Study Guide:

Certified Business Architect (CBA)® Exam

Version 2.1

Study Guide for the Certified Business Architect (CBA)® Exam

We've had many requests for a study guide to accompany our certification exam and so we have created one. The guide is structured as a means to map out and check off your studies. Existing content is grouped into 10 domains.

We have also had requests for study groups. In conjunction with the guide we have created 10 new groups with forums, giving you a chance to discuss and ask questions of other members specific to a domain. These forums will be moderated, and all program policies must be observed.

Good luck!

Study Guide: Action Plan for Foundational Aspects

Overview
Provides a basic understanding of general business architecture concepts, core versus extended business mapping disciplines, scenario use and context, and overall value proposition.

Key learnings
Business architecture's purpose, scope, and value
Business architecture core and extended domain overview
Business Architecture Framework™

Reading list
Part 1
Part 2, Sections 2.2 through 2.5

Glossary terms
Business Architecture
Business Architecture Framework™
Business Architecture Knowledgebase
Capability Mapping
Organization Mapping
Value Mapping
Information Mapping

Webinars
Business Architecture Overview (public)
Business Architecture Value Proposition, November 2014

Further reading
Business Architecture Quick Guide

Business Architecture: Dispelling Twelve Common Myths, William M. Ulrich and Whynde Kuehn, 2019

Business Architecture: The Real Tie that Binds, Jim Rhyne and William M. Ulrich discussing the value centric approach to business architecture, November 2013

[Business Architecture: The Art and Practice of Business Transformation,](#) William M. Ulrich and Neal McWhorter

Presentation deck

[BUSINESS ARCHITECTURE 2017: WHERE WE ARE / WHERE WE ARE HEADED](#)

Study Guide: Action Plan for Core Mapping Knowledge

Overview
Core mapping disciplines include knowledge of creating and using capability, value, organization, and information maps and the interaction among these disciplines.

Key learnings
Capabilities and capability mapping
Value streams and mapping
Organization mapping
Information mapping

Reading list
Part 2, Sections 2.2 through 2.5

Glossary terms
Business Architecture
Business Blueprint
Capability Mapping
Organization Mapping
Value Mapping
Information Mapping

Webinars – all found [here](#) – log in to view
20 Minute Capability Mapping, February 2017
20 Minute Value Stream Mapping, January 2017
Mapping Update: Building and Using Information Maps, March 2019
Organization Mapping, September 2019
Business Architecture Value Stream: A Practitioner's Problem Solving Scenario, April 2015
Value Streams/Business Processes: The Business Architecture Perspective, February 2020
Core Business Architecture Domain Recap, May 2018
Extended Business Architecture Domain Recap, June 2018

Further reading
[Similar Yet Different: Value Streams and Business Processes: The Business Architecture Perspective,](#) December 2019

[A Business-Oriented Foundation for Service Orientation](), Ulrich Homan

[Value Networks and the True Nature of Collaboration](), Verna Allee

[The Knowing Organization: How Organizations Use Information to Construct Meaning, Create Knowledge, and Make Decisions](), 2nd Edition (Oxford, Oxford University Press), Chun Wei Choo

[One from Many](), Dee Hock

Presentation decks

[Business Architecture Reference Model Workshop Introduction](), December 2015

[Business Architecture Common Reference Model Workshop](), March 2017

[Financial Services Advanced Reference Model Workshop,]() December 2017

[Health Care Reference Model Workshop,]() December 2017

[Amsterdam Business Architecture Reference Model Workshop,]() June 2019

Study Guide: Action Plan for Extended Mapping Knowledge

Overview
Extended mapping examines policy mapping, strategy mapping, stakeholder mapping, initiative mapping, and product mapping.

Key learnings
Policy mapping
Strategy mapping
Stakeholder mapping
Initiative mapping
Product mapping

Reading list
Part 2, Sections 2.1, and 2.6 through 2.9

Glossary terms
BusinessArchitecture
Business Blueprint
Policy Mapping
Stakeholder Mapping
InitiativeMapping
Product Mapping
StrategyMapping

Webinars – all found [here](#) – log in to view
Extended Business Architecture Domain Recap, June 2018
Business Architecture Policy Mapping: Little Understood, But Highly Critical, November 2015
Stakeholder Mapping, January 2019
Product Mapping, January 2018
Business Architecture & IT Portfolio Planning, January 2016
The Myth of Business Architecture for IT, December 2019

Further reading
[A Business-Oriented Foundation for Service Orientation](#), Ulrich Homan

Value Networks and the True Nature of Collaboration, Verna Allee

Presentation decks

From Strategy to Solution, June 2017
Bridging Strategy to Execution Through a Stakeholder's Lens, June 2017

Study Guide: Action Plan for Business Architecture Alignment with Related Business Disciplines

Overview

Business architecture as it relates to related business disciplines that include business model alignment, business process management, case management, and business requirements analysis.

