**IIBA** International Institute of Business Analysis™

# BABOK® v3

## A GUIDE TO THE BUSINESS ANALYSIS BODY OF KNOWLEDGE®

# I. Introduction

- A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) is the globally recognized standard for the practice of business analysis.

- The BABOK® Guide describes business analysis knowledge areas, tasks, Underlying competencies, techniques and perspectives on how to approach business analysis.

# Purpose of the BABOK® Guide

- The primary purpose of the BABOK® Guide is to define the profession of business analysis and provide a set of commonly accepted practices. It helps practitioners discuss and define the skills necessary to effectively perform business Analysis work.

- The BABOK® Guide also helps people who work with and employ business analysts to understand the skills and knowledge they should expect from a skilled practitioner.

# Purpose of the BABOK® Guide

- Business analysis is a broad profession in which business analysts might perform work for many different types of initiatives across an enterprise.

- Practitioners may employ different competencies, knowledge, skills, terminology, and attitudes that they use when performing business analysis tasks.

- The BABOK® Guide is a common framework for all perspectives, describing business analysis tasks that are performed to properly analyze a change or evaluate the necessity for a change.

- Tasks may vary in form, order, or importance for individual business analysts or for various initiatives.

# The six knowledge areas

- The six knowledge areas of the BABOK® Guide (Business Analysis Planning and Monitoring, Elicitation and Collaboration, Requirements Life Cycle Management, Strategy Analysis, Requirements Analysis and Design Definition (RADD), and Solution Evaluation) describe the practice of business analysis as it is applied within the boundaries of a project or throughout enterprise evolution and continuous improvement.

# Business Analysis Beyond Projects

Figure 1.1.1: Business Analysis Beyond Projects

The following image shows how three of the knowledge areas support the delivery of business value before, during, and after the life cycle of a project.
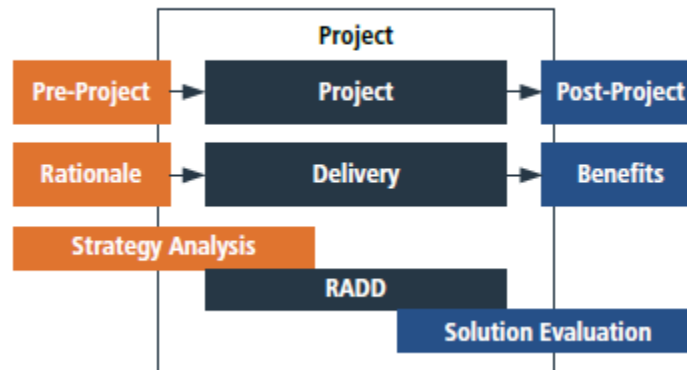
# What is Business Analysis?

- Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders. Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value.

- Business analysis can be performed from a diverse array of perspectives. The BABOK® Guide describes several of these perspectives: agile, business intelligence, information technology, business architecture, and business process management.

# Who is a Business Analyst?

- A business analyst is any person who performs business analysis tasks described in the BABOK® Guide, no matter their job title or organizational role.

- Business analysts are responsible for discovering, synthesizing, and analyzing information from a variety of sources within an enterprise, including tools, processes, documentation, and stakeholders.

- The business analyst is responsible for eliciting the actual needs of stakeholders—which frequently involves investigating and clarifying their expressed desires—in order to determine underlying issues and causes.

# The activities that business analysts perform include

- understanding enterprise problems and goals,
- analyzing needs and solutions,
- devising strategies,
- driving change, and
- facilitating stakeholder collaboration.

# Other common job titles for people who perform business analysis include

- business architect,
- business systems analyst,
- data analyst,
- enterprise analyst,
- management consultant,
- process analyst,
- product manager,
- product owner,
- requirements engineer, and
- systems analyst.

# Structure of the BABOK® Guide

- The core content of the BABOK® Guide is composed of business analysis tasks organized into knowledge areas. Knowledge areas are a collection of logically (but not sequentially) related tasks. These tasks describe specific activities that accomplish the purpose of their associated knowledge area.

- The Business Analysis Key Concepts, Underlying Competencies, Techniques, and Perspectives sections form the extended content in the BABOK® Guide that helps guide business analysts to better perform business analysis tasks.

# Structure of the BABOK® Guide

- **Business Analysis Key Concepts:** define the key terms needed to understand all other content, concepts, and ideas within the BABOK® Guide.

- **Underlying Competencies:** provide a description of the behaviours, characteristics, knowledge, and personal qualities that support the effective practice of business analysis.

# Structure of the BABOK® Guide

- **Techniques:** provide a means to perform business analysis tasks. The techniques described in the BABOK® Guide are intended to cover the most common and widespread techniques practiced within the business Analysis community.

- **Perspectives:** describe various views of business analysis. Perspectives help business analysts working from various points of view to better perform business analysis tasks, given the context of the initiative.

# BABOK® Guide V 3.0

## BUSINESS ANALYSIS KEY CONCEPTS

- Core Concept Model
- Key Terms
- Requirement Classification Schema
- Stakeholders
- Requirements and design

## KNOWLEDGE AREAS

### 3. BUSINESS ANALYSIS PLANNING AND MONITORING
- 3.1 Plan Business Analysis Approach
- 3.2 Plan Stakeholder Engagement
- 3.3 Plan Business Analysis Governance
- 3.4 Plan Business Analysis Information Management
- 3.5 Identify business analysis performance improvements

### 4. ELICITATION AND COLLABORATION
- 4.1 Prepare for Elicitation
- 4.2 Conduct Elicitation
- 4.3 Confirm Elicitation Results
- 4.4 Communicate Business Analysis Information
- 4.5 Manage Stakeholder Collaboration

### 5. REQUIREMENTS LIFE CYCLE MANAGEMENT
- 5.1 Trace Requirements
- 5.2 Maintain Requirements
- 5.3 Prioritize Requirements
- 5.4 Asses Requirements Changes
- 5.5 Approve Requirements

### 6. STRATEGY ANALYSIS
- 6.1 Analyze Current State
- 6.2 Define Future State
- 6.3 Assess Risks
- 6.4 Define Change Strategy

### 7. REQUIREMENTS ANALYSIS AND DESIGN DEFINITION
- 7.1 Specify and Model Requirements
- 7.2 Verify Requirements
- 7.3 Validate Requirements
- 7.4 Define Requirements Architecture
- 7.5 Define Design Options
- 7.6 Analyze Potential Value and Recommend Solution

### 8. SOLUTION EVALUATION
- 8.1 Measure Solution Performance
- 8.2 Analyze Performance Measures
- 8.3 Assess Solution Limitations
- 8.4 Assess EnterpriseE Limitations
- 8.5 Recomend Actions to Increase Solution Value

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- 9.1 ANALYTICAL THINKING AND PROBLEM SOLVING
- 9.2 BEHAVIOURAL CHARACTERISTICS
- 9.3 BUSINESS KNOWLEDGE
- 9.4 COMMUNICATION SKILLS
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## PERSPECTIVES

