



BABOK® v2.0 Chapter 1: Introduction

IIBA International Institute
of Business Analysis

A Guide to the
**Business Analysis Body of
Knowledge (BABOK® Guide)**



Chapter Outline:

- 1.1 What is the Business Analysis Body of Knowledge?
- 1.2 Business Analysis Defined
- 1.3 Key Concepts
- 1.4 Knowledge Areas
- 1.5 Tasks
- 1.6 Techniques
- 1.7 Underlying Competencies
- 1.8 Other Sources of Business Analysis Information

Chapter 1 Webinar Outline

- Review Learning Objective
- Take Chapter 1 Practice Exam
- 1.1 What is the Business Analysis Body of Knowledge?
- 1.2 Business Analysis Defined
- 1.3 Key Concepts
- 1.4 Knowledge Areas
- 1.5 Tasks
- 1.6 Techniques
- 1.7 Underlying Competencies
- 1.8 Other Sources of Business Analysis Information
- Hands-On Exercise

Learning Objective

- Understand the key business analysis concepts introduced in Chapter 1 and how the BABOK® is organized.

Chapter 1 Practice Exam



1.1 What is the *Business Analysis Body of Knowledge*®?

- Primary purpose of the BABOK® Guide is to define the profession of business analysis.
- A globally recognized standard for the practice of business analysis.
- Describes business analysis areas of knowledge, their associated activities and tasks, and the skills necessary to be effective in their execution.

Defining Business Analysis (pp. 3 – 4)

- Set of tasks and techniques used to:
 - Understand the structure, policies, and operations of an organization
 - Recommend solutions that enable the organization to achieve its goals
- Business analysis helps organizations define the optimal solution for their needs, given the set of constraints under which that organization operates.

What is a Business Analyst? (pp. 3 – 4)

- A business analyst is any person who performs business analysis activities, no matter what their job title or organizational role may be.
- A business analyst must analyze and synthesize information provided by a large number of people that interact with the business.
- The business analyst is responsible for eliciting the actual needs of stakeholders, not simply their expressed desires.

Key Concepts (pp. 4)

- **Domains**

- A domain is the area undergoing analysis
 - Corresponds to organization's or unit's boundaries; includes key stakeholders outside those boundaries and interactions with those stakeholders

- **Solutions**

- A solution is a set of changes to the current state of an organization that are made in order to enable that organization to:
 - Meet a business need
 - Solve a business problem or
 - Take advantage of an opportunity
- The scope of the solution is usually narrower than the scope of a domain
 - Serves as basis for scope of project to implement that solution or its components

Key Concepts (pp. 4 – 5)

■ Requirements

- *A requirement is:*
 1. A condition or capability needed by a stakeholder to solve a problem or achieve an objective.
 2. A condition or capability that must be met or possessed by a solution or solution component to satisfy a contract, standard, specification, or other formally imposed documents.
 3. A documented representation of a condition or capability as in (1) or (2).
- Requirements may be unstated, implied by or derived from other requirements, or directly stated and managed.
- Key Business Analysis Objective – Ensure requirements are visible and understood by all stakeholders

Requirement Classification Scheme (pp. 5)

- **Business requirements**
 - Statements of goals, objectives or needs of the enterprise (reasons why a project is initiated, the objectives that the project will achieve, and the metrics which will be used to measure its success). Business requirements describe the needs of the organization as a whole, and are developed and defined through *enterprise analysis*.
- **Stakeholder requirements**
 - Describe needs that a given stakeholder has and how that stakeholder will interact with a solution. They are developed and defined through *requirements analysis*.

Requirement Classification Scheme (pp. 6)

- **Solution requirements**

- Describe the characteristics of a solution that meet business requirements and stakeholder requirements. They are developed and defined through requirements analysis. They are frequently divided into sub-categories:
 - **Functional Requirements:** describe the behavior and information that the solution will manage. They describe capabilities the system will be able to perform in terms of behaviors or operations.
 - **Non-functional Requirements:** capture conditions that do not directly relate to the behavior or functionality of the solution, but rather describe environmental conditions under which the solution must remain effective or qualities that the system must have.

Requirement Classification Scheme (pp. 6)

