

**BABOK**<sup>®</sup>  
**Study Group**



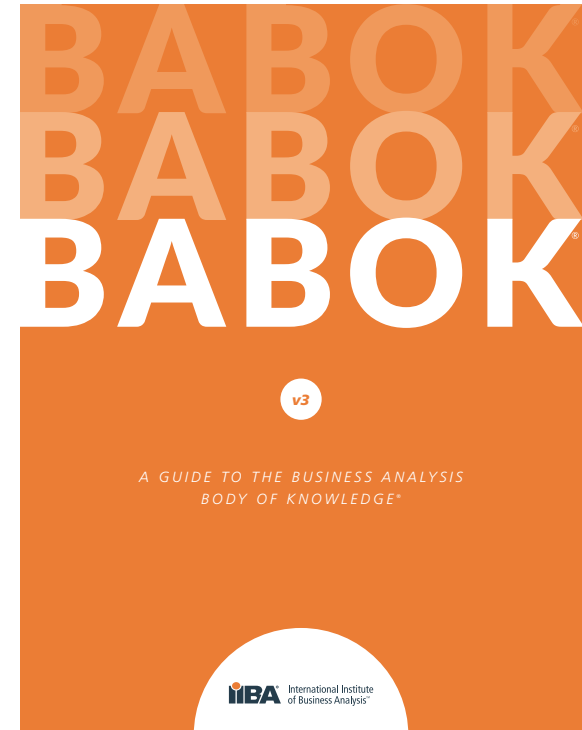
*Intro to the  
BABOK*<sup>®</sup> *Guide v3*  
(What-Is / How-To Read)

## Overview

- Introduction
- Definition of Business Analysis
- Structure of the BABOK<sup>®</sup> Guide
- Business Analysis Key Concepts
- Tasks, Techniques & Knowledge Areas
- Underlying Competencies
- Perspectives

# a Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) v3

- the only globally recognised standard for the practice of business analysis
- essential resource defining skills and knowledge required by business analysis professionals
- reflects collective knowledge of the global business analysis community
- provides a consensus-based description of business analysis



# *BABOK*<sup>®</sup> *Guide*

- core product for IIBA<sup>®</sup> - serves as basis for a lot, including certification, competency model, etc.
- history:
  - development began in 2004
  - first Major Release was v1.6 in 2006
  - updated to v2 in 2009
  - version 3 launched on April 15th 2015

# Encompassing the Full Scope of the Business Analysis Discipline

## Version 2 Scope

IT Projects

Agile (limited coverage)

## Version 3 Scope

IT Projects

Agile (full coverage)

Business Process  
Management

Business Architecture

Business Intelligence

- industry is demanding:
  - process improvement skills
  - strategic thinking and alignment to business goals
  - integration with agile software development methods
  - greater focus on change management

# Definition of Business Analysis

- the practice of enabling **change** in an organisation by defining **needs** and recommending **solutions** delivering **value** to **stakeholders**
- enables an organisation to articulate **needs** and the rationale for **change**, and to design and describe **solutions** that can deliver **value**
- performed on a variety of initiatives within an enterprise i.e. **strategic, tactical** or **operational**
- may be performed within the boundaries of a project or throughout enterprise evolution and continuous improvement

# Structure of the *BABOK*<sup>®</sup> Guide

- the core content of the *BABOK*<sup>®</sup> Guide is composed of *business analysis tasks* organized into *knowledge areas*
  - knowledge areas are a collection of logically (but not sequentially) related tasks
  - 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*<sup>®</sup> Guide that helps guide business analysts to better perform business analysis tasks



