

Business Analysis Exam Prep

Advanced Preparation Workshop with Exam-Simulation for PMI-PBA® Exam
Advanced Preparation Workshop with Exam-Simulation for CBAP® Exam

This interactive workshop provides detailed and comprehensive insights into tools, techniques and best-practices of professional business analyst and prepares delegates to successfully pass two of the most sought-after professional certification exams in the field of Business Analysis (BA) – PMI-PBA and CBAP.

October 12-14, 2020 · Hotel & Congress Center Antunovic Zagreb, Croatia

**24
PDU**

Updated 2020 Edition



Workshop Focus:

- Exam-simulation exercises
- BA knowledge-gap analysis and on-the-spot prep
- Planning business activities and monitoring the progress
- Strategy analysis and the activities to be performed
- The preferred business analysis approach
- Eliciting, analyzing and documenting requirements
- Solution validation activities
- Techniques to be used by business analysts
- Showing similarities and differences between CBAP® and PMI-PBA® exam and how to get both right!

Presented by Bart Bernink CBAP, PMP



Course takeaways include:

- BABOK version 3
- PMI Business Analysis Practitioner guidelines
- Complete PMI-PBA® / CBAP® certification exam prep software-toolkit with over 700 exam questions and answers

KTC International
Success through Competitive Intelligence

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Overview:

Business analysis has become a competency of critical importance to project management. Becoming certified as a business analysis (BA) expert can move your career in a fresh direction while opportunities for BAs are on the rise.

Inaccurate requirements gathering consistently ranks in the top three causes of project failure yet only half of organizations have the resources in place to perform this function properly, according to our Pulse of the Profession® research. It's time to become the certified expert your organization needs. If you work with stakeholders in defining requirements, shaping project outputs and driving intended business outcomes, the PMI Professional in Business Analysis (PMI-PBA)® will spotlight your valuable skills.

Attendees will acquire the knowledge and skills that they must possess to successfully pass the exam, while at the same time improving their own skills in business analysis. Throughout the course, attendees will experience a complete journey through the five knowledge areas of Business Analysis, understand the activities, skills and techniques that an analyst must know, and its relationship with the project management processes described in the PMBOK® Guide. Practical workshops and sample questions will help attendees assimilate the knowledge areas and gain an understanding of the exam structure.

By attending this course, students will be prepared to take the PMI-PBA® certification exam and receive 24 hours of professional development credit.

In recent years, the demand for business analysis certified professionals has been rapidly increasing. It is estimated that by 2020 companies will need 20% more business analysis professionals than in 2015. There are two certificates recognized globally as the *de-facto* standard for professionalism in Business Analysis:

PMI Professional in Business Analysis (PMI-PBA)® by Project Management Institute (PMI®)

With its emphasis on requirements management, business analysis has become a competency of critical importance to project management. Becoming certified as a business analysis (BA) expert can move your career in a fresh direction while opportunities for BAs are on the rise. By introducing a business analysis certification, PMI has formalized the importance of BA work in the project management world.

Inaccurate requirements gathering is the second highest cause of project failure, yet only half of organizations have the resources in place to perform this function properly, according to our Pulse of the Profession® research. Through 2019, over half of organizations expect to see an increase in their demand for BAs and the integration of requirements management and business analysis with project management.

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Certified Business Analysis Professional (CBAP®) by International Institute of Business Analysis (IIBA®)

The Certified Business Analysis Professional (CBAP®) designation is a professional certification for individuals with extensive business analysis experience. With at least 7500 hours of hands-on BA experience, CBAP® recipients are the elite, senior members of the BA community.

With thousands of individuals all over the world achieving the CBAP® designation since the first Certified Business Analysis exam was held in November 2006, CBAP® recipients are experts in identifying the business needs of an organization in order to determine the best solutions. More and more companies are recognizing the CBAP® designation and the value and expertise these professionals bring to their organizations.