- 11.1 THE AGILE PERSPECTIVE
- 11.2 THE BUSINESS INTELLIGENCE PERSPECTIVE
- 11.3 THE INFORMATION TECHNOLOGY PERSPECTIVE
- 11.4 THE BUSINESS ARCHITECTURE PERSPECTIVE
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## TECHNIQUES

10.1 Acceptance and Evaluation Criteria
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10.3 Balanced Scorecard
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10.5 Brainstorming
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10.7 Business Cases
10.8 Business Model Canvas
10.9 Business Rules Analysis
10.10 Collaborative Games
10.11 Concept Modelling
10.12 Data Dictionary
10.13 Data Flow Diagrams
10.14 Data Mining
10.15 Data Modelling
10.16 Decision Analysis
10.17 Decision Modelling
10.18 Document Analysis
10.19 Estimation
10.20 Financial Analysis
10.21 Focus Groups
10.22 Functional Decomposition
10.23 Glossary
10.24 Interface Analysis
10.25 Interviews
10.26 Item Tracking
10.27 Lessons Learned
10.28 Metrics and Key Performance Indicators (KPIs)
10.29 Mind Mapping
10.30 Non-Functional Requirements Analysis
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10.32 Organizational Modelling
10.33 Prioritization
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10.35 Process Modelling
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10.37 Reviews
10.38 Risk Analysis and Management
10.39 Roles and Permissions Matrix
10.40 Root Cause Analysis
10.41 Scope Modelling
10.42 Sequence Diagrams
10.43 Stakeholder List, Map, or Personas
10.44 State Modelling
10.45 Survey or Questionnaire
10.46 SWOT Analysis
10.47 Use Cases and Scenarios
10.48 User Stories
10.49 Vendor Assessment
10.50 Workshops

*Zdroj: BABOK® Guide 3.0*

# II. Business Analysis Key Concepts

This chapter consists of:

- Business Analysis Core Concept Model™ (BACCM™)
- Key Terms
- Requirements Classification Schema
- Stakeholders
- Requirements and Design

# III. – IV. Knowledge Areas

Knowledge areas represent areas of specific business analysis expertise that encompass several tasks.

**Business Analysis Planning and Monitoring:** describes the tasks that business analysts perform to organize and coordinate the efforts of business analysts and stakeholders. These tasks produce outputs that are used as key inputs and guidelines for the other tasks throughout the BABOK® Guide.

**Elicitation and Collaboration:** describes the tasks that business analysts perform to prepare for and conduct elicitation activities and confirm the results obtained. It also describes the communication with stakeholders once the business analysis information is assembled and the ongoing collaboration with them throughout the business analysis activities.

# V. – VI. Knowledge Areas

- **Requirements Life Cycle Management:** describes the tasks that business analysts perform in order to manage and maintain requirements and design information from inception to retirement. These tasks describe establishing meaningful relationships between related requirements and designs, and assessing, analyzing and gaining consensus on proposed changes to requirements and designs.
- **Strategy Analysis:** describes the business analysis work that must be performed to collaborate with stakeholders in order to identify a need of strategic or tactical importance (the business need), enable the enterprise to address that need, and align the resulting strategy for the change with higher- and lower-level strategies.

# VII. Knowledge Areas

- **Requirements Analysis and Design Definition:** describes the tasks that business analysts perform to structure and organize Requirements discovered during elicitation activities, specify and model requirements and designs, validate and verify information, identify solution options that meet business needs, and estimate the potential value that could be realized for each solution option. This knowledge area covers the incremental and iterative activities ranging from the initial concept and exploration of the need through the transformation of those needs into a particular recommended solution.

# VIII. Knowledge Areas

- **Solution Evaluation:** describes the tasks that business analysts perform to assess the performance of and value delivered by a solution in use by the enterprise, and to recommend removal of barriers or constraints that prevent the full realization of the value.

# Relationships Between Knowledge Areas



Figure 1.4.1: Relationships Between Knowledge Areas
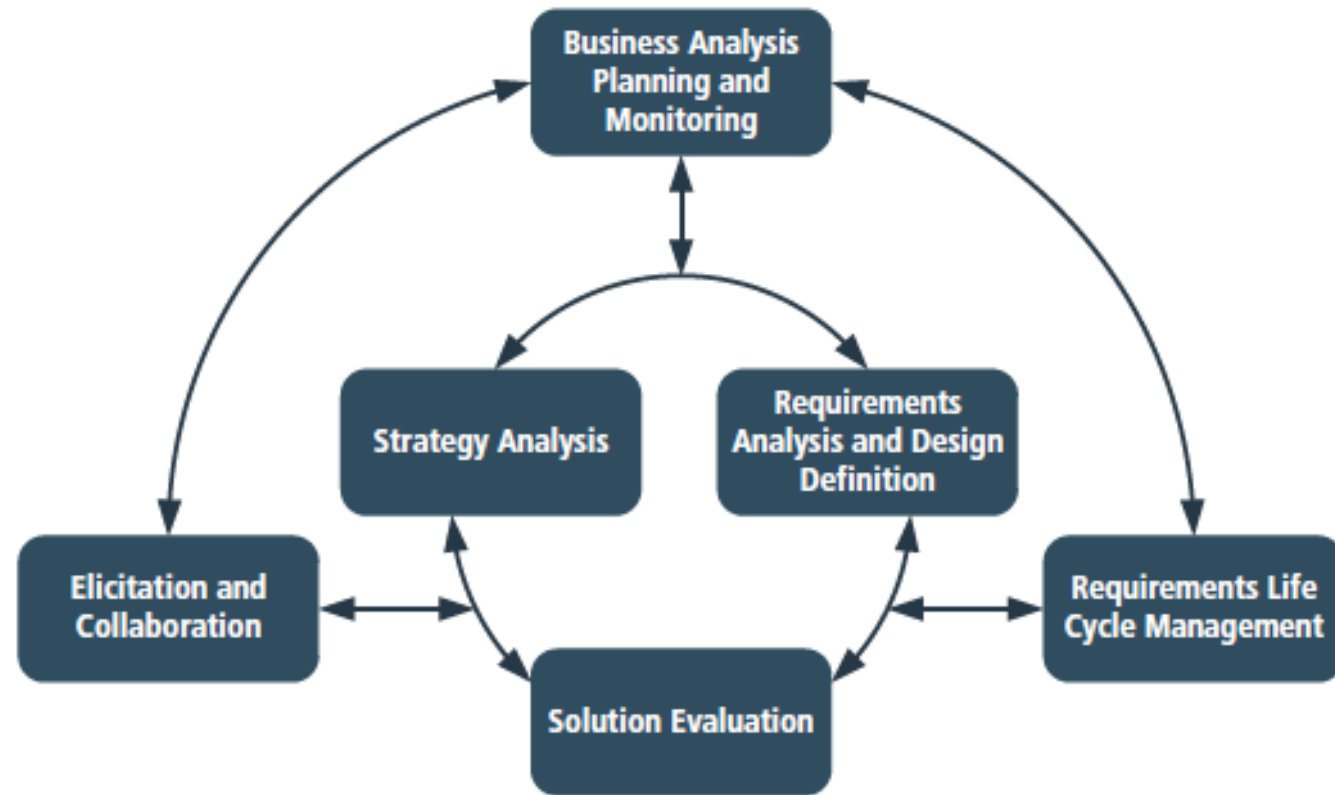
# Tasks

- A task is a discrete piece of work that may be performed formally or informally as part of business analysis. The BABOK® Guide defines a list of business Analysis tasks. The definition of a given task is universally applicable to business Analysis efforts, independent of the initiative type.

