International Institute of Business Analysis

The Guide to the Business Analysis Body of Knowledge™

Version 2.0 Framework

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Introduction

Purpose

This document is intended to provide an overview of the framework developed for version 2.0 of the *Business Analysis Body of Knowledge*™ (*BABOK*™).

Key Concepts

Business Analysis

Business analysis is the set of tasks and techniques used to work as a liaison among stakeholders in order to understand the structure, policies, and operations of an organization, and recommend solutions that enable the organization to achieve its goals.

The *BABOK* is intended to describe and define business analysis as a discipline, rather than define the responsibilities of a person with the job title of business analyst (which may vary significantly between organizations). Business analysis may be performed by people with job titles such as systems analyst, process analyst, project manager, product manager, developer, QA analyst, business architect, or consultant, among others.

Solution

A solution meets a business need, by solving problems or allowing the organization to take advantage of an opportunity. A solution can be subdivided into components, including the information systems that support it, the processes that manage it, and the people who operate it. Business analysis helps organizations to define the optimal solution for their needs, given the set of constraints (including time, budget, regulations, and others) under which that organization operates.

Scope

The term "scope" is used to mean a number of different things, but two definitions predominate:

- Solution scope is the set of capabilities a solution must support to meet the business need.
- Project scope is the work necessary to construct and implement a particular solution.

When the *BABOK* refers to "scope", the solution scope is meant unless we specifically say otherwise. The definition and management of the solution scope is central to business analysis, and differentiates it from project management (which is concerned with the project scope).

Requirement

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).

As implied by this definition, a requirement may be unstated, implied by other requirements, or directly stated and managed. The elicitation, analysis, and communication of requirements, with the objective of ensuring that they are visible to and understood by all stakeholders, is central to the discipline of business analysis.

Structure of BABOK 2.0

Task

A task is an essential piece of work that must be performed as part of business analysis. Tasks may be performed formally or informally. The definition of the task should be universally applicable to business analysis efforts, no matter what type of initiative it is. It does not mean that it is done frequently or that most BAs will necessarily perform the tasks.

A task must have the following characteristics:

- A task accomplishes a result in an output that creates value—that is, if we perform a task we agree that something useful has been done
- A task is complete—in principle successor tasks that make use of outputs should be able to be performed by a different person
- A task is a necessary part of the purpose of the KA to which it belongs.

As can be seen in the chart below, tasks are not necessarily performed at a particular time in the lifecycle of a project. Even lifecycles with clearly defined phases will require tasks from most if not all KAs to be performed in every phase. Iterative or agile lifecycles may require that tasks in all KAs be performed as close to simultaneously as possible. Tasks may be performed in any order, as long as the necessary inputs to a task are present.