# Business Analysis Key Concepts

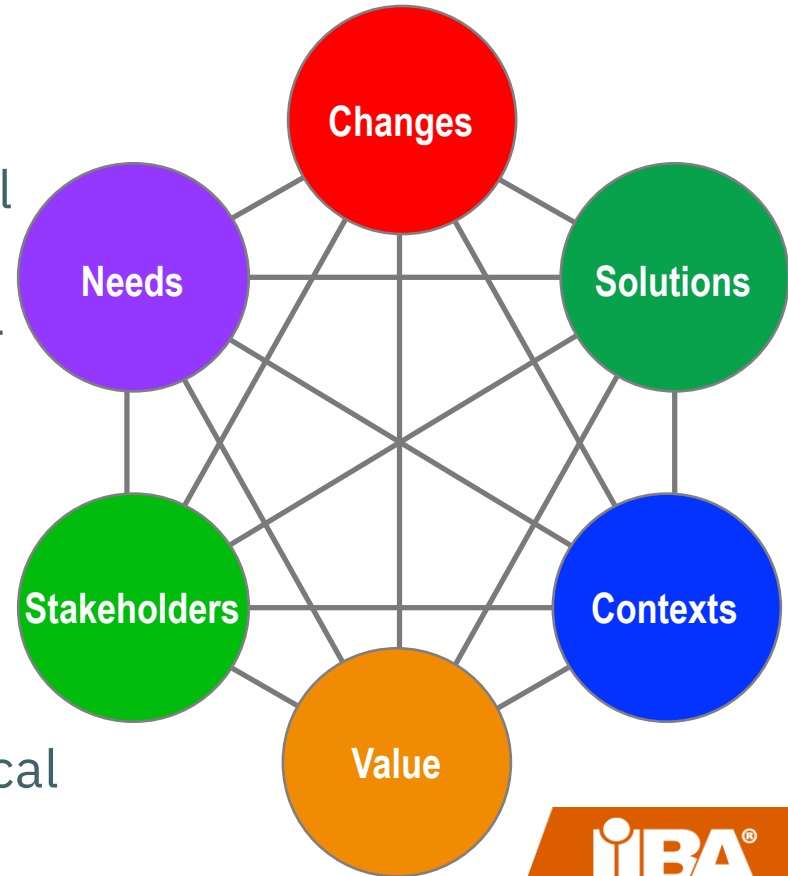


# Business Analysis Key Concepts

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

# Business Analysis Core Concept Model™ (BACCM™)

- conceptual framework for the business analysis profession
- each core concept is an idea fundamental to the practice of business analysis
- each core concept is defined by the other five core concepts & can only be fully understood until all the concepts are understood
- all core concepts hold equal importance or significance
- relevant from enterprise strategy to tactical implementation



# Requirements Classification

- a requirement is a usable representation of a need
- requirements focus on understanding what kind of value could be delivered when fulfilled

# Requirements Classification

## BUSINESS REQUIREMENTS

### DEFINITION

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

Key Word: **WHY**

### EXAMPLE

- as a leading food retailer, we want to create new business by profiling us as a company that cares about people with food constraints, no matter if those exist because of medical (e.g. allergies, intolerances) or religious (e.g. kosher, halal) reasons, or because of personal conviction or lifestyle (e.g. vegetarian, vegan)

# Requirement Classification

## STAKEHOLDER REQUIREMENTS

### DEFINITION

- needs of stakeholders that must be met in order to achieve the business requirements
- may serve as a bridge between business and solution requirements

Key Word: **WHAT**

### EXAMPLE

- as a consumer with food allergies, I want to find effortlessly recipes that take those food allergies into account, so that I can enjoy the preparation of a meal instead of focusing on my restrictions

# Requirements Classification

## SOLUTION REQUIREMENTS

### DEFINITION

- describe the *capabilities* and *qualities* of a solution that meet stakeholder requirements
- provide the appropriate level of detail to allow for the development and implementation of the solution
- two known sub-categories:
  - **functional requirements**: describe the *capabilities* that a solution must have in terms of the behavior and information that the solution will manage
  - **non-functional/quality/service requirements**: describe *conditions* under which a solution must remain effective or *qualities* that a solution must have