Key learnings

Business architecture alignment with business model frameworks
Business architecture alignment with business process modeling
Business architecture alignment with requirements analysis
Business architecture alignment with case management
Business architecture alignment with Lean/Six Sigma

Reading list

Part 3, Sections 3.3 through 3.6 and 3.9

Glossary terms

Business Model
Business Model Framework
Business Model Type Business
Process Case Management
Lean Six Sigma

Webinars – all found [here](#) – log in to view

Business Architecture and SAFe Alignment, September 2016
The Strategic Fit of Business Architecture and BPM, February 2018
From Strategy to Agile Stories: An Epic Journey, August 2017
Standardizing a Business Architecture Metamodel: Why it Matters, March 2017
Business Architecture and Case Management, May 2015
Business Architecture & Agile Requirements Management, May 2015

Further reading

Aligning Operating Models with Strategy Using Business Architecture, December 2019

Linking Business Models with Business Architecture to Drive Innovation, August 2015

Leveraging Business Architecture to Improve Business Requirements Analysis, March 2014

Business Architecture and Agile Methodologies, February 2015

Business Architecture and BPM: Differentiation and Reconciliation, October 2014

Aligning Business Architecture and the Scaled Agile Framework®, March 2017

Business Model Generation: A Handbook for Visionaries, Game Changers and Challengers, Alexander Osterwalder and Yves Pigneur

Business Process Model and Notation 2.0

Taming the Unpredictable. Real World Adaptive Case Management: Case Studies and Practical Guidance, Keith D. Swenson, Nathaniel Palmer, and Bruce Silver

Study Guide: Action Plan for Business Architecture & Business Performance Analysis

Overview

How to use business architecture to assess how well each aspect of the business is performing,   including performance metrics, initiative assessments, and portfolio planning.

Key learnings

Basic performance management concepts
Heat mapping usage and practice in business architecture
Business performance measurement
Business performance management is applied

Reading list

Sections 3.7

Webinars – all found here – log in to view

Extended Business Architecture Domain Recap, June 2018
Mapping Using Business Architecture for Risk Management & Security, April 2019
Mapping Update: Building & Using Information Maps, March 2019
Information Concepts and Governance - Moving the Business and Practice Forward, October 2016

Further reading

Business Architecture - The Gateway to Transforming an Organization into an Agile Enterprise, Whynde Kuehn and William Ulrich

The Balanced Scorecard: Translating Strategy into Action – R.S. Kaplan and D.P. Norton, (Boston Harvard Business School Press, 1996)

Study Guide: Action Plan for Business Architect Role

Overview
The business architect's role, responsibilities, competencies, and interactions with related roles.

Key learnings
Business architect role in stakeholder and relationship management
Business architect as a leader and a facilitator
Business architect role as advisor, mentor
Business architect competencies for communicating, persuading, and presenting

Reading list
Section 3.10
Appendix B.2
Guild Career Center Resources

Glossary terms
IT Architect
Role

Webinars – all found here – log in to view
Business Architecture Competencies, October 2015
Business Architecture Value Stream – A Practitioner's Problem Solving Scenario, April 2015

Further reading
The Evolution of the Business Architect, Mark Clark and Whynde Kuehn, July 2017

Presentation decks
Business Architecture & Agile Methodologies - Role of Business Architect in Business Requirements, September 2014

Building a Global Business Architecture Function, June 2013

Study Guide: Action Plan for Business Architecture Governance

Overview

Business architecture team setup, organizational alignment, stakeholder engagement, and all of the components necessary to successfully deploy, mature, measure, and sustain a business architecture program.

Key learnings

Roles involved in business architecture governance
Business architecture governance structures
Business architecture team purpose and principles
How to scale business architecture efforts
How to apply business architecture in an organization
Assessing the maturity of a business architecture deployment

Reading list

Sections 3.1, 3.2, and 3.9
Appendixes B.1 and B.3

Glossary terms

Application
Business Architecture Practitioner
Business Unit
Collaborative Team
Organization

Webinars – all found [here](#) – log in to view

Business Architecture Governance Model, February 2016
Information Concepts and Governance - Moving the Business and Practice Forward, October 2016
Business Driven, Business/IT Transformation, April 2017
Putting It All Together: End-to-End Practice Journey, November 2017

Further reading

Appendix B.3

Presentation decks

Operationalizing "Big Arrow": Building Business Architecture into the Fabric of Your Organization, March 2015

Establishing the Business Architecture Practice, March 2014

Activity

Measure your own organization using the Business Architecture Maturity Model® (BAMM®)

Study Guide: Action Plan for Business Architecture & IT Architecture Alignment

Overview
Leveraging business architecture in IT architecture assessments, portfolio management, engagement with application, data and solution architects, and business/IT transformation initiatives.