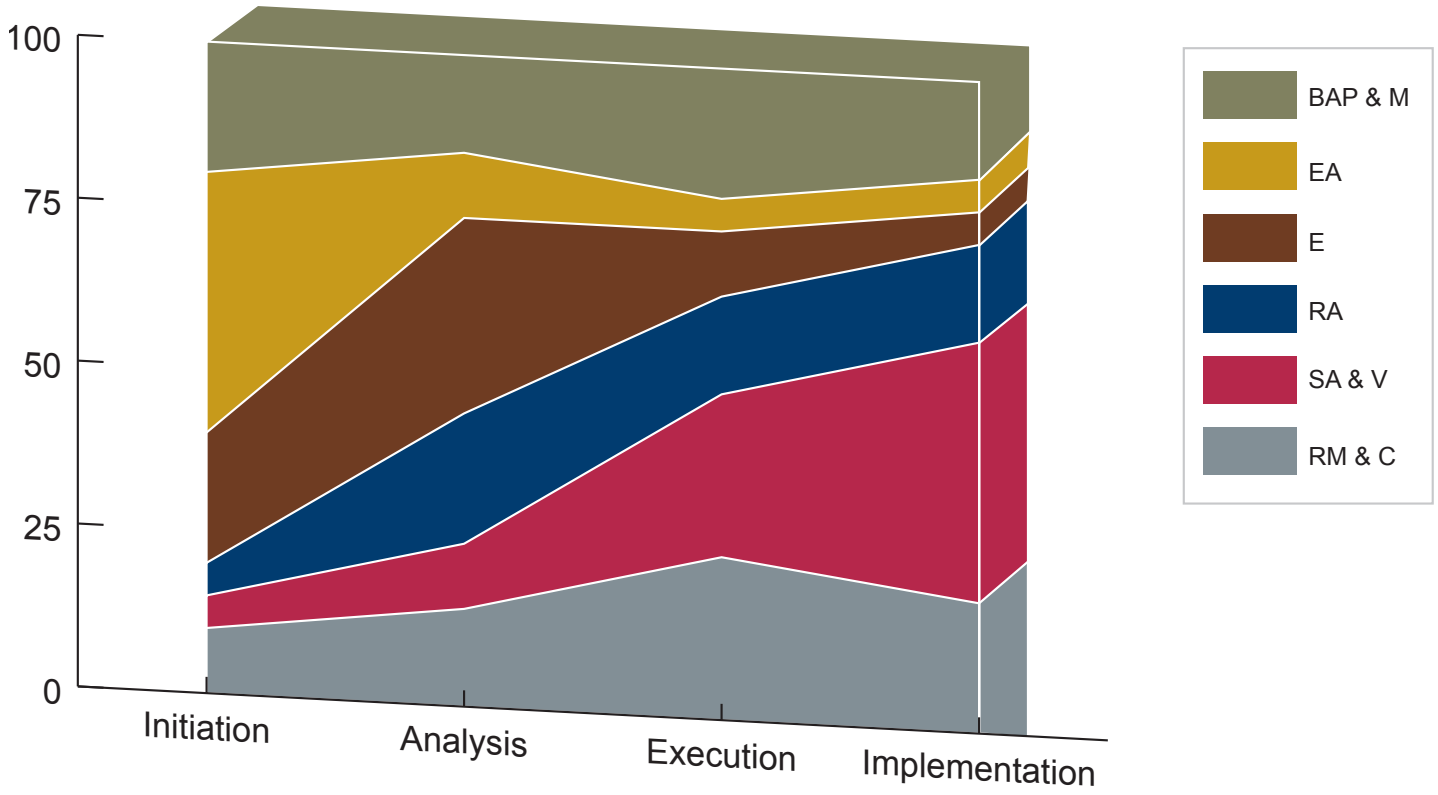
BAP & M *– Business Analysis Planning and Monitoring*
EA *– Enterprise Analysis*
E *– Elicitation*
RA *– Requirements Analysis*
SA & V *– Solution Assessment and Validation*
RM & C *– Requirements Management and Communication*