You will want to consider the many professional benefits of earning the CBAP® certification if you have an advanced level of knowledge and experience and are working in any of the following roles: Business analysis, Systems analysis, Requirements analysis or management, Process improvement, Consulting and Project Management.

Who should attend this course?

To assimilate the vast amount of information needed to pass the CBAP® or PMI-PBA® exam, there is a mixture of formal lectures, discussions, exercises, and several exam-simulation practices throughout the course. Participants will also learn methods of recall-&-retention to help remember critical information. The following professionals will find this course extremely beneficial to their daily jobs and career development:

- Business Analysts
- Project Managers and Team Leaders
- Systems Architects and Designers
- Systems Testers and Analysts
- QA Professionals
- Scrum Masters and Product Owners
- Business Customers, Users and Partners

The course is particularly recommended to **PMP certified professionals**, to enhance and improve their overall understanding and expertise of the requirements gathering stage of projects.

All participants who attended KTC International's *Business Analysis for Project Managers* and/or *Strategic Enterprise Analysis* will have automatically fulfilled either exam's eligibility requirements

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Workshop Agenda:

Session 1: Identifying Key Requirements Management Definitions

The field of business analysis is rich with terms, concepts, tools, techniques, and processes. This beginning section sets the foundation of key terms to know in order to prepare you for the 5 domain areas and 40 knowledge and skills areas that are part of the exam:

- What is business analysis?
 - What are the roles of the business analyst?
 - The requirements management process
 - Project methodologies
 - PMI's code of ethics
 - The Introduction section will include these knowledge and skills areas:
 - Leadership principles and skills
 - Project methodologies and how they impact requirements and business analysis practices
 - Requirements types
 - Systems thinking
- | | | |
|-------------------------|----|-----------------------------------|
| ▪ BABOK® Framework | vs | BA practitioners guide |
| ▪ 7 Key Knowledge Areas | | 6 main activities to be performed |
| ▪ BABOK® Terminology | | PMI-PBA® Terminology |

Class Exercise: In this exercise, you will recognize and review key requirements management terms in order to understand the foundations of the business analysis profession.

Session 2: Needs Assessment

The first domain of the exam is where people begin their requirements process and the activities that lead to project success. Emphasis is placed on the processes used to define the business problem or opportunity. The needs assessment domain encompasses 18 percent of the exam. In this section, we review how to effectively perform these 5 tasks:

- Defining business problems or opportunities
- Developing a solutions scope statement or business case
- Determining the business problem or opportunity value
- Identifying business needs
- Identifying stakeholders and stakeholder values

The Needs Assessment domain will include these knowledge and skills areas:

- Political and cultural awareness
- Problem solving and opportunity identification tools and techniques
- Stakeholder analysis
- Valuation techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the needs assessment domain, followed by discussions regarding the most correct responses.

Session 3: Planning & Monitoring

In the planning domain your focus will shift to putting the proper requirements management activities in order. The person performing business analysis work will determine which tools, techniques, policies, or procedures are necessary to prepare the requirements management plan. The planning domain includes 22 percent of the exam. Attention is also given to planning for traceability, managing changes, controlling documents, and identifying acceptance criteria. In this section we cover these six planning tasks:

- Determining business analysis activities
- Establishing requirements traceability
- Preparing the requirements management plan
- Defining requirements change control and communication processes
- Identifying document control processes
- Specifying business metrics and defining acceptance criteria

The planning domain will include these knowledge and skills areas:

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- Collaboration tools and techniques
- Contingency planning
- Development methodologies
- Documentation management tools and techniques
- Elements of a requirements management plan
- Estimating tools and techniques
- Measurement tools and techniques
- Planning tools and techniques
- Quality management
- Scheduling tools and techniques
- Version control tools and techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the planning domain, followed by discussions regarding the most correct responses.

