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# An Analysis The BABOK

Business Analysts Body Of  
Knowledge Version 3  
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# Overview

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- Introduction – What is the BABOK.
- Purpose – The reason for this presentation.
- Objective – What this presentation hopes to achieve.
- Notation – The language used to describe the BABOK.
- Deliverables – What the BABOK produces.
- Views – Looking at the BABOK from different perspectives.
- Customization – How to use the model.
- Summary – What this presentation achieved and next steps.

# Introduction

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- The BABOK is the globally recognized standard for the practice of business analysis.
- Its primary purpose is to define the profession of business analysis and provide a set of commonly accepted practices.
- The BABOK describes business analysis knowledge areas, tasks, underlying competencies, techniques and perspectives on how to approach business analysis.
- It also identifies stakeholders for each task, but the consumer of the BABOK output is not always clearly defined.

# Purpose

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- To identify the customers of a Business Analysis process and the deliverables that they receive from that process.
- To clearly define the consumers of outputs produced by the tasks in the BABOK.
- To capture all tasks, stakeholders, inputs, outputs, tools and guidelines, techniques and elements that are identified in the BABOK.
- To allow readers of the BABOK to be able to focus on components that are specific to their needs.
- To allow a user of the BABOK to easily customize its content for a specific need and understand the implications of that customization.

# Objective

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- To capture the BABOK content as a model.
- The model is an object-oriented view of the BABOK which is based on the Unified Modeling Language (UML).
- The model will capture tasks, stakeholders, inputs, outputs, tools and guidelines, techniques and elements and be able to assign these to knowledge areas.
- It will clearly identify the artifacts in the BABOK and the consumers of those artifacts.
- It will show the dependencies between those artifacts.
- It will allow a user to customize the BABOK and identify the consequences of that customization.

# Prioritization



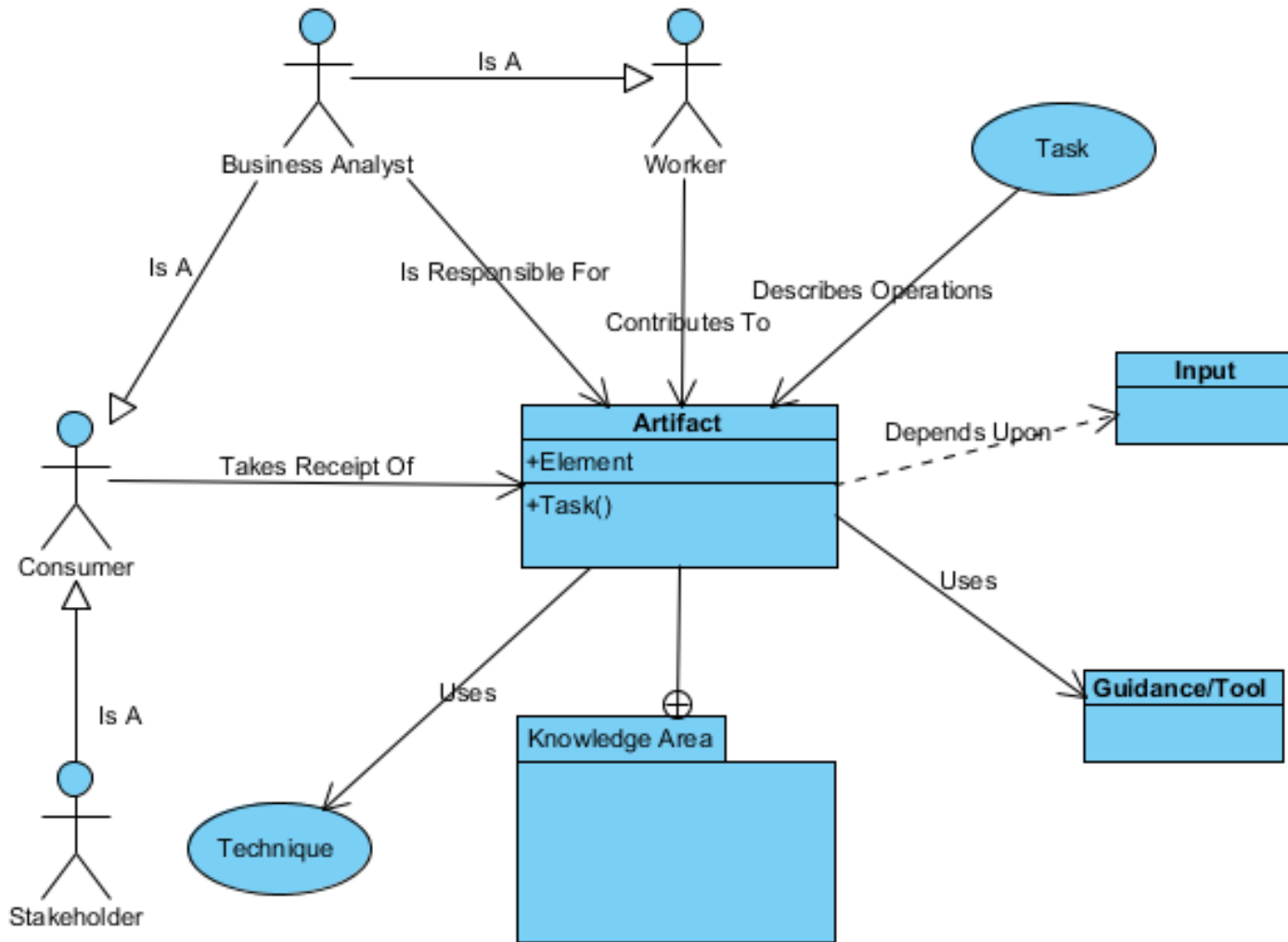
- The model prioritizes the components of the BABOK as follows:
  1. Consumer – The stakeholder that is gaining benefit from the outputs of each task?
  2. Deliverable - Deliverables are the artifacts that are output from each task.
  3. Elements – These are the parts that make up these deliverable artifacts.
  4. Task – The task that is used to produce the artifact under consideration.
  5. Input – The inputs to the task are the artifacts that the artifact under consideration is dependent upon.
  6. Techniques, guidelines and tools – These are used to assist with the production of the artifact under consideration.
  7. Workers – These are the stakeholder roles that are involved with the production of the artifact under consideration.
  8. Knowledge area – These are groupings of artifacts. (Some artifacts are found in more than 1 knowledge area.)