Technique

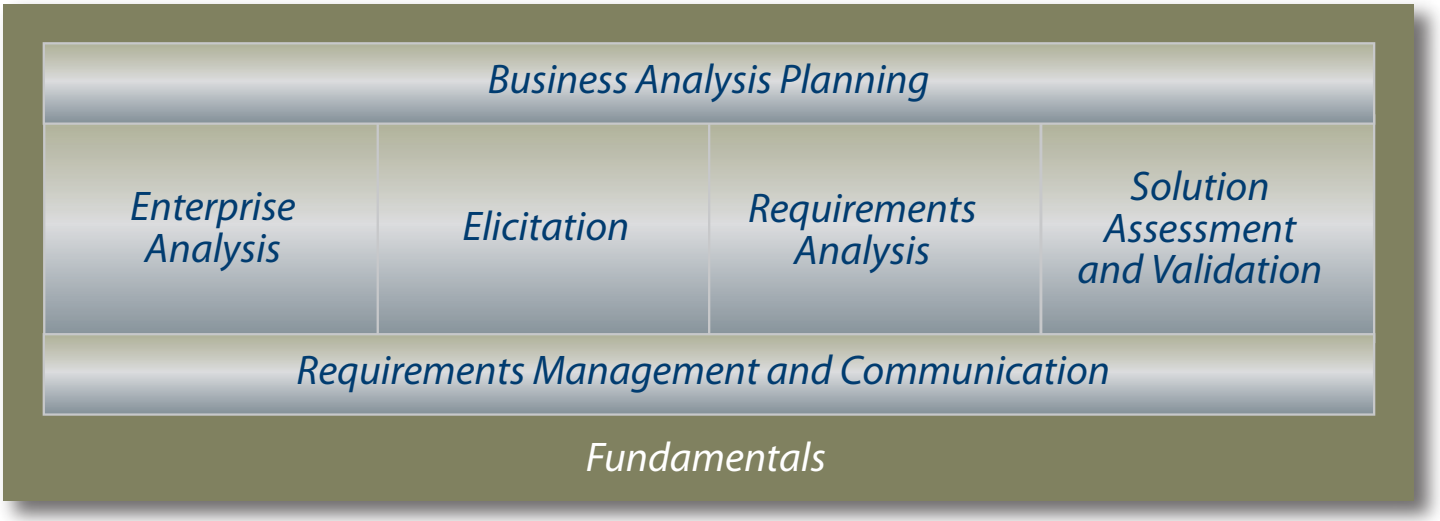
Relationship to Tasks

Techniques describe how tasks are performed under specific circumstances. A task may have none, one, or more related techniques. A technique must be related to at least one task.

The techniques described in the *BABOK* are intended to cover the most common and widespread use in the business analysis community. Business analysts are



BABOK™ v.2 Knowledge Areas



expected to apply their experience and best judgement in determining which techniques are appropriate to a given situation, and this may include techniques that are not described or mentioned in the *BABOK*. As our field evolves, we expect that techniques will be added, changed, or removed.

Multiple KAs

Techniques frequently apply to multiple KAs:

- If the technique applies to significantly more tasks in one KA than any others, it will be described there.
- If the technique applies to a similar number of tasks, it will appear in the first KA in which it is described.

Input/Output

An input represents the information necessary for a task to begin. Inputs should not be optional (at least not as the basic definition)—if something is merely helpful we do not define it as an input.

Inputs may be:

- Explicitly generated outside the scope of business analysis (e.g., a project plan).
- Generated by a business analysis task. In this case the input is maintained by the *BABOK* task that created it.

An output is a necessary result of the work described in the task. Outputs are produced and maintained by one and only one task, although a task can have multiple outputs.

Outputs may be produced at any level of formality, from verbal discussion with affected stakeholders to being captured in a software tool and placed under strict change control. The form of an output is dependent on the type of initiative underway, standards adopted by the organization, and best judgement of the business analyst as to an appropriate way to address the information needs of key stakeholders.

There is no assumption that the presence of an input or an output means that the associated deliverable is complete and/or final. The I/O only needs to be sufficiently complete to allow successive work to begin.

Knowledge Area

A knowledge area groups a related set of tasks and techniques.

Methodology

A methodology determines which business analysis tasks and techniques are used to solve a business problem. Unlike a technique, which is leveraged by some of the tasks performed, a methodology will generally affect all of the tasks that are performed during the course of a project.

Methodologies generally fall outside the scope of the *BABOK*. We acknowledge their existence and may provide some guidelines as to how they affect the *BABOK* as a whole but their proper definition should be left to the methodology authors.

Business Analysis Planning and Monitoring

Description

Business Analysis Planning and Monitoring describes how to determine which activities are necessary to perform in order to complete a business analysis effort. It covers identification of stakeholders, selection of business analysis techniques, the process we will use to manage our requirements, and how we assess the progress of the work in order to make necessary changes in work effort. Business analysis planning is a key input to the project plan, and project management responsibilities include organizing and coordinating business analysis activities with the needs of the rest of the project team.

Purpose

- Plan the execution of business analysis tasks
- Update or change the approach to business analysis as required
- Assess effectiveness of and continually improve business analysis practices