Session 4: Eliciting and analyzing requirements

Analysis of the requirements involves eliciting requirements from stakeholders and making sense of what has been revealed. This domain includes performing the following requirements activities: eliciting, analyzing, decomposing, accepting, approving, specifying, and validating. The analysis domain contains 35 percent of the exam. In this section we'll cover the following eight tasks:

- Eliciting and identifying requirements
- Analyzing, decomposing, and elaborating requirements
- Evaluating options and decision-making
- Allocating requirements and creating a requirements baseline
- Facilitating stakeholder consensus in order to obtain sign-off
- Creating requirements specifications
- Validating requirements with stakeholders
- Elaborating and specifying detailed business metrics and detailed acceptance criteria

The analysis domain will include these knowledge and skills areas:

- Analytic tools and techniques
- Business rule analysis tools and techniques
- Data analysis tools and techniques
- Decision making tools and techniques
- Elicitation tools and techniques
- Facilitation tools and techniques
- Interface analysis
- Negotiation tools and techniques
- Prioritization tools and techniques
- Process analysis tools and techniques
- Root cause analysis

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the analysis domain, followed by discussions regarding the most correct responses.

Session 5: Traceability and monitoring

Identifying the status of requirements throughout the lifecycle of the project and communicating critical information related to requirements is an important factor for project success. This domain is concerned about managing, examining, and sharing requirements information with the project stakeholders. The traceability and monitoring domain comprises 15 percent of the exam. This domain includes the following five tasks:

- Tracking the status, sources, and relationships of requirements
- Monitoring the lifecycle of requirements
- Updating the status of requirements and communicating requirements states to stakeholders
- Using communication methods to share important requirements information and status with stakeholders
- Determining and managing change impacts to the requirements

The traceability and monitoring domain will include these knowledge and skills areas:

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- Backlog management
- Change control tools and techniques
- Communication skills, techniques, and tools
- Conflict management, resolution tools, and techniques
- Organization assessment
- Reporting tools and techniques
- Requirements traceability tools and techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the traceability and monitoring domain, followed by discussions regarding the most correct responses.

Session 6: Solution evaluation

The final domain topic examines if the delivered solution achieves the business need and satisfies the requirements. These activities could include solution testing, gaps analysis, and final sign-off. The evaluation domain comprises 10 percent of the exam. In this section, we will explore the following four tasks:

- Comparing solutions test results to defined requirements acceptance criteria
- Analyzing, communicating, and resolving solution gap analysis
- Obtaining stakeholder sign-off and moving toward deployment
- Measuring how well the solution met business needs and values

The evaluation domain will include these knowledge and skills areas:

- Lessons learned and retrospectives
- Validation tools and techniques
- Valuation tools and techniques
- Verification methods and techniques

Individual and Class Exercise: In this exercise, you will review questions individually to reinforce the information reviewed during the evaluation domain, followed by discussions regarding the most correct responses.

Session 7: What to Expect on the Exam

Now that you know the content expectations for the exam it's important to realize how to prepare for the exam and what to expect as you go through the application process. To ensure you successfully pass the first time, this section will cover:

- The PMI-PBA application process
- Exam requirements
- Exam overview
- Preparing for the exam
- Understanding the questions
- Taking the exam
- General tips to help you through the process
- Final practice exam

Individual Exercise: In this exercise, you will take a portion of the final practice exam to determine specific areas of additional review and practice, as well as areas of strength. The final practice exam will be timed to simulate the actual exam. A review of correct responses and discussion will conclude this exercise.

The number of participants is limited to 16 people to ensure the optimal level of interaction between the instructor and the audience.

Seminar starts each day at 8:30am and finishes at 4:30pm. Lunch, coffee & refreshments are provided.

All participants will receive a Certificate of Attendance. The course is in line with PMBOK® Guide 6th edition and BABOK® Version 3 and provides 24 PDUs / Training Hours.

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Advanced Preparation Workshop with Exam-Simulation for **CBAP®** Exam
Advanced Preparation Workshop with Exam-Simulation for **PMI-PBA®** Exam

FAQs about this course and PMI-PBA® / CBAP® certification:

What sets this course apart from other BA prep courses?

To our best knowledge, this is the only BA prep course that simultaneously prepares delegates to successfully pass **both** the CBAP® and the PMI-PBA® exam.