- Tasks are grouped into knowledge areas. Business analysts perform tasks from all knowledge areas sequentially, iteratively, or simultaneously. The BABOK® Guide does not prescribe a process or an order in which tasks are performed. Tasks may be performed in any order, as long as the necessary inputs to a task are present.

# Task format

- Purpose
- Description
- Inputs
- Elements
- Guidelines/Tools
- Techniques
- Stakeholders
- Outputs

# IX. Underlying Competencies

- Underlying competencies reflect knowledge, skills, behaviours, characteristics, and personal qualities that help one successfully perform the role of the business analyst. These underlying competencies are not unique to the business Analysis profession. However, successful execution of tasks and techniques is often dependent on proficiency in one or more underlying competencies.

Underlying competencies have the following structure:

- **Purpose**
- **Definition**
- **Effectiveness Measures**

# Underlying Competencies structure

- **The Purpose** section describes why it is beneficial for business analysts to have this underlying competency.

- **The Definition** section describes the skills and expertise involved in the application of this competency.

- **The Effectiveness Measures** section describes how to determine whether a person is demonstrating skills in this underlying competency.

# X. Techniques

- Techniques provide additional information on ways that a task may be performed. The list of techniques included in the BABOK® Guide is not exhaustive. There are multiple techniques that may be applied alternatively or in conjunction with other techniques to accomplish a task.

- Business analysts are encouraged to modify existing techniques or engineer new ones to best suit their situation and the goals of the tasks they perform.

# X. Techniques

Techniques have the following structure:

- Purpose

- Description

- Elements

- Usage Considerations

# Techniques structure

- **The Purpose** section describes what the technique is used for and the circumstances under which it is most likely to be applicable.

- **The Description** section describes what the technique is and how it is used.

- **The Elements** section describes key concepts that are needed to understand how to use the technique.

- **The Usage Considerations** section describes the conditions under which the technique may be more or less effective.

# XI. Perspectives

- Perspectives are used within business analysis work to provide focus to tasks and techniques specific to the context of the initiative. Most initiatives are likely to engage one or more perspectives.

The perspectives included in the BABOK® Guide are:

- Agile
- Business Intelligence
- Information Technology
- Business Architecture
- Business Process Management

# XI. Perspectives

Perspectives have the following structure:

- Change Scope
- Business Analysis Scope
- Methodologies, Approaches, and Techniques
- Underlying Competencies
- Impact on Knowledge Areas

# Perspectives structure

- The Change Scope section describes what parts of the enterprise the change encompasses when viewed from this perspective and to what extent it impacts both the objectives and operations of the enterprise. The change scope also identifies the type of problems solved, the nature of the solutions being sought, and the approach to delivering these solutions and measuring their value.

- The Business Analysis Scope section describes the key stakeholders, including a profile of the likely types of sponsors, the target stakeholders, and the business analyst's role within an initiative. It also defines likely outcomes that would be expected from business analysis work in this perspective.

# Perspectives structure

**Methodologies, Approaches, and Techniques** - The composition of this section is unique to each perspective. In each case it describes the methodologies, approaches, or techniques that are common and specific to the application of business analysis in the perspective. **Methodologies** and **approaches** are specialized ways of undertaking the business analysis work. The **techniques** included in this section are techniques that are not included in the Techniques chapter of the BABOK® Guide but are especially relevant to the perspective.

# Perspectives structure

- **The Underlying Competencies** section describes the competencies that are most prevalent in the perspective.

- **The Impact on Knowledge Areas** section describes how knowledge areas are applied or modified. It also explains how specific activities within a perspective are mapped to tasks in the BABOK® Guide.

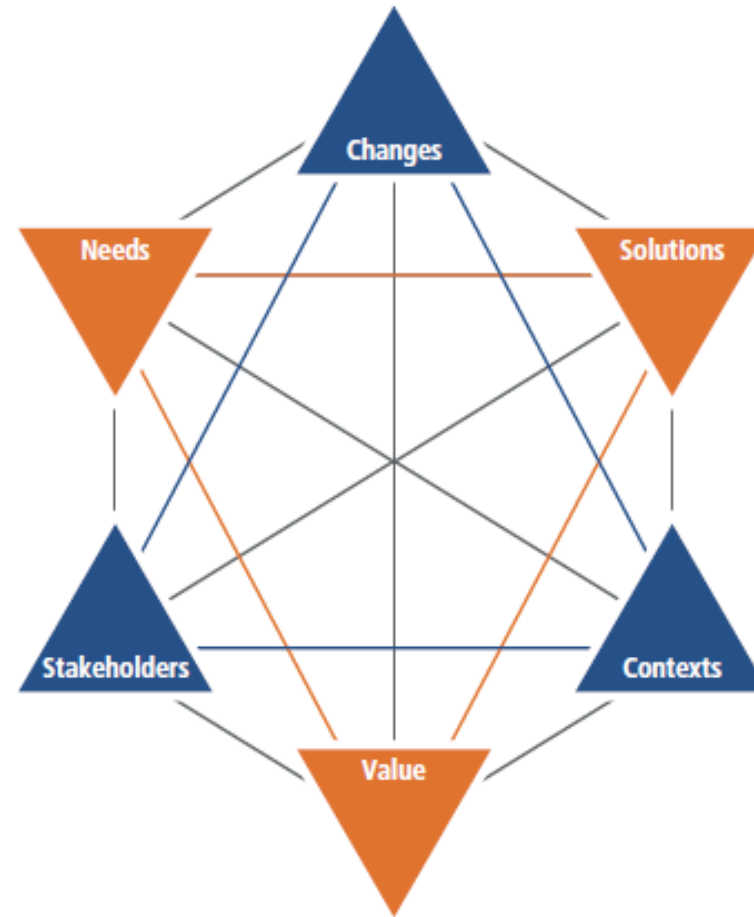# II. I. - Business Analysis Core Concept Model™ (BACCM™)

- The Business Analysis Core Concept Model™ (BACCM™) is a conceptual framework for business analysis. It encompasses what business analysis is and what it means to those performing business analysis tasks regardless of perspective, industry, methodology, or level in the organization.

**The BACCM can be used to:**

- describe the profession and domain of business analysis,

- communicate about business analysis with a common terminology,

- evaluate the relationships of key concepts in business analysis,

- perform better business analysis by holistically evaluating the relationships among these six concepts, and

- evaluate the impact of these concepts and relationships at any point during a work effort in order to establish both a foundation and a path forward.