# Notation



- The BABOK components that are captured in the model are:
- Consumers, Workers and Stakeholders – Represented by actors.
- Artifacts – Represented by classes.
- Elements – Represented by class attributes.
- Tasks – Represented by use cases and also as an operation in the class that is output by the task.
- Techniques – Represented by use cases.
- Guidelines and Tools – Represented by classes.
- Dependencies – Represented by relationships between artifacts and their inputs.
- Knowledge Areas – Represented by packages.

# Model Template





# Example Artifact



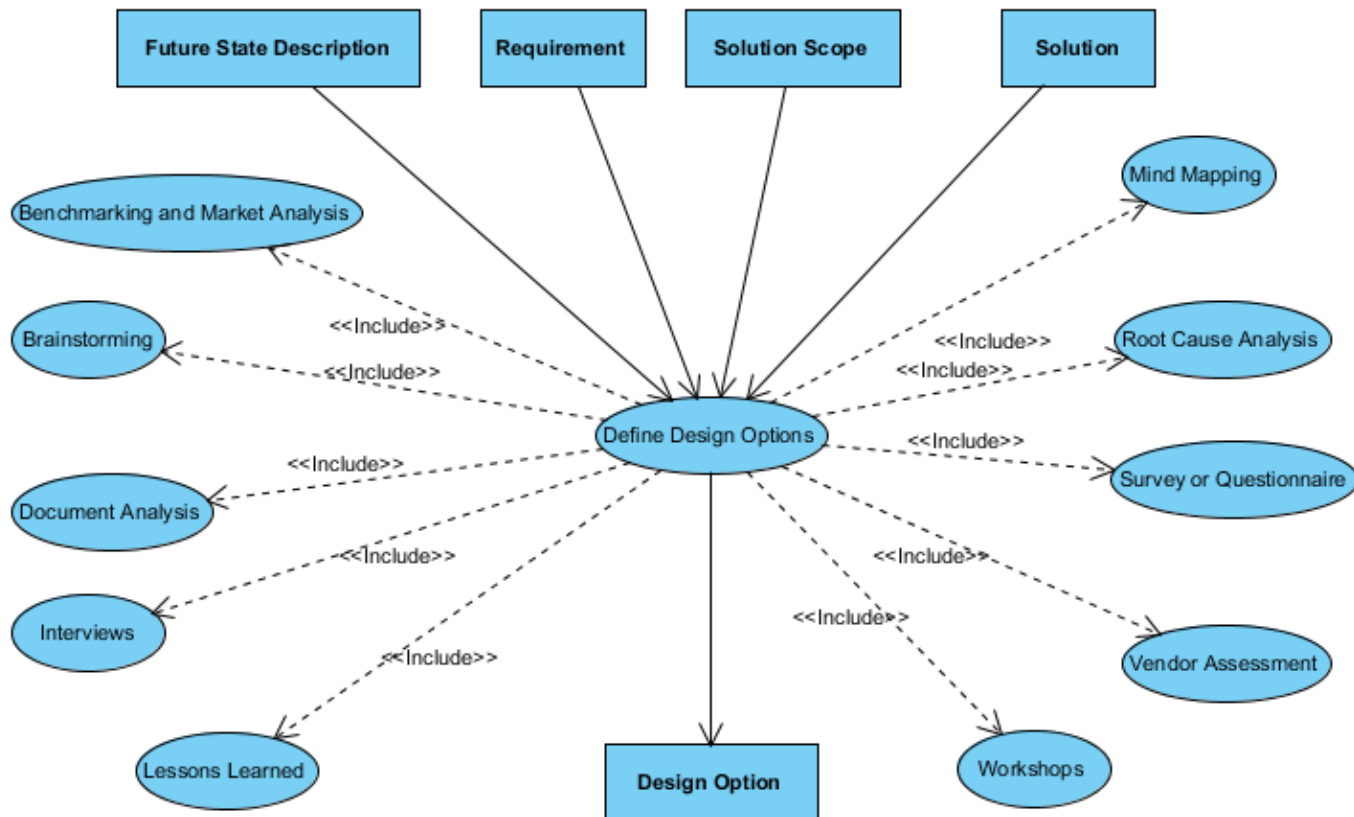
- The Design Option artifact contains 4 elements:
  - Characteristics of Requirements and Designs Quality - of type Description of the Design,
  - Define Solution Approaches – of type Solution Approach,
  - Describe Design Options - of type Design Description,
  - Identify Improvement Opportunities of type Statement - of Opportunity,
  - Requirements Allocation - of type List of Allocations.
- and 1 task:
  - Define Design Options.

Design Option
+Characteristics of Requirements and Designs Quality : Description of Design
+Define Solution Approaches : Solution Approach
+Describe Design Options : Design Description
+Identify Improvement Opportunities : Statement of Opportunity
+Requirements Allocation : List of Allocations
+Define Design Options()