How is that possible?

The fact of the matter is that vast majority of CBAP® and PMI-PBA® exam content ranges from very similar to almost identical. This course clearly shows the areas that are similar or identical and also shows the small portion (less than 10%) of the exam content that differs between the two exams.

If this is so obvious, how comes no one else is doing a "2-in-1" exam prep approach?

While we can't comment on why other training providers do or don't do a specific program, we can confidently predict that many will follow our formula, as it saves time to participant(s) and significantly saves money to their respective organization(s).

Why is this beneficial to the participant(s); what difference does it make?

The major benefit to participant(s) is that they are provided with a **choice** to pick which certificate to obtain after the course –PMI-PBA®, CBAP® or **both**, if they so choose.

How this impacts participant's company's training budget?

The main benefit for participants' company is the cost-saving, as the company needs to allocate training-budget for only one BA prep course, instead of two. Naturally, if a person only attends a single 2-day course instead of a two 2-or-more day classes, it will have a major positive impact on allocated training-budget. Moreover, there is a significant cost-effectiveness achieved by participant(s) not having to spend more than just two days out of work.

What are the exact exam eligibility criteria for PMI-PBA® certification?

Taken from: <https://www.pmi.org/certification/business-analysis-pba.aspx>

- **Bachelor's degree or the global equivalent**

If you don't currently hold a Bachelor's degree, please see the following requirement below

- **4,500 hours of business analysis experience**

If you don't hold a Bachelor's degree, but Secondary degree (high school diploma, associate's degree or the global equivalent), you will need a 7,500 hours of business analysis experience instead of a 4,500.

- **2,000 hours working on project teams**

This project experience can include your business analysis experience. A current PMP® or PgMP® will satisfy this requirement!

- **35 contact hours of education in business analysis**

This course alone provides 20 PDUs; thus if you have attended other KTC International's BA workshops, you will automatically have satisfied the exam requirements!

What are the exact exam eligibility criteria for CBAP® certification?

Taken from: <http://www.iiba.org/Certification-Recognition/CBAP-Designation.aspx>

- Minimum 7500 hours of BA work experience aligned with A Guide to the Business Analysis Book of Knowledge® (BABOK® Guide) in the last 10 years
- Minimum 900 hours in four of the six knowledge areas
- Minimum 21 hours of Professional Development in the past four years
- Two references from a career manager, client or Certified Business Analysis Professional (CBAP®) recipient
- Signed Code of Conduct

The course gives me 24 PDU / training hours, but to apply for PMI-PBA exam I need 35 hours. What do I do?

Every participant will receive an exam simulation software, the copy of BABOK and the PMI BA Practitioner's Guide. There will be a set post-course work that all the participants will need to complete and report back. This post-course work awards additional 11 accredited hours. Therefore, each participant will receive the full 35 hours/PDU, finishing the workshop and the post-course task.

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Advanced Preparation Workshop with Exam-Simulation for **PMI-PBA®** Exam

About the Workshop Leader:



Bart Bernink, PMP, CIPM, MPM, CBAP is an independent senior business improvement consultant and trainer since 1994 who has more than 35 years of experience in:

- Project, Program & Portfolio Management
- Business Analysis
- Business Improvement

Bart worked for various leading companies in the Netherlands, Belgium, UK and the USA. Mainly in the IT department, Project Management Office and Business Improvement/Change Management Office. Specialist in aligning IT to support new or revised business strategies,

Bart managed large fixed price projects in E-commerce, financial, airline and governmental organizations. He worked as a project and program manager for Philips, KPN, Rabobank International, KLM, ABNAMRO, Proximus, Shell, ING, Digital Equipment and Microsoft. Bart's current clients list include: Zado (UAE), Shell, Barclays, HSBC(UK), Chevron(Angola, Kazakhstan), Rabobank Group, Etisalat Nigeria, Bpost(Belgium), Steedin, Vestada, Global Knowledge, ESI International Europe, Rio Tinto Guinee, Cisco, Kasbank, T-systems, Microsoft, KLM, Barclays Capital(UK), RASGAS(Qatar), ITA(Oman).