# Business Analysis Core Concept Model™

Figure 2.1.1: The BACCM

The IIBA®
Business Analysis Framework
a conceptual model of the business analysis profession

High Level View Draft
Published 2012-Mar-25

**Changes**
change
cause — prevent

**Needs**
are components of
contain

**Solutions**
are components of
contain related

- satisfy
- cause
are implemented through
- increase value for
- provide solutions to needs of
are made to implement
are responses to
are implemented through

are satisfied by
- increase
- decrease
satisfy

are contained in
satisfy the needs of

- quantify
- qualify
- have potential
deliver

motivate
are useful in

experience
contain related

participate in
set limits on

use
- create
- influence

have perspectives on
contain related

- are motivated by
- are rewarded with
- transfer
set limits on
contain related

have relationships with

- is increased by
- is decreased by

- is quantified by
- is qualified by
is delivered by

- motivates
- rewards
- is transferred by
is measured relative to

**Stakeholders**

**Contexts**

**Value**
builds on

# The BACCM – Core concept description

- **Change** - The act of transformation in response to a need. Change works to improve the performance of an enterprise. These improvements are deliberate and controlled through business analysis activities.

- **Need** - A problem or opportunity to be addressed. Needs can cause changes by motivating stakeholders to act. Changes can also cause needs by eroding or enhancing the value delivered by existing solutions.

# The BACCM – Core concept description

- **Solution** - A specific way of satisfying one or more needs in a context. A solution satisfies a need by resolving a problem faced by stakeholders or enabling stakeholders to take advantage of an opportunity.

- **Stakeholder** - A group or individual with a relationship to the change, the need, or the solution. Stakeholders are often defined in terms of interest in, impact on, and influence over the change. Stakeholders are grouped based on their relationship to the needs, changes, and solutions.

# The BACCM – Core concept description

- **Value** - The worth, importance, or usefulness of something to a stakeholder within a context.
- Value can be seen as potential or realized returns, gains, and improvements. It is also possible to have a decrease in value in the form of losses, risks, and costs.
- Value can be tangible or intangible. Tangible value is directly measurable. Tangible value often has a significant monetary component. Intangible value is measured indirectly. Intangible value often has a significant motivational component, such as a company's reputation or employee morale.
- In some cases, value can be assessed in absolute terms, but in many cases is assessed in relative terms: one Solution option is more valuable than another from the perspective of a given set of stakeholders.

# The BACCM – Core concept description

- **Context** - The circumstances that influence, are influenced by, and provide understanding of the change.

- Changes occur within a context. The context is everything relevant to the change that is within the environment. Context may include attitudes, behaviours, beliefs, competitors, culture, demographics, goals, governments, infrastructure, languages, losses, processes, products, projects, sales, seasons, terminology, technology, weather, and any other element meeting the definition.

# The BACCM

While planning or performing a task or technique, business analysts can consider how each core concept is addressed by asking questions such as:

- *What are the kinds of changes we are doing?*
- *What are the needs we are trying to satisfy?*
- *What are the solutions we are creating or changing?*
- *Who are the stakeholders involved?*
- *What do stakeholders consider to be of value?*
- *What are the contexts that we and the solution are in?*

# II. II. - Key Terms

- **Business Analysis** - The BABOK® Guide describes and defines business analysis as the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

- **Business analysis information** refers to the broad and diverse sets of information that business analysts analyze, transform, and report. It is information of any kind—at any level of detail—that is used as an input to, or is an output of, business analysis work. Examples of business analysis information include elicitation results, requirements, designs, solution options, solution scope, and change strategy.

# II. II. - Key Terms

- **A design** is a usable representation of a solution. Design focuses on understanding how value might be realized by a solution if it is built. The nature of the representation may be a document (or set of documents) and can vary widely depending on the circumstances.

- **An enterprise** is a system of one or more organizations and the solutions they use to pursue a shared set of common goals. These solutions (also referred to as organizational capabilities) can be processes, tools or information. For the purpose of business analysis, enterprise boundaries can be defined relative to the change and need not be constrained by the boundaries of a legal entity, organization, or organizational unit. An enterprise may include any number of business, government, or any other type of organization.

# II. II. - Key Terms

- **Organization** - An autonomous group of people under the management of a single individual or board, that works towards common goals and objectives. Organizations often have a clearly defined boundary and operate on a continuous basis, as opposed to an initiative or project team, which may be disbanded once its objectives are achieved.

- **A plan** is a proposal for doing or achieving something. Plans describe a set of events, the dependencies among the events, the expected sequence, the schedule, the results or outcomes, the materials and resources needed, and the stakeholders involved.

# II. II. - Key Terms

- **A requirement** is a usable representation of a need. Requirements focus on understanding what kind of value could be delivered if a requirement is fulfilled. The nature of the representation may be a document (or set of documents), but can vary widely depending on the circumstances.

- **Risk** is the effect of uncertainty on the value of a change, a solution, or the enterprise. Business analysts collaborate with other stakeholders to identify, assess, and prioritize risks, and to deal with those risks by altering the likelihood of the conditions or events that lead to the uncertainty: mitigating the consequences, removing the source of the risk, avoiding the risk altogether by deciding not to start or continue with an activity that leads to the risk, sharing the risk with other parties, or accepting or even increasing the risk to deal with an opportunity.

# II. III. Requirements Classification Schema

- **Business requirements:** statements of goals, objectives, and outcomes that describe why a change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.

- **Stakeholder requirements:** describe the needs of stakeholders that must be met in order to achieve the business requirements. They may serve as a bridge between business and solution requirements.

# II. III. Requirements Classification Schema

- **Solution requirements:** describe the capabilities and qualities of a solution that meets the stakeholder requirements. They provide the appropriate level of detail to allow for the development and implementation of the solution. Solution requirements can be divided into two sub-categories:
    - **functional requirements:** describe the capabilities that a Solution must have in terms of the behaviour and information that the Solution will manage, and
    - **non-functional requirements** or quality of service requirements: do not relate directly to the behaviour of functionality of the solution, but rather describe conditions under which a solution must remain effective or qualities that a solution must have.

# II. III. Requirements Classification Schema

- **Transition requirements:** describe the capabilities that the solution must have and the conditions the solution must meet to facilitate transition from the current state to the future state, but which are not needed once the change is complete. They are differentiated from other requirements types because they are of a temporary nature. Transition requirements address topics such as data conversion, training, and business continuity.

# II. IV. Stakeholders

- Each task includes a list of stakeholders who are likely to participate in the execution of that task or who will be affected by it. A stakeholder is an individual or group that a business analyst is likely to interact with directly or indirectly.

- The BABOK® Guide does not mandate that these roles be filled for any given initiative. Any stakeholder can be a source of requirements, assumptions, or constraints.

# II. IV. Stakeholders

- business analyst,
- customer,
- domain subject matter expert,
- end user,
- implementation subject matter
- expert,
- operational support,
- project manager,

- regulator,
- sponsor,
- supplier, and
- tester.

# Business Analyst

- **The business analyst** is inherently a stakeholder in all business analysis activities.

- The BABOK® Guide presumes that the business analyst is responsible and accountable for the execution of these activities. In some cases the business analyst may also be responsible for performing activities that fall under another stakeholder role.