# Example Techniques, Guidelines/Tools

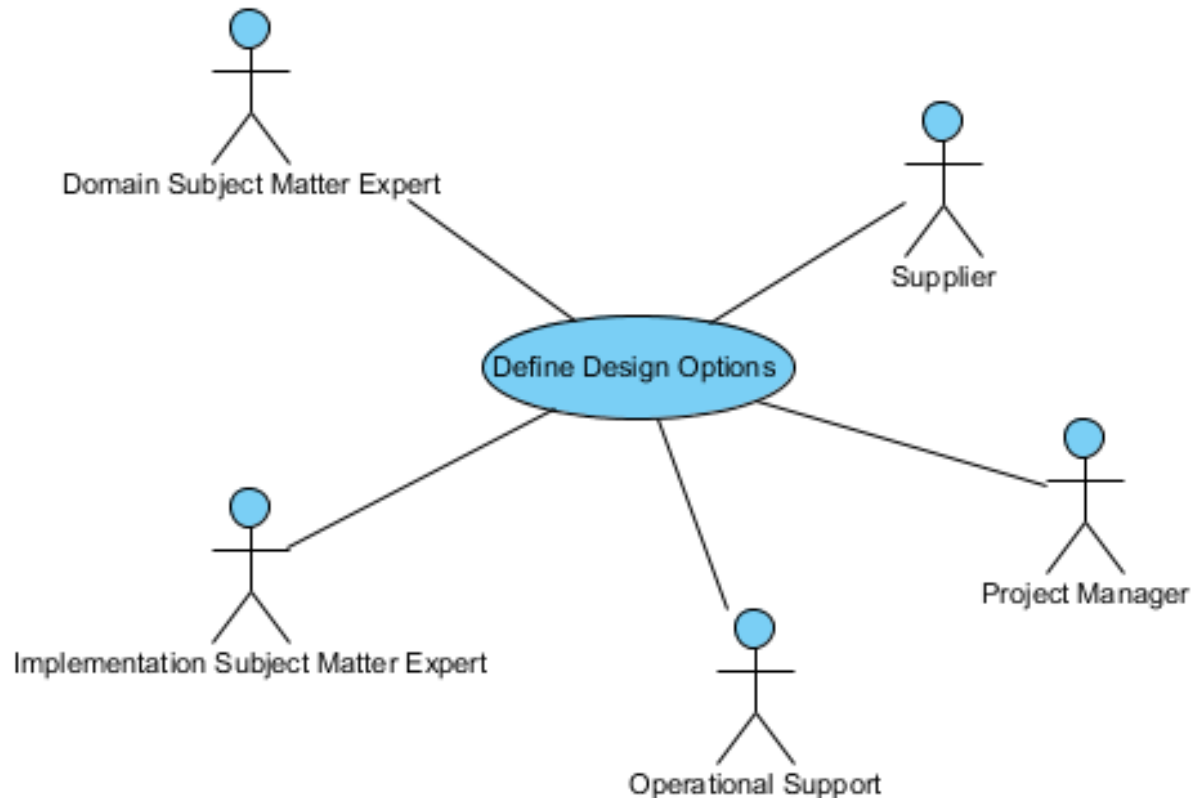


- The Define Design Options task uses, 10 techniques and 4 tools and guidelines to produce the Design Option artifact.



# Example Stakeholders

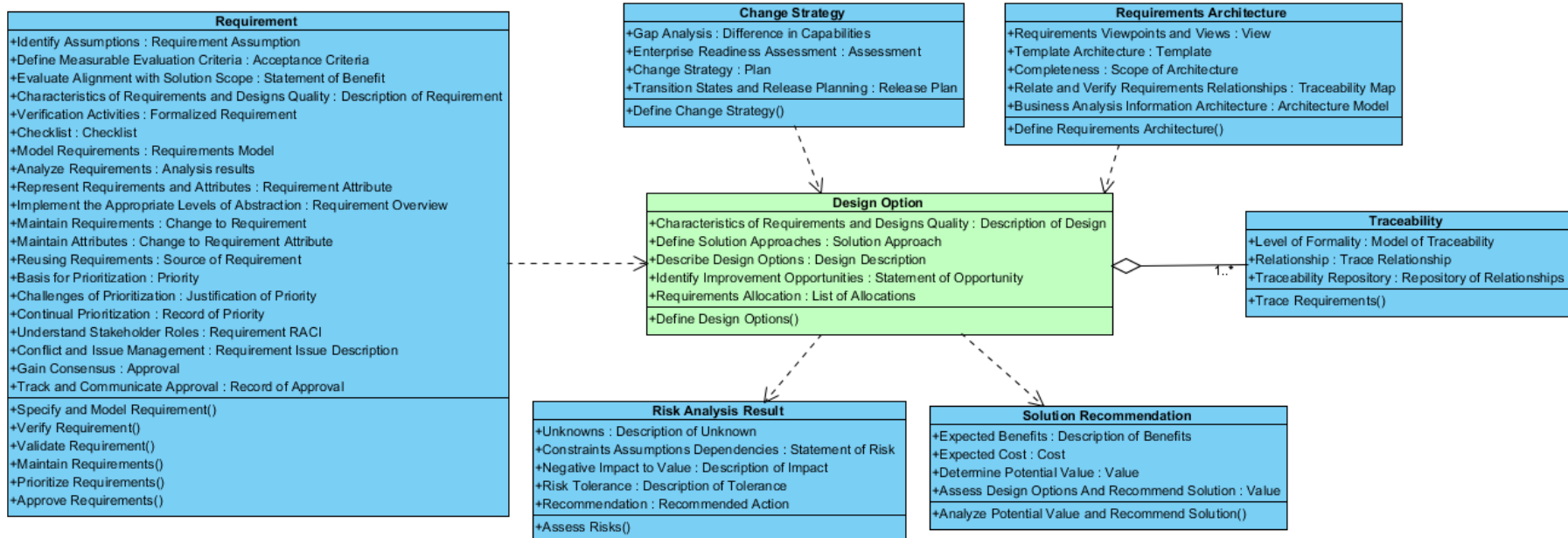
- The Design Option artifact is produced with the assistance of 5 stakeholders.