Tasks	Purpose	Inputs	Outputs
Conduct Stakeholder Analysis	Identify stakeholders who may be impacted by a proposed initiative or who share a common business need. This task includes determining appropriate stakeholders for the project or project phase, and analyzing stakeholder influence, authority (approve, sign off, veto), and project attitude.	• Organizational Standards • Defined Business Problem/Opportunity	• Stakeholder list • Stakeholder roles and responsibility designation
Plan Business Analysis Activities	Determines which activities are required to define the solution to a business problem, how those activities will be carried out, the work effort involved, and an estimate of how long the activities will take. • Identifies business analysis deliverables • Determines the scope of work for the business analysis activities • Determine tasks for the business analysis activities in the Knowledge Areas: Enterprise Analysis, Elicitation, Requirements Analysis, Solution Assessment and Validation. Detail will vary from KA to KA. • Identifies task dependencies, and interfaces between tasks • Develop estimates for BA work (time, skill level, complexity of tasks, etc.)	• Stakeholder list • Stakeholder roles and responsibility designation • Organizational Standards	Business Analysis Plans for: • Enterprise Analysis • Business Analysis Planning and Monitoring • Elicitation • Requirements Analysis • Solution Assessment and Validation • Requirements Management and Communication

Tasks	Purpose	Inputs	Outputs
Plan Business Analysis Communication	Determine what information the various stakeholders need to be provided about the results of business analysis and the forms it should take (verbal, written, etc). It includes considerations for, as well as constraints, impacts, durability and trade-offs of different communications media.	• Stakeholder list • Stakeholder roles and responsibility designation • Business Analysis Plan(s)	Business Analysis Communication Plan
Plan Requirements Management Process	Describes how to determine the appropriate requirements process for a particular initiative. It describes how we determine what is currently in place, and how to create the process if it doesn't exist. It includes determining whether and how requirements are changed, which stakeholders need to approve (instead of the actual approval of requirements), as well as who will be consulted on, or informed of changes, etc. It also includes the approach to requirements traceability and determining which requirements attributes we will capture.	• Organizational Standard • Business Analysis Plan(s)	Requirements Management Plan
Plan, monitor and Report on Business Analysis Performance	Determine which metrics will be used to measure the work performed by the business analysts. It includes how we track, assess, and report on the quality of the work performed by business analysts and take steps to correct any problems that may crop up. If problems are identified, determine appropriate corrective action (which may feed into the development of future plans on this or other projects).	• Organizational Performance Standards • Actual Performance Metrics • Business Analysis Plan(s) • Requirements Management Plan	• BA Performance Assessment • Lessons Learned • Process improvement recommendations

Enterprise Analysis

Description

Enterprise Analysis describes how we take a business need, refine and clarify the definition of that need, and define a solution scope that can feasibly be implemented by the business. It covers problem definition and analysis, business case development, feasibility studies, and the definition of a solution scope.

Purpose

Identify and propose projects that meet strategic needs and goals.

Tasks	Purpose	Inputs	Outputs

Identify Business Need	• Evaluate the internal and external environment
	  ✧ Internal:
	  ➛ Define/refine current/future business architecture
	  ➛ Assess the current state of technology (infrastructure and applications)
	  ✧ External:
	  ➛ Benchmark analysis
	  ➛ Competitive studies
	• Fully define business problem/opportunity
		• Business Architecture
		• Business Goal(s)
			Defined Business Problem/Opportunity

Determine Solution Approach	• Identify potential solutions • Analyze feasibility of options • Recommend viable business solution • Validate with decision makers	• Business Architecture • Defined Business Problem/Opportunity	Solution Approach
Define Solution Scope	• Context diagram • Product Breakdown Structure	• Business Architecture • Defined Business Problem/Opportunity • Solution Approach	Solution Scope
Develop the Business Case	• Define project objectives and expected business benefits • Develop project scope • Estimate time, cost, resources • Analyze cost vs. benefit • Evaluate risk	• Business Architecture • Business Goal(s) • Defined Business Problem/Opportunity • Solution Scope	Business Case

Elicitation

Description

Elicitation describes how we work with stakeholders to find out what their needs are and ensure that we have correctly and completely understood their needs.

Purpose

Explore, identify and document stakeholder needs.