# Customer, Domain Subject Matter Expert

- **A customer** uses or may use products or services produced by the enterprise and may have contractual or moral rights that the enterprise is obliged to meet.

- **A domain subject matter expert** is any individual with in-depth knowledge of a topic relevant to the business need or solution scope. This role is often filled by people who may be end users or people who have in-depth knowledge of the solution such as managers, process owners, legal staff, consultants, and others.

# End User, Implementation Subject Matter Expert

- **End users** are stakeholders who directly interact with the solution. End users can include all participants in a business process, or who use the product or solution.

- **An implementation subject matter expert** is any stakeholder who has specialized knowledge regarding the implementation of one or more solution components. While it is not possible to define a listing of implementation subject matter expert roles that are appropriate for all initiatives, some of the most common roles are: project librarian, change manager, configuration manager, solution architect, developer, database administrator, information architect, usability analyst, trainer, and organizational change consultant.

# Operational Support

- **Operational support** is responsible for the day-to-day management and maintenance of a system or product.

- While it is not possible to define a listing of operational support roles that are appropriate for all initiatives, some of the most common roles are: Operations analyst, product analyst, help desk, and release manager.

# Project Manager

- **Project managers** are responsible for managing the work required to deliver a solution that meets a business need, and for ensuring that the project's Objectives are met while balancing the project factors including scope, budget, schedule, resources, quality, and risk.

- While it is not possible to completely define a listing of project management roles that are appropriate for all initiatives, some of the most common roles are: project lead, technical lead, product manager, and team leader.

# Regulator

- **Regulators** are responsible for the definition and enforcement of standards. Standards can be imposed on the solution by regulators through legislation, corporate governance standards, audit standards, or standards defined by organizational centers of competency. Alternate roles are government, regulatory bodies, and auditor.

# Sponsor, Supplier

- **Sponsors** are responsible for initiating the effort to define a business need and develop a solution that meets that need. They authorize the work to be performed, and control the budget and scope for the initiative. Alternate roles are executive and project sponsor.

- **A supplier** is a stakeholder outside the boundary of a given organization or organizational unit. Suppliers provide products or services to the organization and may have contractual or moral rights and obligations that must be considered. Alternate roles are providers, vendors, and consultants.

# Tester

- **Testers** are responsible for determining how to verify that the solution meets the requirements defined by the business analyst, as well as conducting the verification process. Testers also seek to ensure that the solution meets applicable quality standards, and that the risk of defects or failures is understood and minimized. An alternate role is quality assurance analyst.

# II. V. Requirements and Designs

- Eliciting, analyzing, validating, and managing requirements have consistently been recognized as key activities of business analysis. However, it is important to recognize that business analysts are also responsible for the definition of design, at some level, in an initiative. The level of responsibility for design varies based on the perspective within which a business analyst is working.

- Requirements are focused on the need; designs are focused on the solution. The distinction between requirements and designs is not always clear. The same techniques are used to elicit, model, and analyze both. A requirement leads to a design which in turn may drive the discovery and analysis of more requirements. The shift in focus is often subtle.

# Requirements and Design Cycle
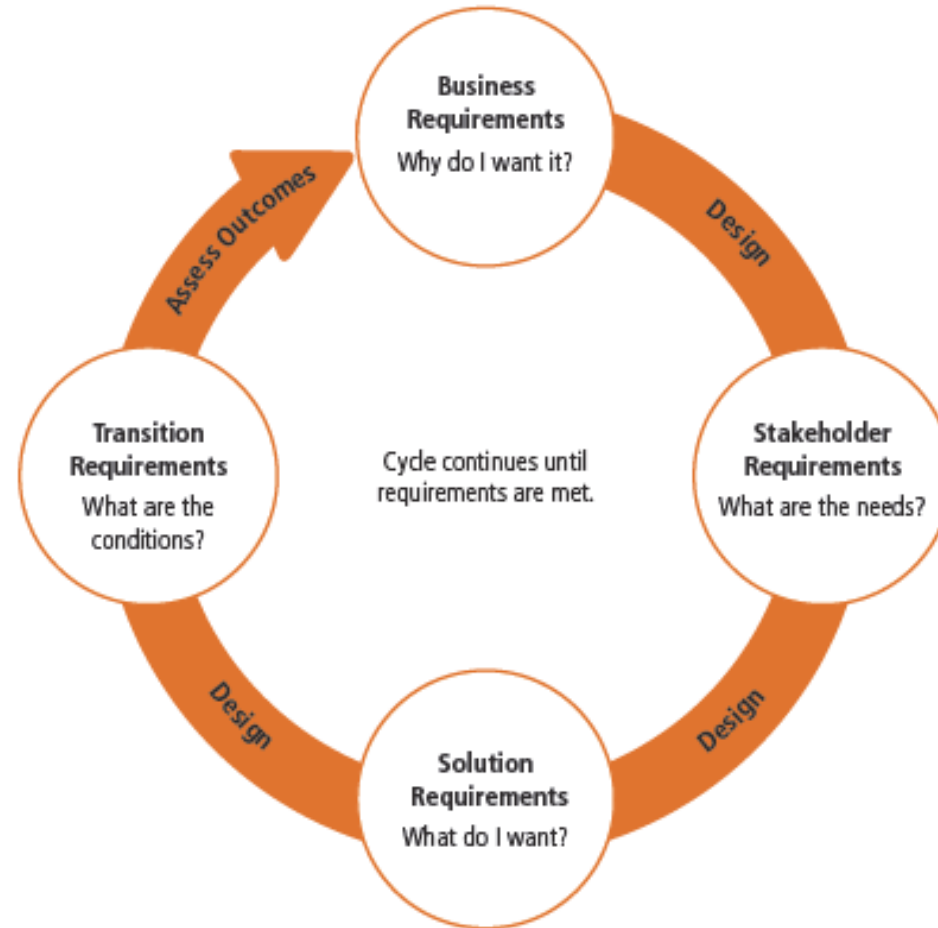
# Requirements and Designs

- Stakeholders may present a need or a solution to an assumed need. A business analyst uses activities found in Elicitation and Collaboration , Strategy Analysis, Requirements Analysis and Design Definition and Solution Evaluation to transform that request into a requirement or design.

- Regardless of the focus of the stakeholder, the importance of the role of the business analyst lies in continuously asking the question 'why?'.

- For example, "Why is either the requirement or design necessary to provide value to an enterprise and to facilitate the realization of an enterprise's goals and objectives?"

# Requirements and Designs

The following table provides some basic examples of how information may be viewed as either a requirement or a design.