Since 2004 has been involved in introducing Agile development approaches to leading companies in Holland, Belgium and the UK. Not only in banking, oil and airline organizations, but also with governmental departments. The solution development was done by 3 to 4 teams working parallel. For some teams played the role of Scrum Master. Based on his practical experience Bart helps organizations to improve their project management and business improvement skills via on-the-job coaching and/or delivering workshops. Helped organizations to professionalize:

- Business analysis by introducing Change Management Organization within companies. Result was less projects were challenged (39% → 10%);
- Just In Time delivery, by introducing AGILE development approaches
- Project management by introducing state-of-the-art PMO organization, tooling and adjustment of existing project management processes
- Agile development

Starting in 2014, Bart has been delivering public seminars and in-house training courses working with KTC International. He's recent assignments include a series of public workshops on the topic of **Business Analysis for Project Managers** and **Strategic Enterprise Analysis**, which Bart delivered with exceptional acclamation from the delegates in Belgrade and Zagreb.

Business Analysis for Project Managers
This 2-day interactive workshop aims delegates with a set of solid tools & techniques empowering them to tackle and solve their most complex business analysis of project and program related tasks across a wide range of project types.

February 26-27, 2015 | Hotel & Congress Center, Atrium, Zagreb, Croatia
March 02-03, 2015 | Hotel Holiday Inn Belgrade, Serbia

16 PDU's

Workshop Focus:

- Understand the scope of a business analysis (role of customer, roles, management)
- Apply the business analysis process to project management scenarios
- Learn how to manage stakeholders, requirements, change, and risks in project, program, portfolio, business
- Approaches to manage the business analysis process in project, program, portfolio
- Plan project, program, portfolio business analysis and support the organization
- Conduct an expert interview, stakeholder analysis, requirements elicitation, requirements elicitation
- Learn how to manage the business analysis process in project, program, portfolio

KTC International
Business Analysis, Project Management, Portfolio Management

Business Analysis 2.0: Strategic Enterprise Analysis
For Project & Program Managers and Senior Business Analysts

This 2-day interactive workshop aims delegates with a set of solid tools & techniques empowering them to tackle and solve their most complex business analysis of project and program related tasks across a wide range of project types.

September 21-22, 2015 | one-day in Belgrade, Serbia
September 24-25, 2015 | one-day in Zagreb, Croatia

16 PDU's

Workshop Focus:

- Perform customer value analysis
- Identify your competitors for the program
- Model the AS, S, AC, TO, SS, and the architecture
- Recognize the importance of internal and external analysis and capabilities
- Plan the business analysis process
- Map the TO, BT, AC, and the architecture
- Realize the importance of the internal and external analysis
- Manage the internal and external analysis
- Categorize the internal and external analysis

KTC International
Business Analysis, Project Management, Portfolio Management

Business Analysis for Product Owners & Managers

This 3-day workshop provides insights, tools, techniques and best practices on how to identify customer needs & requirements, structure & prioritize solution design efforts, handle product development caveats, realize benefits and develop a business case. An essential Business Analysis toolbox for every Product Management Professional.

February 24-26, 2020
Hotel & Congress Center, Atrium, Zagreb, Croatia

Course Take-aways: 24 PDU's

Who should Attend?

- Product Owners
- Product Managers
- Business Analysts
- Scrum Masters
- Project Managers & Team Leaders
- Program Managers
- Solution Architects
- Systems Architects and Designers
- Systems Testers and Analysts
- Business Customers, Users Partners
- Anyone else involved in UX

Seminar Focus:

- Understand the scope of the role of product owner and how to apply it
- Perform business analysis management immediately
- Identify the business needs and create a working solution design
- Realize the importance of a functional design when managing the solution development
- Conduct and support the requirements elicitation process
- Recognize how to successfully implement the solution in the organization

First time in Zagreb!!