# Example Dependencies



- The Design Option is dependent on Requirements, Change Strategy and Requirements Architecture.
- Design Option is an input to Risk Analysis Results, Solution Recommendations and Traceability.



# Special Notation

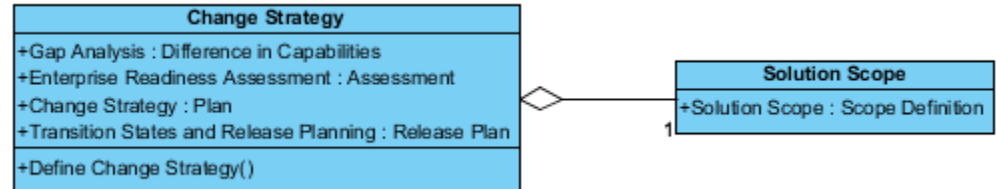


- Whole/Part Relationship – Used when a task produces multiple artifacts. The artifacts are connected by an aggregation relationship, representing a part artifact that shares the inputs and operations of the whole.
- Generalization Relationship – Used when an artifact is a type of another artifact. The child artifact inherits all inputs, elements and tasks from the parent.
- Self Referencing Relationship – Used when an artifact is an input to itself. This shows that the artifact is dependent on instances of the same or similar artifacts in a previous state.

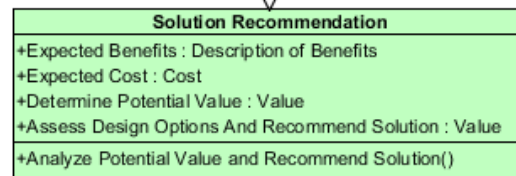
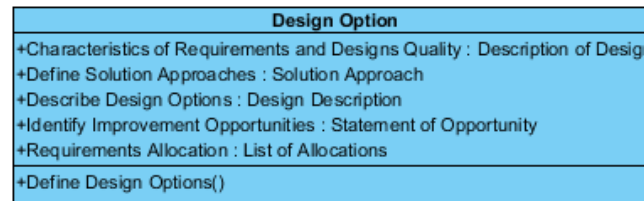
# Special Notation Examples