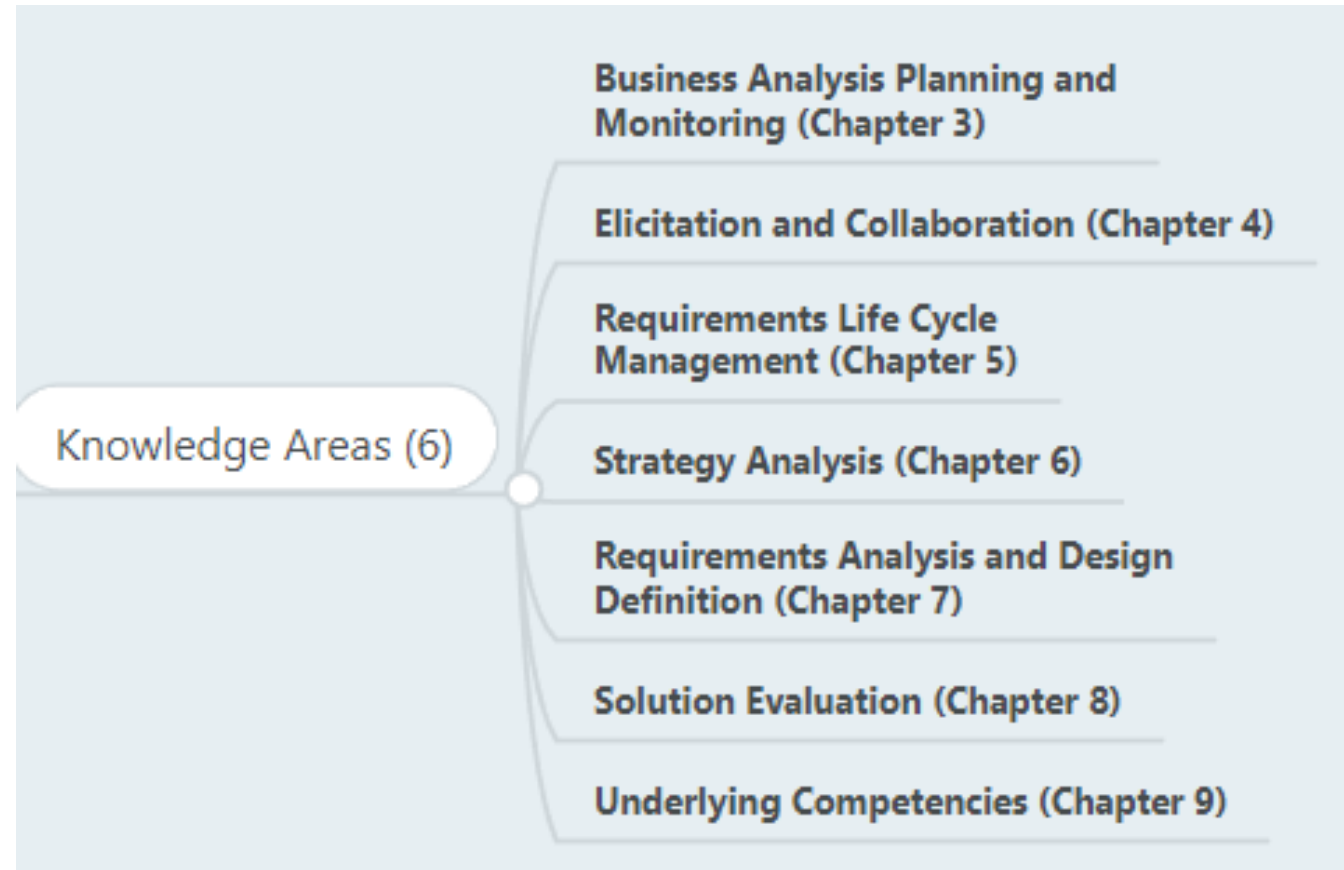| Requirement | Design |
|---|---|
| View six months sales data across multiple organizational units in a single view. | A sketch of a dashboard. |
| Reduce amount of time required to pick and pack a customer order. | Process model. |
| Record and access a medical patient's history. | Screen mock-up showing specific data fields. |
| Develop business strategy, goals, and objectives for a new business. | Business Capability Model. |
| Provide information in English and French. | Prototype with text displayed in English and French. |

# BABOK

- Business Analysis is the practice of enabling **change** in an organizational **context,** by defining **needs** and recommending **solutions** that deliver **value** to **stakeholders**.
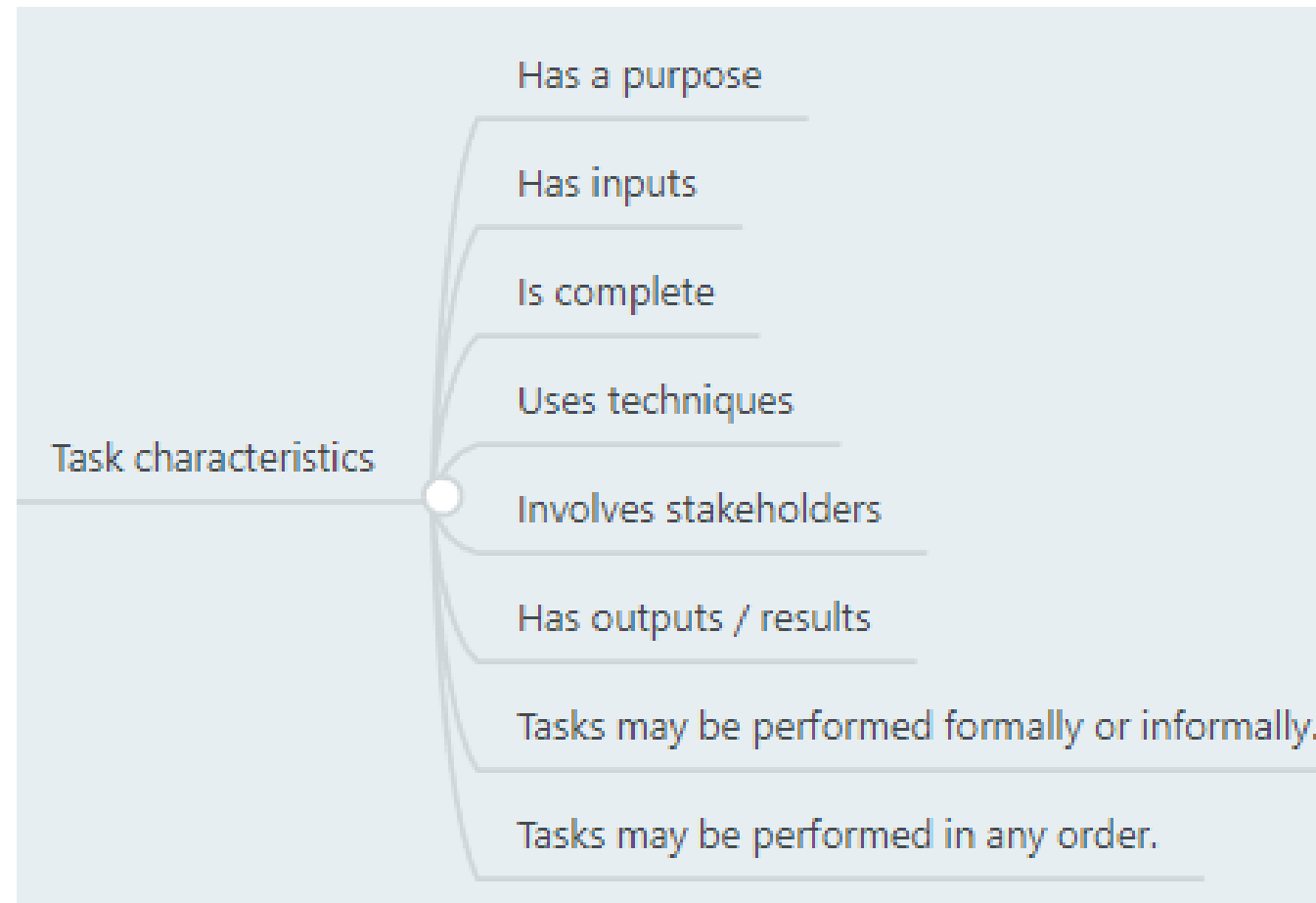
BABOK®3 consists of:

- 6 Knowledge Areas,
- 30 Tasks,
- 50 Techniques,
- 6 Underlying Competencies of Business Analyst,
- 1 Business Analysis Core Concept Model (BACCM),
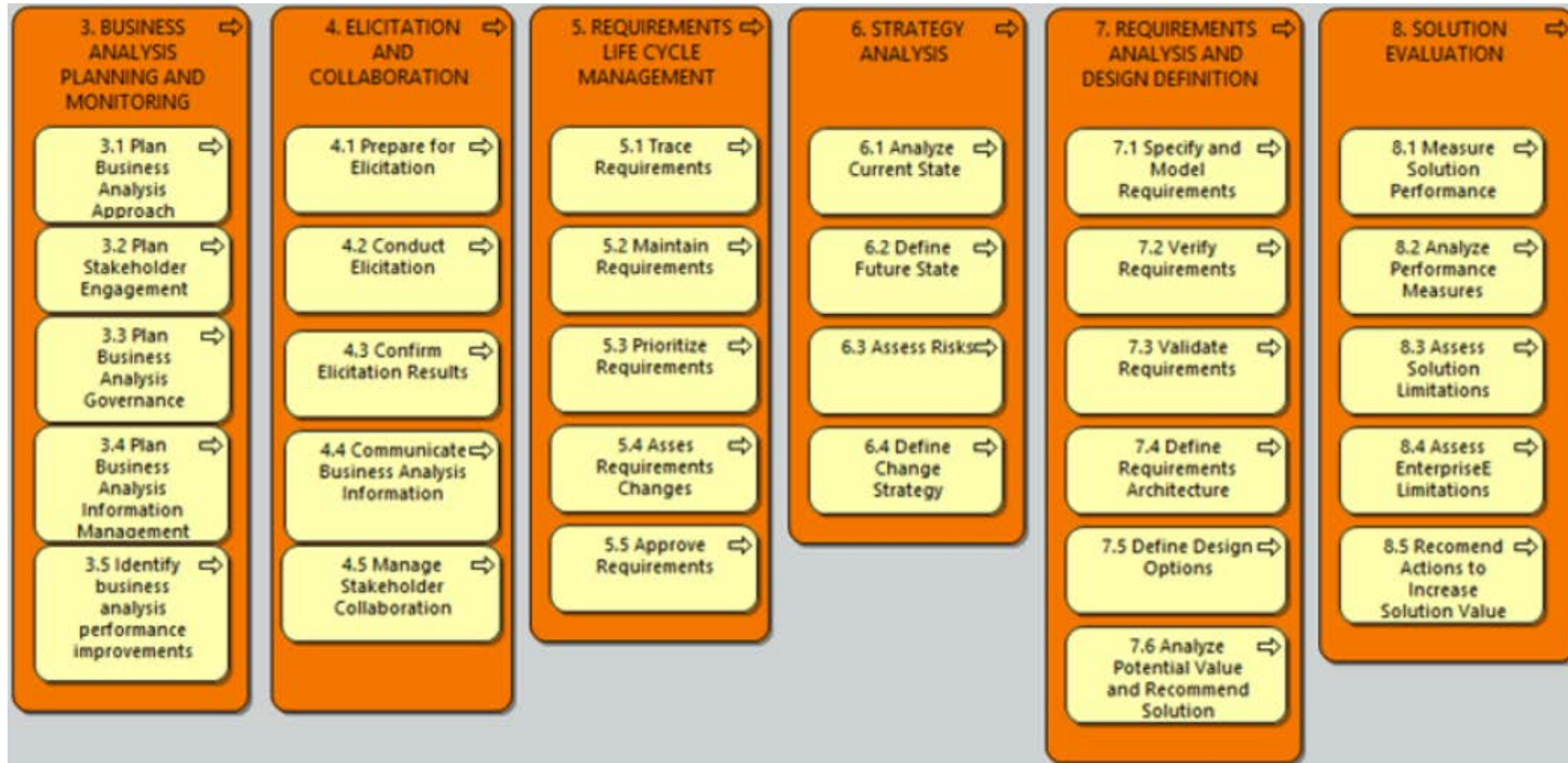- 5 Perspectives.

# Knowledge Areas

# Task characteristics



Task characteristics

- Has a purpose
- Has inputs
- Is complete
- Uses techniques
- Involves stakeholders
- Has outputs / results
- Tasks may be performed formally or informally.
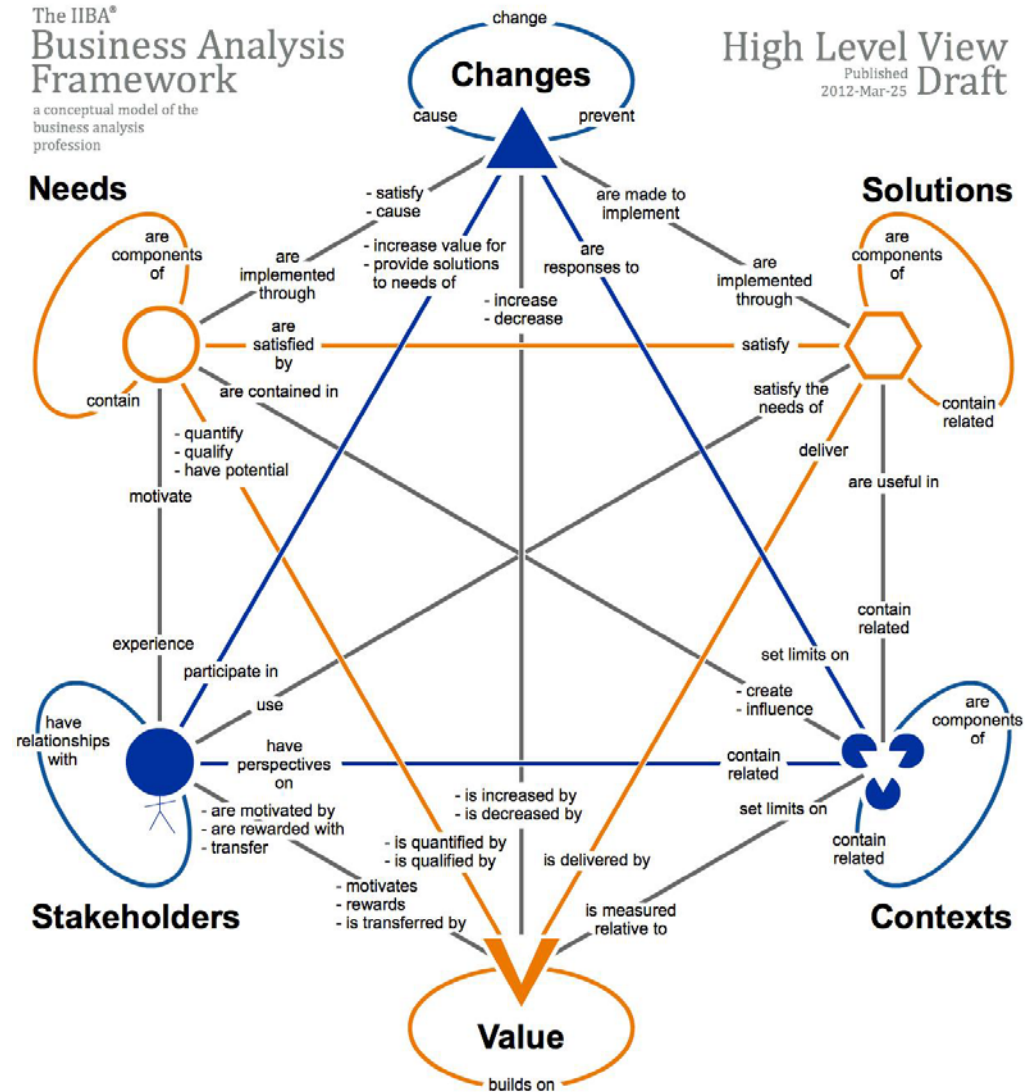- Tasks may be performed in any order.