Key Word: **HOW**

### EXAMPLE

- create a website where the consumer can create an account where he/she can
  - predefine a food profile
  - easily find recipes that meet the food profile
  - map the recipes with our products
  - make a shopping list
- the website should be secure and responsive

# Requirement Classification

## TRANSITION REQUIREMENTS

### DEFINITION

- 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
- differ from other requirement categories since they are of a temporary nature
- address topics such as data conversion, training, and business continuity

Key Word: **CHANGE**

### EXAMPLE

- set up a marketing campaign to promote the new website that will be available on smartphone, tablet and computer

# Requirements Classification Schema

**business requirements**

BusReq01

BusReq02

BusReq03

**stakeholder requirements**

StaReq01

StaReq02

StaReq03

StaReq04

StaReq05

StaReq06

**solution requirements**

SolReq01

SolReq02

SolReq03

SolReq04

SolReq05

SolReq06

SolReq07

SolReq08

**transition requirements**

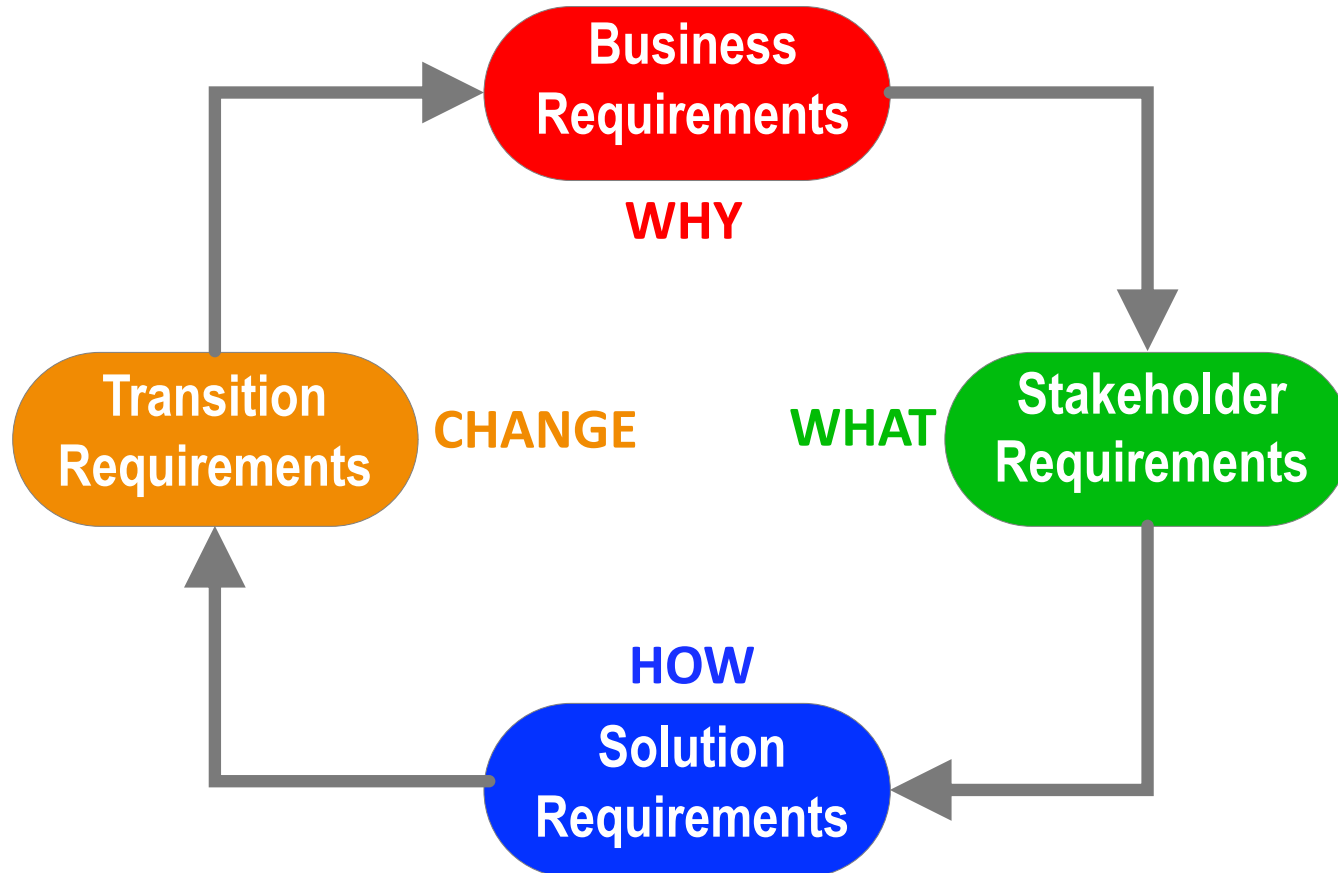
TransReq01

TransReq02

TransReq03



# Requirement Classification Schema





# Tasks, Techniques & Knowledge Areas



# Tasks

- a task is a discrete piece of work that may be performed formally or informally as part of business analysis
- the definition of a given task is universally applicable to business analysis efforts, independent of the initiative type
- a business analyst may perform other activities as assigned by his/her organisation, but these are not considered to be part of the business analysis profession