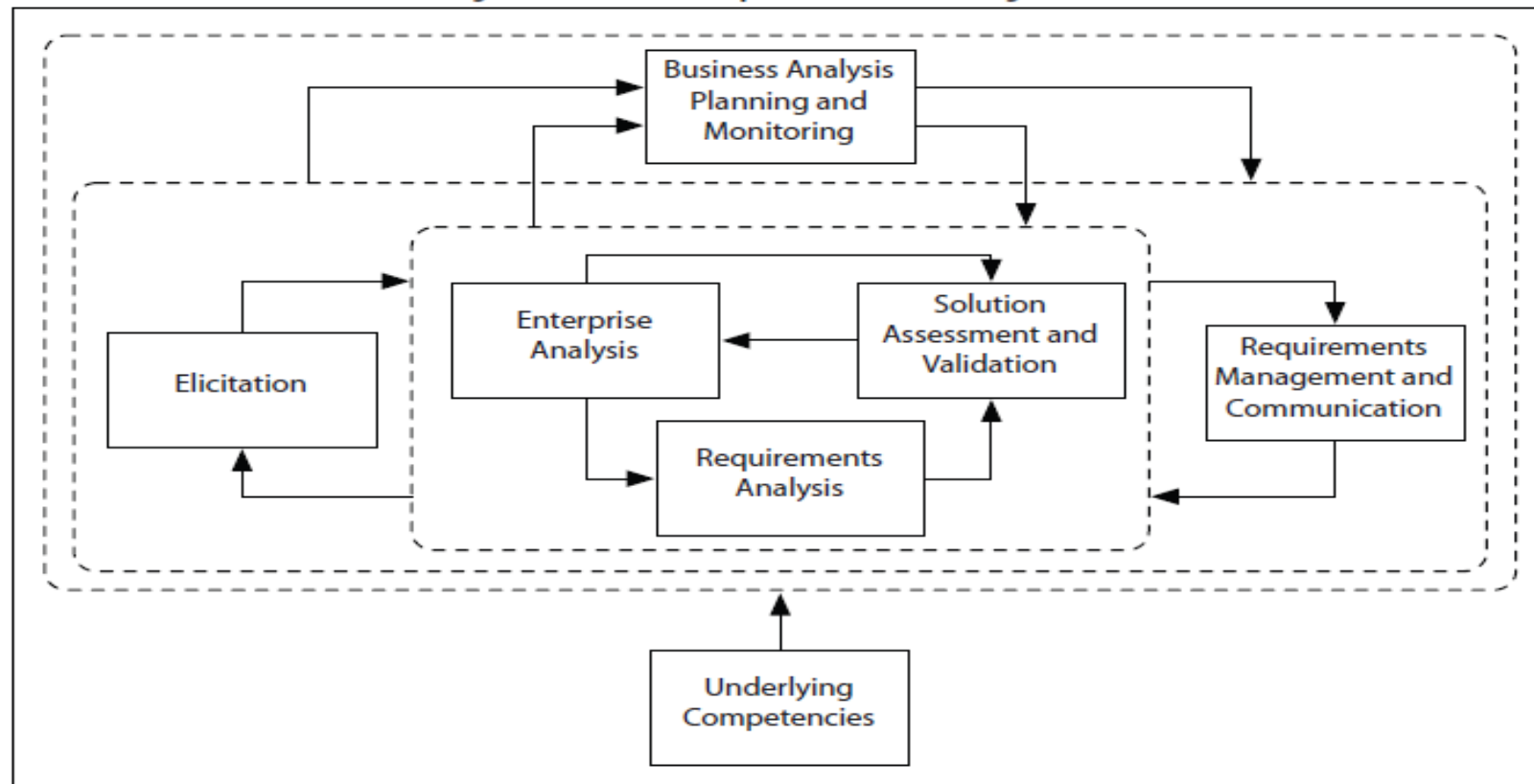
- **Transition Requirements**
 - Describe the capabilities that the solution must have in order to facilitate transition from the current state of the enterprise to a desired future state, but that will not be needed once the transition is complete.
 - They are differentiated from other requirements types because they are always temporary in nature and because they cannot be developed until both an existing and new solution are defined.
 - They are developed through *solution assessment and validation*.

Knowledge Areas (pp. 6 – 8)

- Knowledge Areas define what a practitioner of business analysis needs to understand and the tasks a practitioner must be able to perform.
- Business analysts are likely to perform tasks from all knowledge areas in rapid succession, iteratively or simultaneously.
- Knowledge areas are not intended to represent phases in a project.

Relationship Between Knowledge Areas (pp. 7)

Figure 1-1: Relationships Between Knowledge Areas



Knowledge Areas (pp. 6 – 7)

- **Business Analysis Planning and Monitoring (Chapter 2)**
 - Covers how business analysts determine which activities are necessary in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process that will be used to manage requirements, and how to assess the progress of the work.
- **Elicitation (Chapter 3)**
 - Describes how business analysts work with stakeholders to identify and understand their needs and concerns, and understand the environment in which they work. The purpose is to ensure the stakeholder's actual and underlying needs are understood.

Knowledge Areas (pp. 7)

- Requirements Management and Communication (Chapter 4)
 - Describes how business analysts manage conflicts, issues and changes in order to ensure that stakeholders and project team remain in agreement on the solution scope, how requirements are communicated to stakeholders, and how knowledge gained by the business analyst is maintained for future use.
- Enterprise Analysis (Chapter 5)
 - Describes how business analysts identify a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business.

Knowledge Areas (pp. 7 – 8)

- **Requirements Analysis (Chapter 6)**
 - Describes how business analysts prioritize and progressively elaborate stakeholder and solution requirements in order to enable the project team to implement a solution that will meet the needs of the sponsoring organization and stakeholders.
- **Solution Assessment and Validation (Chapter 7)**
 - Describes how business analysts assess proposed solutions to determine which solution best fits the business need, identify gaps and shortcomings in solutions, and determine necessary workarounds or changes to the solution.
- **Underlying Competencies (Chapter 8)**
 - Describes the behaviors, knowledge, and other characteristics that support the effective performance of business analysis.