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Business Analysis, Project Management, Portfolio Management

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To reserve your participation please complete the registration form and send it to operations@kctintl.com

PARTICIPANTS' INFORMATION				EVENT DETAILS – Please choose your event!	
Name				Business Analysis Exam Prep Workshop	
Job Title				October 12-14, 2020	
e-mail				Hotel & Congress Center Antunovic	
Name				Zagreb, Croatia	
Job Title				REGISTRATION FEES	Please mark the appropriate box!
e-mail				Standard single delegate fee	€ 1,495 / delegate
Name				PMP/PMI-Member fee with 10% off	€ 1,345 / delegate
Job Title				Group 4+1 fee with 20% discount	€ 5,980 for 5 delegates (€ 1,196 average)
e-mail				INDIVIDUAL EARLY-BIRD DISCOUNT AVAILABLE UNTIL AUGUST 31, 2020	
Name				Register now and receive 20% off	€ 1,196 / delegate
Job Title				GROUP EARLY-BIRD DISCOUNT AVAILABLE UNTIL AUGUST 31, 2020	
e-mail				3+1 Free seat: Register 4 delegates now and save € 1,495 (25% discount)	€ 4,485 for 4 delegate (€ 1,121 average)
Name				4+2 Free seats: Register 6 delegates now and save € 2,990 (33% discount)	€ 5,980 for 6 delegate (€ 997 average)
Job Title				All above listed fees are gross . Discounts & Promotional Offers cannot be combined. In case of multiple discounts availability, the higher discount applies.	
e-mail					
REGISTERING ORGANIZATION				AUTHORIZATION	
Name				I certify that the above information is correct. I am aware of the prerequisites of the registration.	
EU VAT No.				Name	
Street				Job Title	
City				Signature	
Country		Post Code		Date	
Phone No.					
TERMS & CONDITIONS					
Hotel Accommodation & Airport Transfer					
Accommodation is not included in the training participation fee. To arrange accommodation at the conference venue, you will receive a reservation form with our Special Corporate Rate. Please arrange the room reservation and airport transfer directly with the hotel.					
SALES CONTRACT					
This registration form constitutes a legally binding sales contract between the Executor and the Client. All terms are mutually accepted and agreed in good faith.					
1. Fees: Registration fees are inclusive of program materials, luncheons and refreshments, but exclude accommodation and travel expenses.					
2. Payment terms: Following the receipt of the registration form, all payments are due within 5 (five) business days. All payments must be received before the commencement of the event. After registration all payments must be executed within the terms herewith irrespective of attendance. Should a portion of the Contract price be subject to state, federal, or local taxation, or VAT if applicable, the Executor reserves the right to add such charges to the final invoice or recover such sums from the Client at the time when they become due.					
3. Cancellation/Substitution: Substitution is allowed by providing a written notice is given to the Executor, not later than 2 working days before the event. Otherwise all registrations carry a 50% cancellation liability of the contract value immediately after an authorized registration form has been received by The Executor. By signing this registration form the client agrees that in case of any dispute or cancellation The Executor will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason The Executor decides to postpone or cancel the event, The Executor is not responsible for covering airfare, hotel or any other cost incurred by the clients. Any cancellation received in less than 10 working days before the event carries 100% payment liability. No refund, partial refund or any alternative offer shall be made.					
4. Indemnity: The Executor reserves the right to change the event content, date, and venue should circumstances require. In such cases no penalty, partial refund or refund or alternative offer shall be made. In the event of the Executor permanently cancels the event for any reason whatsoever, and provided that the event is not postponed or merged with any other event at a later date, the Client shall receive full payment returned in 14 business days after the proposed initial date of the event. The client hereby indemnifies and holds the Executor harmless from and against any and all costs, damages, expenses including attorney fees, which are incurred by the Client.					
5. Copyright: All intellectual property rights in all materials produced and distributed by the Executor are expressly reserved and any unauthorized duplication, publication or distribution is prohibited without written permission of the Executor.					