# 30 Tasks

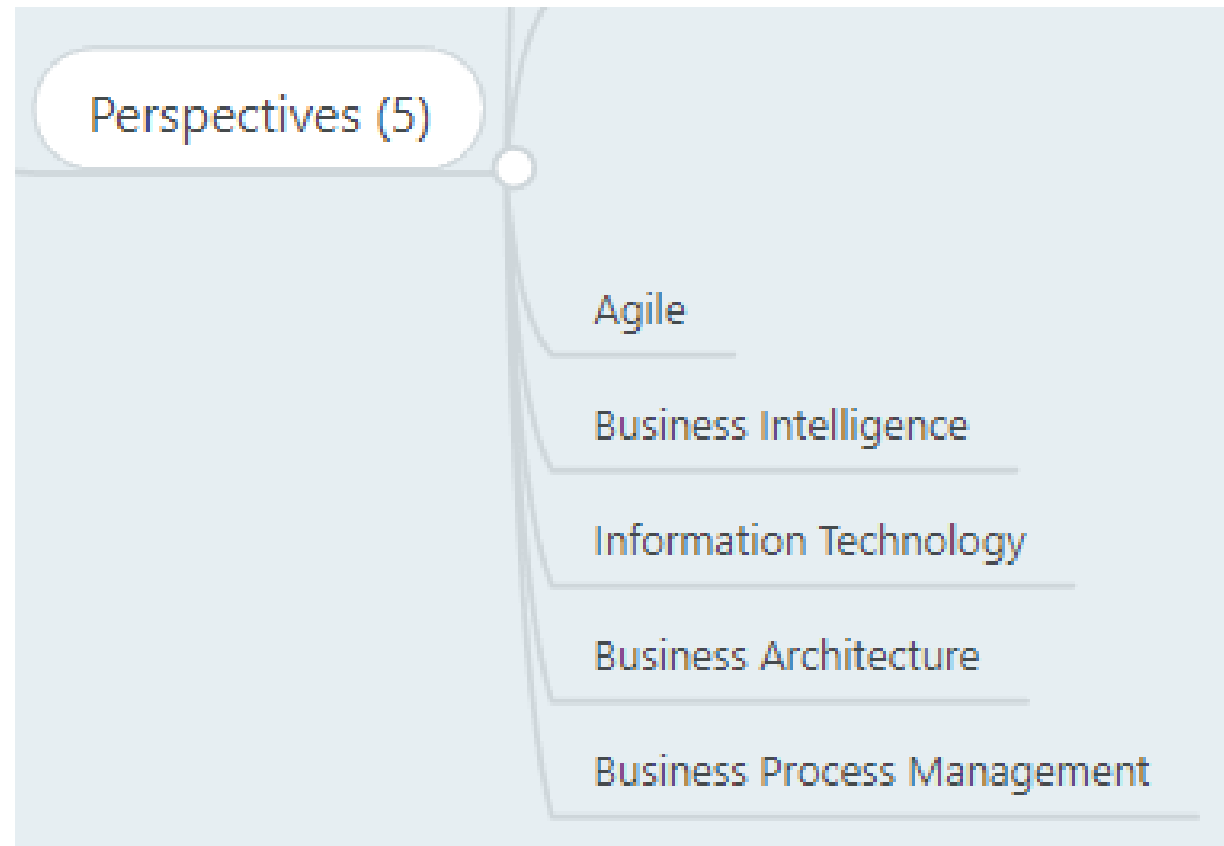# Business Analysis Core Concept Model (BACCM)

# Techniques

- 10.1 Acceptance and Evaluation Criteria
- 10.2 Backlog Management
- 10.3 Balanced Scorecard
- 10.4 Benchmarking and Market Analysis
- 10.5 Brainstorming
- 10.6 Business Capability Analysis
- 10.7 Business Cases
- 10.8 Business Model Canvas
- 10.9 Business Rules Analysis
- 10.10 Collaborative Games
- 10.11 Concept Modelling
- 10.12 Data Dictionary
- 10.13 Data Flow Diagrams
- 10.14 Data Mining
- 10.15 Data Modelling
- 10.16 Decision Analysis
- 10.17 Decision Modelling
- 10.18 Document Analysis

- 10.19 Estimation
- 10.20 Financial Analysis
- 10.21 Focus Groups
- 10.22 Functional Decomposition
- 10.23 Glossary
- 10.24 Interface Analysis
- 10.25 Interviews
- 10.26 Item Tracking
- 10.27 Lessons Learned
- 10.28 Metrics and Key Performance Indicators (KPIs)
- 10.29 Mind Mapping
- 10.30 Non-Functional Requirements Analysis
- 10.31 Observation
- 10.32 Organizational Modelling
- 10.33 Prioritization
- 10.34 Process Analysis
- 10.35 Process Modelling
- 10.36 Prototyping

- 10.37 Reviews
- 10.38 Risk Analysis and Management
- 10.39 Roles and Permissions Matrix
- 10.40 Root Cause Analysis
- 10.41 Scope Modelling
- 10.42 Sequence Diagrams
- 10.43 Stakeholder List, Map, or Personas
- 10.44 State Modelling
- 10.45 Survey or Questionnaire
- 10.46 SWOT Analysis
- 10.47 Use Cases and Scenarios
- 10.48 User Stories
- 10.49 Vendor Assessment
- 10.50 Workshops

# Underlying Competencies of Business Analyst



Underlying Competencies of Business Analyst (6)

- Analytical Thinking and Problem Solving
- Behavioral Characteristics
- Business Knowledge
- Communication Skills
- Interaction Skills
- Software Applications

# Perspectives

# Stakehodlers