Tasks	Purpose	Inputs	Outputs
Prepare for Elicitation	Prepare for elicitation by ensuring all needed resources are organized and scheduled for conducting the elicitation activities.	• Stakeholder list • Stakeholder roles and responsibility designation • Either (Defined Business Problem/ Opportunity) or (Business Case and Solution Scope) • Elicitation plan	• Scheduled resources • Supporting materials
Conduct Elicitation	Meet with stakeholder(s) to elicit information regarding their needs	• Supporting materials • Either (Defined Business Problem/ Opportunity) or (Business Case and Solution Scope) • Organizational standards	• Elicitation activity results • Assumptions, constraints, risks, issues • Documentation based on technique (e.g., interview notes, workshop results, survey responses, etc.)
Document Elicitation Results	Record the information provided by stakeholders for use in analysis.	• Elicitation activity results	• Stated requirements
Confirm Elicitation Results	Validate that the stakeholder's intentions have been correctly captured and understood.	• Stated requirements	• Validated stated requirements

Requirements Analysis

Description

Requirements Analysis describes how we progressively elaborate the solution definition in order to enable the project team to design and build a solution that will meet the needs of the business and stakeholders. In order to do that, we have to analyze the stated requirements of our stakeholders to ensure that they are correct, assess the current state of the business to identify and recommend improvements, and ultimately verify and validate the results,

Purpose

- Progressively elaborate stated requirements to sufficient level of detail that accurately defines the business need within specified scope
- Validate requirements meet the business need
- Verify requirements are acceptable quality

Tasks	Purpose	Inputs	Outputs
Organize Requirements	Structure and organize a set of requirements into logical sets. The organization may be based on defining multiple "levels" of requirements, packaging related functions together, and so forth.	• Business Case • Solution Scope • Requirements	Structured requirements
Prioritize Requirements	Determine the business priority of requirements (including voting, ranking, benefit analysis and so forth). Identify logical dependencies between requirements and requirements packages.	• Requirements • Business Case	Prioritized requirements
Specify and Model Requirements	Describes standard practices for writing textual requirements and creating models or diagrams. Specific models are addressed as techniques. Includes capturing the requirements attributes.	Requirements	Specified or modeled Requirements
Determine Assumptions and Constraints	As we analyze stakeholder requests we will find that some of their desires are not properly requirements but are rather based on assumptions regarding what the solution team is capable of delivering. These should be captured and assessed but are not properly requirements .	Stakeholder Statements	Assumptions and Constraints
Verify Requirements	Determine that the requirements are correctly and completely defined.	Specified or modeled Requirements	Verified requirements
Validate Requirements	Validate that a requirement will satisfy a business need.	Verified requirements	Validated requirements

Solution Assessment and Validation

Description

Solution Assessment and Validation describes how to 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. It also describes how we assess deployed solutions to see how well they met the original need in order to enable businesses to assess the performance and effectiveness of projects.

Purpose

Assess solutions to ensure that strategic goals are met and requirements are satisfied.

Tasks	Purpose	Inputs	Outputs
Assess Requirements Coverage	Determine how well possible options for solution designs will meet the requirements. The assessment may include a recommendation of a particular solution, rejection of all solutions, or an assessment of possible trade-offs. Examples: • RFI/RFP responses • Internal designs • Manual procedures	• Solution Design Option(s)	• Solution Design Assessment
Allocate Requirements	Allocate requirements among releases and/or solutions components. This task ensures that the possible release options are designed in a way to maximize the possible business value given the options and alternatives generated by the design team. • Allocate requirements to hardware, software, manual procedures, etc. • Recommend the release/delivery strategy • Understand trade-offs between different implementation approaches	• Solution Design • Validated Requirements	• Allocated Requirements
Determine Organizational Readiness	Determine organizational readiness to effectively operate the new solution • Conduct organizational readiness assessment • Recommend ways to optimize the organizational deployment	• Business Architecture • Solution Design	• Organizational Readiness Assessment • Organizational Change Recommendations

Tasks	Purpose	Inputs	Outputs
Validate Solution	Validate the verified and deployed solution meets the business need: • Define acceptance criteria (including what level of conformance to requirements is acceptable) • Identify defects/shortcomings (this should be distinguished from functional testing) • Analyze impact • Define corrective actions • Validate corrective actions When a problem is identified with the deployed solution (i.e., a failure to meet a requirement whether or not the requirement was correctly specified) determine what is the most appropriate response.	• Verified or Deployed Solution • Validated Requirements	• Validated Solution • Defect Impact Analysis • Validated Corrective Actions
Evaluate Solution	Assess the value of the solution as deployed to the business (to determine if the original goals are met). Compare actual vs. expected costs and benefits.	Deployed Solution Performance Metrics	Cost/Benefit Analysis

Requirements Management and Communication

Description

Requirements Management and Communication describes how we manage conflicts, issues and changes and ensure that stakeholders and the project team remain in agreement on the solution scope. Depending on the complexity and methodology of the project, this may require that we manage formal approvals, baseline and track different versions of requirements documents, and trace requirements from origination to implementation.