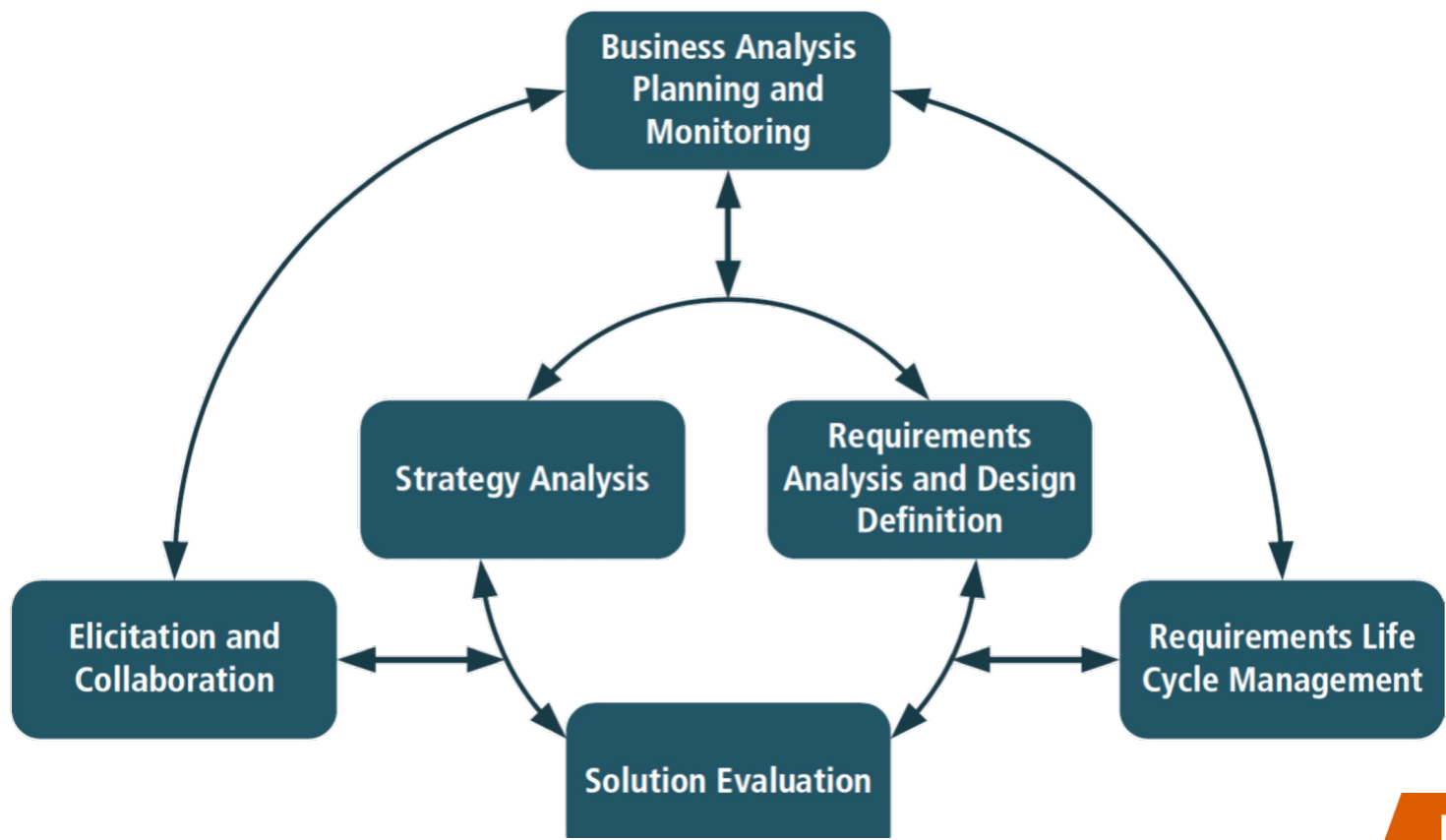
# Tasks

- the BABOK® Guide does not prescribe a process or an order in which tasks are performed
- tasks can be performed in any order, sequentially, iteratively, or simultaneously ... as long as the necessary inputs to a task are present
- a business analysis initiative may start with any task, although likely candidates are
  - *analyse current state* from the knowledge area *strategy analysis*
  - *measure solution performance* from the knowledge area *solution evaluation*

# Techniques

- provide additional information on ways that a task may be performed
- list of techniques included in the BABOK® Guide is not exhaustive
- multiple techniques 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
- a technique can be performed in more than one task (see appendix B)

# Knowledge Areas



# Business Analysis Planning & Monitoring

- describes the tasks to organise 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 & Collaboration

- describes the tasks to prepare for and conduct elicitation activities and confirm the results obtained
- describes the ongoing collaboration with stakeholders throughout the business analysis activities
- describes the communication with stakeholders once the business analysis information is assembled



# Strategy Analysis

- describes the tasks 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
  - align the resulting strategy for the change with higher- and lower-level strategies

# Requirements Analysis & Design Definition

- structure and organise requirements discovered during elicitation activities
  - specify and model requirements and designs
  - validate and verify information
  - identify solution options that meet business needs
  - estimate the potential value that could be realised for each solution option