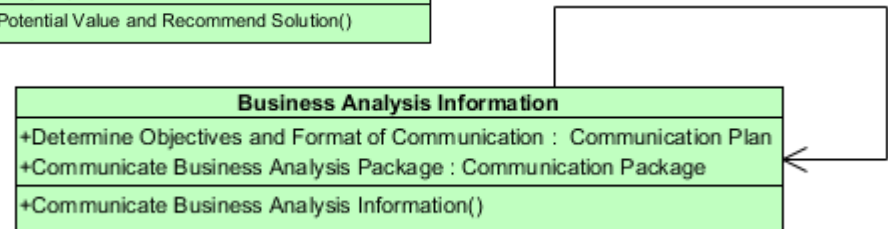
- Whole part relationship



- Generalization relationship



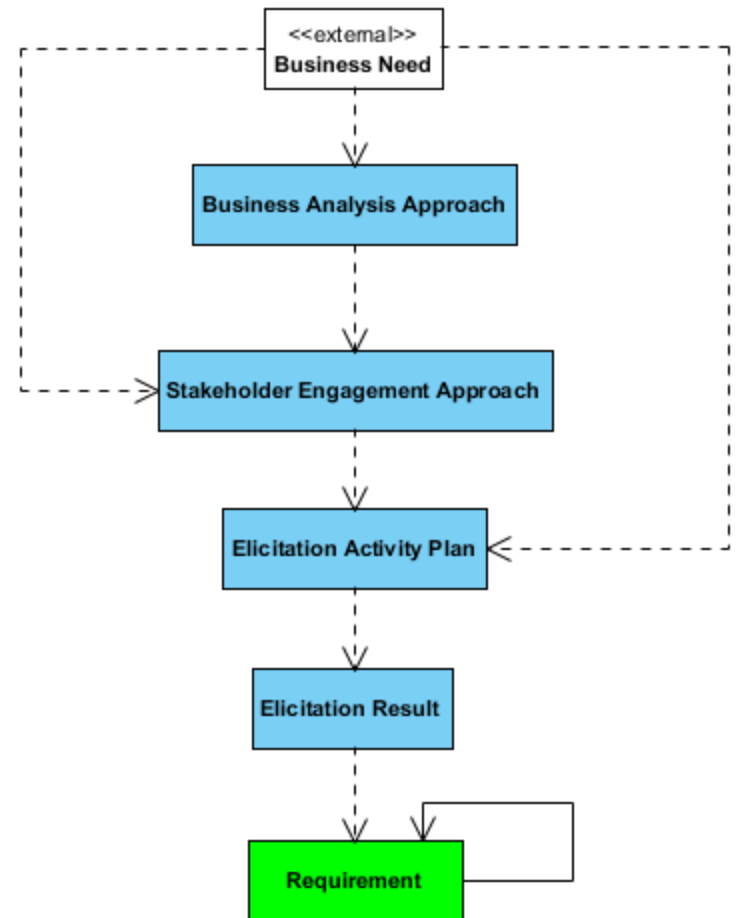
- Self-referencing relationship



# Dependency Tree



- This diagram shows a complete list of the dependencies that are required in order to produce a requirement.
- Each artifact in the tree is dependent upon the artifacts that are its inputs.
- This shows that requirements may be produced from Business Need artifacts alone.



# External Deliverables



- External deliverables are those artifacts that are used by stakeholders to create work outside of the BABOK. These artifacts are:
  - Business Analysis Information – May be used to create work for any stakeholder.
  - Change Assessment – Used by Project Managers.
  - Recommended Action – Used by Customers.
  - Requirement – Used by Implementation Subject Matter Expert, Suppliers, Operational Support, Testers, Project Managers and Domain Subject Matter Experts.
  - Risk Analysis Result – Used by Project Managers.
  - Solution Recommendation – Used by Enterprise Architects.
  - Stakeholder Engagement – May be used by any stakeholder.