Key learnings
Business and IT architecture alignment

Leveraging business architecture under the broader perspective of enterprise architecture

Use of business architecture for application portfolio management

Role of business architecture in the context of services-oriented architecture (SOA)

Business architecture and data management and data architecture

Business architecture's role in business/IT transformation

Reading list
Part 6

Glossary terms
IT Architecture

Enterprise Architecture

SDLC Portfolio

Management SOA

Solution Architecture Transformation

Webinars – all found [here](#) – log in to view
The Myth of Business Architecture for IT, December 2019

Business Driven, Business/IT Transformation, April 2017

Business Architecture & IT Portfolio Planning, January 2016

Advancement of Business Architecture in the TOGAF® Ecosystem, December 2018

Further reading
[TOGAF "Enterprise Addition"](#)

Applied SOA: Service-Oriented Architecture and Design Strategies, Mike Rosen, et.al

Architecture – Driven Modernization: Transforming the Enterprise, Dr Vitaly Khusidman, William Ulrich

Whitepapers and presentation decks

Aligning Operating Models with Strategy Using Business Architecture, December 2019, A Business Architecture whitepaper

Scaling Business Architecture: Establishing a Foundation for Success, January 2020

Business Architecture and BPM: Differentiation and Reconciliation, October 2014

Leveraging Business Architecture to Improve Business Requirements Analysis, March 2014

Business Architecture and Business Models, September 2014

Study Guide: Action Plan for Business Architecture Situation & Scenario Usage

Overview

Applying business architecture in various business situations, including issue analysis and resolution, impact analysis, change management, customer experience, and other common business scenarios.

Key learnings

How to use business architecture in various assessment situations
How business architecture applies to transformative scenarios
How business architecture applies to smaller scale, tactical scenarios
Where various aspects of business architecture would be applied in certain situation analysis and in what context

Reading list

Part 4 and Part 7

Glossary terms

Compliance Program
Management

Webinars – all found here – log in to view

Business Architecture Value Stream – A Practitioner's Problem Solving Scenario, April 2015
Business Architecture Governance Model, February 2016
Information Concepts & Governance - Moving the Business & Practice Forward, October 2016
Using Business Architecture Reference Models: A Scenario Based Approach, June 2019

Further reading

Case Study: Aligning Customer Experience with Business Architecture, March 2018

TOGAF "Enterprise Addition"

Applied SOA: Architecture and Design Strategies, Mike Rosen et.al

Architecture – Driven Modernization, Dr Vitaly Khusidman, William Ulrich

Presentation decks

Many Fortune 1,000 and government agencies have presented at the Business Architecture Guild's Annual Business Architecture Innovation Summit held in Reston, VA in March of every year, beginning in 2012. In addition, Case Study awards have been held. Most of these decks are available here.

Study Guide: Action Plan for Business   Architecture Infrastructure Management

Overview
Infrastructure management examines managing and packaging business architecture artifacts and   reporting the role of knowledgebase structure and tooling considerations.

Key learnings
Business architecture knowledge management and related knowledgebase
Automation options for managing the business architecture

Reading list
Part 5
Appendix B.4

Glossary terms
Business Architecture Knowledgebase
Metamodel

Webinars – all found [here](#) – log in to view
Standardizing a Business Architecture Metamodel: Why it Matters, March 2017
Business Architecture Tool Strategy, May 2017
UML Profile for BIZBOK Guide Walk-through, August 2018

Further reading
[Scaling Business Architecture: Establishing a Foundation for Success](#), 2020

[Applied Metamodelling: A Foundation for Language Driven Development](#), Tony Clark, Paul Sammut and James Willans

Presentation decks
[The Business Architecture Journey at Huawei: Importance of a Metamodel](#), March 2015

[Standardizing Business Architecture](#), September 2014

This study guide was updated in Spring 2020 to reflect version 8.0 of the BIZBOK® Guide for the purposes of assisting Guild members with studying for the Certified Business Architect® Examination. It was updated again in December 2020, to clean up broken links.