# Requirements Analysis & Design Definition

- 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

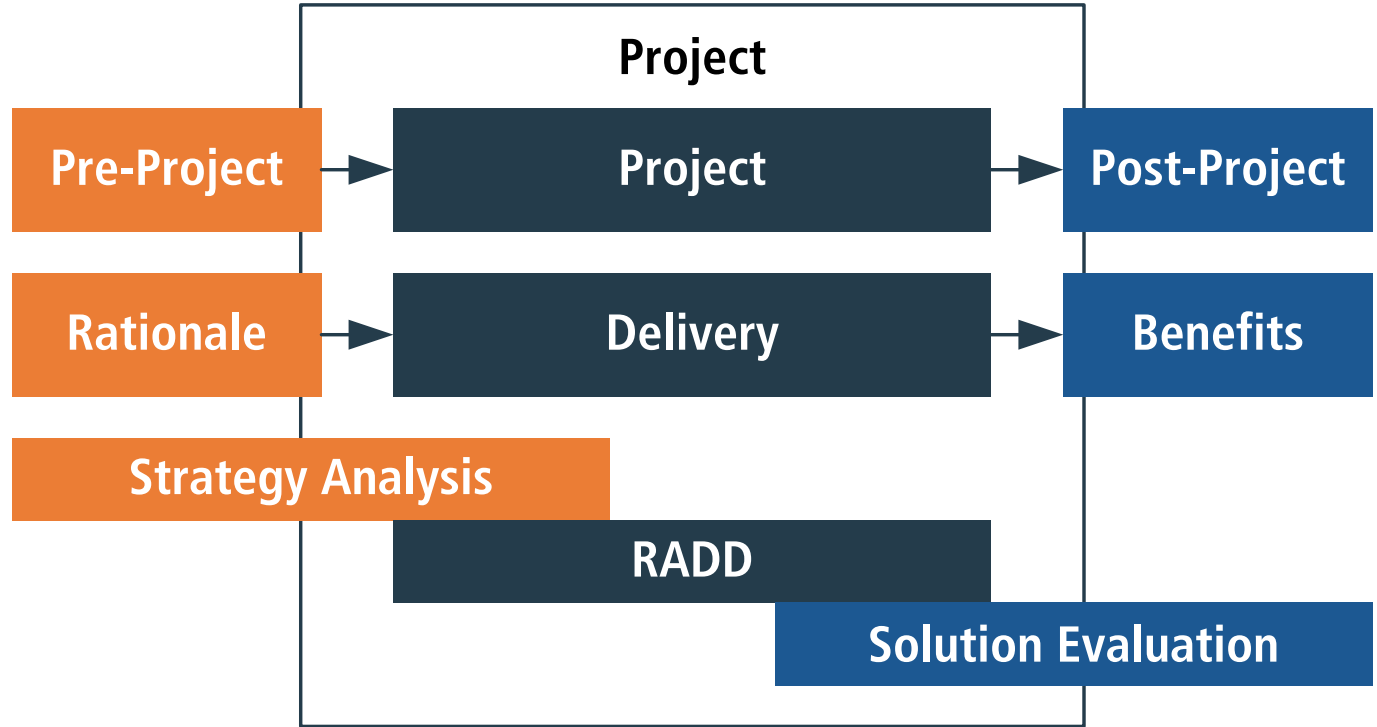
# Requirements Life Cycle Management

- describes the tasks to manage and maintain requirements & design information, and that from inception to retirement
- these tasks describe establishing meaningful relationships between related requirements and designs, and assessing, analysing and gaining consensus on proposed changes to requirements and designs

# Solution Evaluation

- describes the tasks to:
  - assess the performance of and value delivered by a solution in use by the enterprise
  - recommend removal of barriers or constraints that prevent the full realisation of the value