Purpose

- Recognize that communication takes places throughout all knowledge areas and is important for managing requirements
- Manage the approved solution and requirements scope
- Ensure stakeholders have access to business analysis work products
- Prepare and communicate requirements to stakeholders
- Facilitate enterprise consistency and efficiency by re-using requirements whenever possible

Tasks	Purpose	Inputs	Outputs
Manage Solution and Requirements Scope	Baseline and manage changes to business case, solution and requirements • Approve requirements (according to the approval authority stated in the Requirements Management Plan) • Baseline requirements • Manage formal and informal change control on requirements • Control multiple versions of requirements work products • Manage requirements conflicts and issues	• Stakeholder roles and responsibility designation • Requirements • Requirements management plan	• Approved Requirements • Decision Record
Manage Requirements Traceability	• Trace requirements (update and maintaining relationships between requirements components) • Perform impact analysis when changes are requested and supply this information to the change control process (in previous task) • Support the allocation of requirements to the solution in Solution Assessment and Validation.	• Requirements	• Traced Requirements
Maintain Requirements for re-use	• Select which implemented requirements will be maintained after solution implementation • Name the responsible party who will maintain the requirements (i.e. custodian, librarian) • Facilitate ongoing use of requirements for impact analysis and solution maintenance • Facilitate re-use of requirements on related projects to encourage enterprise consistency of business models	• Implemented requirements	• Maintained/re-used requirements

Tasks	Purpose	Inputs	Outputs
Prepare Requirements Package	• Determine appropriate format for requirements (v1.6 task) • Create a requirements package (V1.6 task)	• Requirements • Business analysis communications plan	• Requirements package (e.g., executive summary, formal documentation, RFI, RFP, etc.)
Communicate requirements	• Interaction with all stakeholders before, during and after projects. • Each KA involves communication that will be noted here • Interaction with solution team to assure that requirements are correctly understood and implemented	• Requirements package • Business analysis communications plan	• Communicated requirements

Business Analysis Techniques

The following techniques will be described in depth in *BABOK* version 2. Other techniques not listed here may be included within the scope of a particular task. In particular, any technique that modifies only one task will likely be addressed within the body of that task.

Technique	BAP & M	EA	E	RA	SA & V	RM & C
Brainstorming		X	X			
Business Rules				X		
Change Control Systems	X					X
Communication needs and media analysis?	X					X
Configuration Management/Repository	X					X
Coverage Matrix					X	X
Data Model		X		X		
Decision Analysis		X			X	
Decomposition	X	X		X		
Document Analysis			X			
Environmental Assessment (Internal/External)		X			X	
Event/State Model		X		X		
Financial Analysis (Cost/benefit, ROI, etc.)		X			X	
Focus group		X	X			
Gap analysis				X	X	
Goal Analysis (Strategy maps, etc—breaking down a goal into SMART objectives)		X				
Interface Analysis				X		
Interface Identification			X	X		
Interview		X	X			
Issue and Defect Reporting					X	X
Metrics and Reporting	X	X		X	X	
Nonfunctional Requirements				X		

Technique	BAP & M	EA	E	RA	SA & V	RM & C
Observation		X	X			
Organizational Modeling		X		X		
Personas and User Profiles	X			X	X	
Process Model	X	X		X		
Prototyping			X	X		
Requirements Workshop			X			
Retrospective	X				X	
Reverse Engineering			X			
Scenarios and Use Cases		X		X		
Scope Definition (Context diagrams, use case diagrams, etc).		X				X
Structured Walkthrough				X	X	X
Survey			X			
Traceability Matrix	X					X
User Acceptance Testing					X	
User Interface Modeling				X		

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The following volunteers have participated in the development of the *BABOK* as authors, subject experts, reviewers, or in other volunteer positions. The IIBA would like to thank them for their generous assistance and support.

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