, BCS or CSBA) and any well published BA discipline and practice textbooks. A few suggestions are listed below:

Group A: Business Analyst (Recommended Readings)

1. Seven Steps to Mastering Business Analysis by Barbara A. Carkenord, J. Ross Publishing Inc, 2008 (ISBN 1604270071)

2. Getting It Right: Business Requirement Analysis Tools and Techniques by Kathleen B. Hass, Don Wessels, and Kevin Brennan, Management Concepts, 2007 (ISBN 1567262112)

3. Modern Systems Analysis and Design, by Hoffer, J.A., George, J.F. and Valacich, J.S., 5th edition, Prentice Hall, 2008.

Group A: Business Analyst (Further Readings and References)

4. Professionalizing Business Analysis: Breaking the Cycle of Challenged Projects (Business Analysis Essential Library) by Kathleen B. Hass, Management Concepts, 2007 (ISBN 1567262082)

5. The Business Analyst's Handbook by Howard Podeswa, Course Technology Ptr, 2008 (ISBN 1598635654)

6. Unearthing Business Requirements: Elicitation Tools and Techniques by Kathleen B. Hass, Management Concepts, 2007 (ISBN 1567262104)

7. UML for the IT Business Analyst: A Practical Guide to Object-Oriented Requirements Gathering by Howard Podeswa, Thomson Course Technology PTR, 2005 (ISBN 1592009123)

8. Systems Analysis & Design with UML Version 2.0: An Object-Oriented Approach, by Dennis, A., Wixom, B.H. and Tegarden, D., 3rd Edition, Wiley, 2008.

9. Requirements Management: The Interface Between Requirements Development and All Other Systems Engineering Processes (Hardcover) by Colin Hood , Simon Wiedemann, Stefan Fichtinger, Urte Pautz, Springer-Verlag Berlin Heidelberg. (ISBN 978-3-540-47689-4)

10. Requirements Engineering (Hardcover) by Elizabeth Hull, Kenneth Jackson, Jeremy Dick Springer London Berlin Heidelberg (ISBN 1-85233-879-2)

11. Writing Better Requirements by Ian Alexander and Richard Stevens, Addison-Wesley Professional (Paperback: ISBN 0-321-13163-0)

12. Mastering the Requirements Process, by Suzanne Robertson and James C. Robertson, Addison-Wesley Professional (2007 Hardcover).