# Uses For External Deliverables

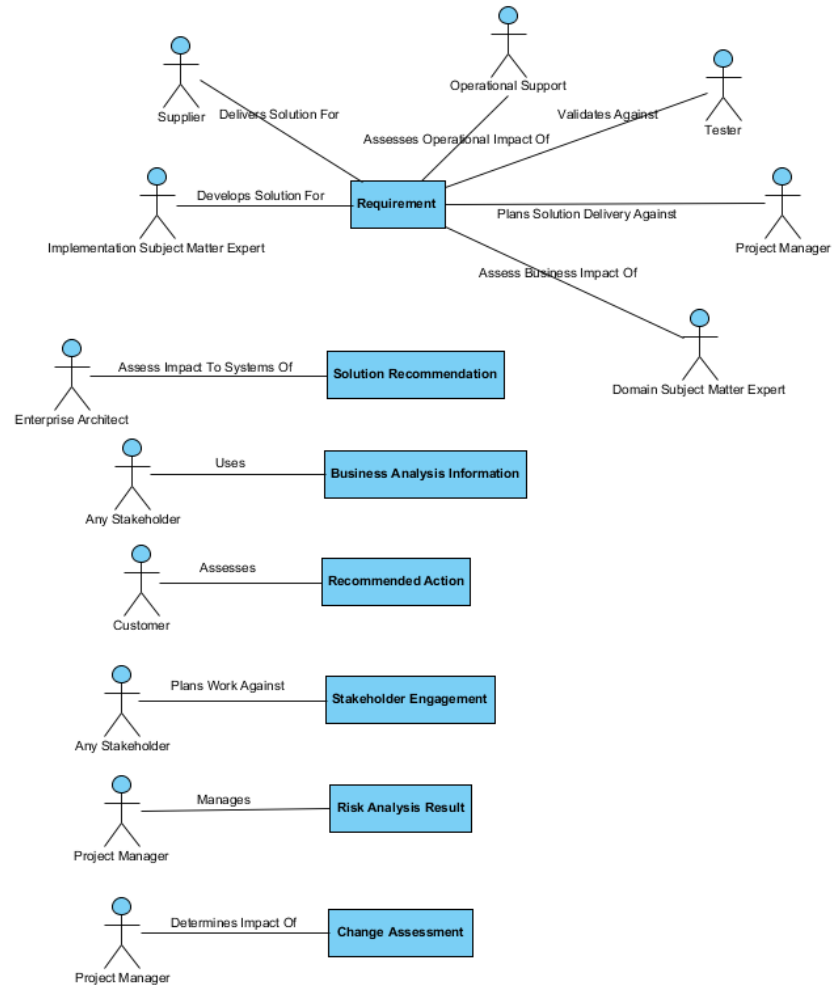


Deliverable	Justification for the deliverable
Supplier – Delivers Solutions For -> Requirement	When a solution is partially delivered by an external vendor, then requirements will be created that are specifically written for their portion of the solution.
Implementation SME - Develops Solution For -> Requirement	The implementation teams takes delivery of the requirements and build a solution as specified by the requirements. The implementation subject matter expert represents the developers.
Domain SME - Assesses Business Impact Of -> Requirement	The domain subject matter expert uses the requirements to identify and prepare for changes to business operations.
Project Manager - Plans Solution Delivery Against -> Requirement	The project manager uses requirements to plan the activities and tasks performed during implementation and delivery of the solution.
Tester - Validates Deliverables Against -> Requirement	Testers may take delivery of the requirements as soon as they are approved, in order to begin planning the testing effort and writing acceptance criteria against which the solution will be validated.
Operational Support - Assesses Operational Impact Of -> Requirement	New features may impact existing business applications. Operational support will assess the requirements to determine changes to existing business operations as a result of the solution.
Requirement - Include -> A Solution Recommendation	The recommended solution is delivered along with the requirements.
Enterprise Architect - Assesses Architectural Impacts Of -> Recommended Solution	A solution that builds upon existing systems will have an impact on the performance and architecture of those systems. The enterprise systems architect is able to assess those impacts and determine additional work that is the result of implementing the solution.
Any Stakeholder – Receives -> Business Analysis Information	Any information that is delivered to a stakeholder during business analysis activity is covered by Business Analysis Information, such as elicitation results, potential requirements or designs, solution scope or proposed strategies.
Customer - Assesses -> Recommended Action	During requirements analysis, the BA will make recommendations that change or add to the original business needs. The customer will determine how the business needs are impacted.
Any Stakeholder – Plans Work Against -> Stakeholder Engagement	Stakeholder engagement describes the demands that will be placed on each stakeholder during the business analysis process.
Project Manager - Manages -> Risk Analysis Results	Risks are discovered during elicitation and analysis of requirements. Risks are generally managed by the project manager, with advice from the BA.
Project Manager – Determines Impact of -> Change Assessment	A project manager uses the Change Assessment to determine the impact to the project delivery.

# Diagram Of External Deliverables



- This class diagram describes the relationships between external deliverable artifacts and the stakeholders that use them.



# Demonstration



- We have shown examples of answers to the questions:
  - What components go to make up a design option?
  - Who are the stakeholders that provide input to a design option?
  - What are the inputs to a design option, and
  - What artifacts use the design option.
- The model can be used to address many other queries, such as:
  - As a type of stakeholder, which tasks am I involved with?
  - As an expert in a particular technique, which artifacts can I provide input to?
  - As the owner of a guideline, which tasks will be using my work?
  - If a Solution Recommendation is not required (gap analysis for example), which tasks can be removed from the process?

# Summary



- In this presentation you saw how a model may be used to represent the contents of the BABOK.
- In demonstrating this model you learned:
  - The purpose of the BABOK.
  - The reasoning behind why a model is a useful representation of the BABOK.
  - The objectives that a model of the BABOK achieves.
  - The notation that the model uses in order to represent the BABOK.
  - A representation of the BABOK deliverables.
  - How a model allows the BABOK to be viewed from many perspectives.
  - How to customize the model in order to define a subset process of the BABOK.

# Next Steps

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- This presentation contains just a small sample of the components and diagrams in the model.
- For a complete list of Artifacts, Elements, Tasks, Techniques, Tools and Guidelines, Stakeholders and their dependencies and relationships, see [Analysis of the BABOK](#)
- The model is captured with Visual Paradigm.