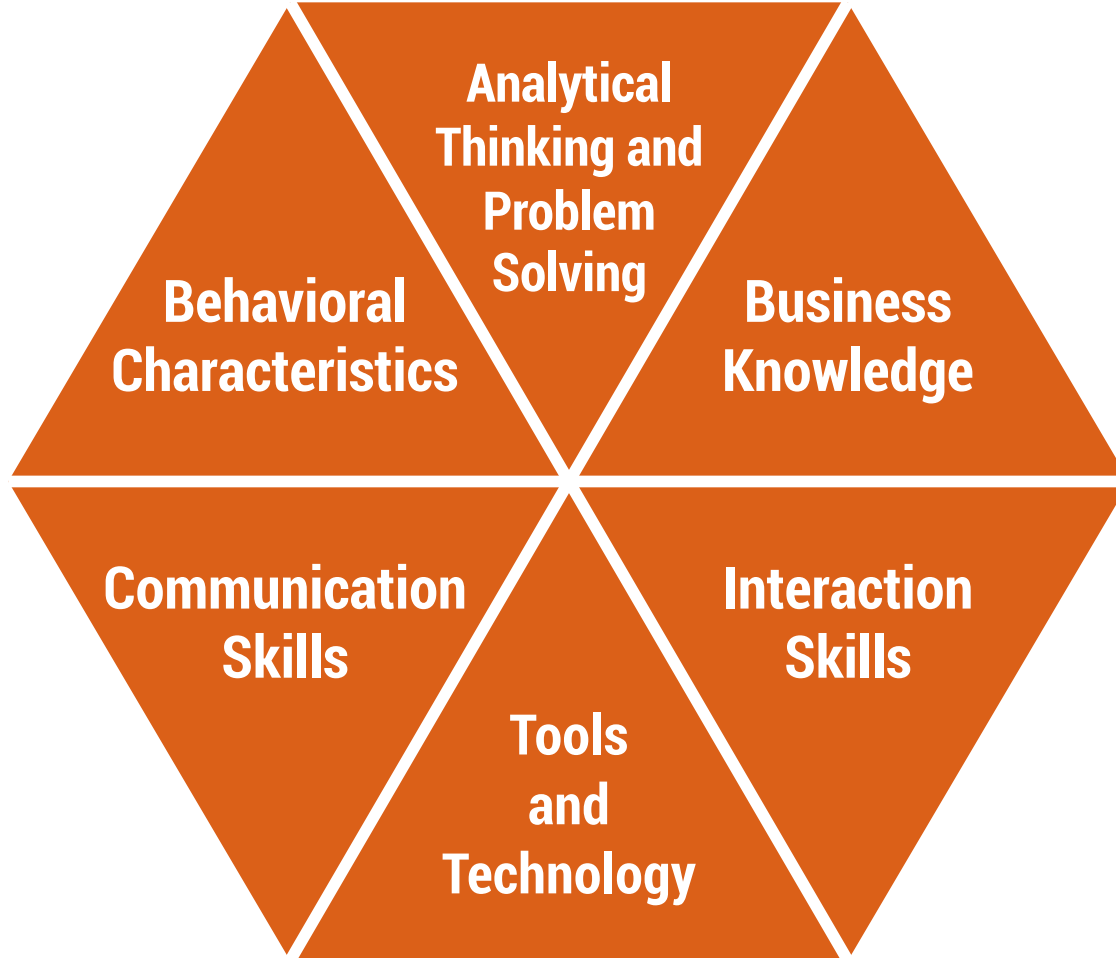
# Business Analysis Beyond Projects





# Underlying Competencies







# Analytical Thinking and Problem Solving

- creative thinking
- decision making
- learning
- problem solving
- systems thinking
- conceptual thinking
- visual thinking

# Communication Skills

# Interaction Skills

- verbal communication
- non-verbal communication
- written communication
- listening
- facilitation
- leadership & influencing
- teamwork
- negotiation & conflict resolution
- teaching

# Behavioral Characteristics

- ethics
- personal accountability
- trustworthiness
- organisation and time management
- adaptability

# Business Knowledge

- business principles & practices
- industry knowledge
- organization knowledge
- solution knowledge
- methodology knowledge

# Tools and Technology

- office productivity tools & technology
- business analysis tools & technology
- communication tools & technology



# Perspectives



# Perspectives

- defines more precisely the role of the business analyst in a specific kind of organisational change
- can be thought of as a lens through which the business analysis practitioner views his/her work activities based on the current context
- meant to help the business analyst relate the BABOK® to practice
- one or many perspectives may apply to a single initiative
- five perspectives currently described in BABOK:
  - information technology, agile, business intelligence
  - business architecture, business process management

## About International Institute of Business Analysis

International Institute of Business Analysis™ (IIBA®) is a professional association dedicated to supporting lifetime learning opportunities for business and professional success. Through a global network, IIBA connects with over 29,000 Members and more than 300 Corporate Members and 120 Chapters. As the recognized voice of the business analysis community, IIBA supports the recognition of the profession and discipline and works to maintain the global standard for the practice and certifications.

For more information visit [iiba.org](https://iiba.org)