Tasks

- Each knowledge area describes the tasks performed by business analysts to accomplish the purpose of that knowledge area. Each task in the *BABOK® Guide* is presented in the following format:
 - Purpose
 - Description
 - Input
 - Elements
 - Techniques
 - Stakeholders
 - Output

Tasks: Purpose and Description (pp. 8)

- **Purpose**
 - Each task has a purpose. The purpose is a short description of the reason for a business analyst to perform the task and the value created through performing the task.
- **Description**
 - A task is an essential piece of work that must be performed as part of business analysis. A task has the following characteristics:
 - A task accomplishes a result in an output that creates value to the sponsoring organization
 - A task is complete
 - A task is a necessary part of the purpose of the Knowledge Area with which it is associated.

Tasks: Input (pp. 9 – 10)

- An input represents the information and preconditions necessary for a task to begin. Inputs may be:
 - Explicitly generated outside the scope of business analysis
 - Generated by a business analysis task
- Requirements are the only input or output that is not produced by a single task. The following will be used to indicate classification and state:
 - *Classification Requirement (State or States)*: If no classification states are listed, any or all requirements may be used as an input or output
 - *Requirements* would mean that the business requirements may be in any possible state.

Tasks: Elements and Techniques (pp.10)

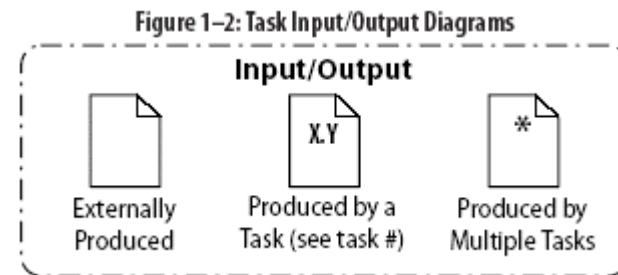
- Elements
 - The format and structure of this section is unique to each task. The elements section describes key concepts that are needed to understand how to perform the task.
- Techniques
 - Each task contains a listing of relevant techniques
 - Some are specific to the performance of a single task.
 - Others are relevant to the performance of a large number of tasks (find these in Chapter 9).

Tasks: Stakeholders (pp. 10 – 13)

- Business Analyst
- Customer
- Domain SME
- End User
- Implementation SME
- Organizational Change Management Professionals
- System Architects
- Trainers
- Usability Professionals
- Project Manager
- Tester
- Regulator
- Sponsor
- Supplier

Tasks: Output (pp.13)

- An output is a necessary result for the work described in a task
 - Outputs are created, transformed or change state as a result of the successful completion of a task.
 - Although a particular output is created and maintained by a single task, a task can have multiple outputs.
 - An output may be a deliverable or be a part of a larger deliverable.



Techniques (p. 13 – 14)

- Acceptance and Evaluation Criteria
- Brainstorming
- Business Rules Analysis
- Data Dictionary and Glossary
- Data Flow Diagrams
- Data Modeling
- Decision Analysis
- Document Analysis
- Interviews
- Metrics and Key Performance Indicators
- Non-functional Requirements Analysis
- Organization Modeling
- Problem Tracking
- Process Modeling
- Requirements Workshops
- Scenarios and Use Cases

Techniques: Purpose, Description, Elements, Usage Considerations (pp.14 – 15)

- **Purpose**
 - Defines what the technique is used for, and the circumstances under which it is most likely to be applicable.
- **Description**
 - Describes what the technique is and how it is used.
- **Elements**
 - Format and structure of this section is unique to each technique. The elements section describes key concepts needed to understand how to use the technique.
- **Usage Considerations**
 - Describes conditions under which the technique may be more or less effective.

Underlying Competencies (pp.15)

- The skills, knowledge and personal characteristics that support the effective performance of business analysis.
 - Analytical Thinking and Problem Solving
 - Supports effective identification of business problems, assessment of proposed solutions to those problems, and understanding of the needs of stakeholders.
 - Behavior Characteristics
 - Support the development of effective working relationships with stakeholders and include qualities such as ethics, trustworthiness, and personal organization.

Underlying Competencies (pp.15)

- **Business Knowledge**
 - Supports understanding of the environment in which business analysis is performed and knowledge of general business principles and available solutions.
- **Communication Skills**
 - Support business analysts in eliciting and communicating requirements among stakeholders.
 - Communication skills address the need to listen and understand the audience and their perceptions of the business analyst, the message, and the most appropriate media for communication

Underlying Competencies (pp.15)

- **Interaction Skills**
 - Support the business analyst when working with large numbers of stakeholder, and involve both the ability to work as part of a larger team and to help that team reach decisions.
- **Software Applications**
 - Used to facilitate the collaborative development, recording, and distribution of requirements to stakeholders.

Hands-On Exercise

- Identify and define terms and definitions from Chapter 1 located in the Glossary
- Review and Rate

Other Sources of Business Analysis Information

Complete listing of works referenced can be found in
Appendix B: Bibliography