Analysis Of The BABOK
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Part 2

An alternative view of the Business Analysts Body of Knowledge,

(Version 3, as published by the International Institute of Business Analysts)

2   Introduction

In part 1 of this analysis we saw how the BABOK could be re-organized into an object-oriented structure that focused on deliverables to stakeholders. Part 1 summed of those deliverables with a diagram and accompanying table of stakeholder relationships to those deliverables. Part 2 focuses on the artifacts that the BA manages in order to achieve the goal of delivering those external artifacts. The process begins with the external inputs, and uses the tasks, techniques, guidelines and tools detailed in the BABOK. These guidelines, tools and techniques are used to manipulate and organize inputs, in order to create a set of output artifacts that will eventually be used to produce the stakeholder deliverables.

2.1   Organization

The structure of this document demonstrates:

- The dependencies for each external deliverable, from the external inputs through the intermediate artifacts, and ultimately the deliverable itself.
- The direct dependencies, elements and tasks for each external input and BA consumable artifact.
- For each task that produces the external or BA consumable artifact as an output:
    - The guidelines, tools and techniques for that task.
    - The workers that contribute to the task.
- The artifact dependencies by knowledge area.

To put it explicitly;

- The first diagram type (Generation) is a class diagram showing a tree structure of classes, representing artifacts, that are organized by their dependencies,
- The second diagram type (Usage) is a class diagram showing connected classes (dependencies) and the attributes and operations for the artifact (class) under discussion,
- The third diagram type (Guidelines, Tools and Techniques) is a use case diagram showing,
    - a use case for the task, connected to,
    - use cases that represent associated techniques, by an 'includes' relationship,
    - classes that represent the associated guidelines and tools,
    - a class representing the deliverable artifact under discussion.
- The fourth diagram type (Workers) is a use case diagram showing the task under discussion, as a use case and the workers for that task, connected to the use case as actors.
- The fifth diagram type (knowledge Areas) is a class diagram showing knowledge areas as packages, the artifacts contained within that package and their dependencies on classes that are external or in contained in other packages.

2.2   Deliverable Artifacts

The following artifacts are delivered to one or more stakeholders. These are the artifacts that are used by other roles in order to plan and execute their work.

The 'Generation' diagram shows how each deliverable is produced from the external inputs. (External input artifacts are identified by a white background.) Each diagram includes a traceability tree of dependencies which trace the delivered artifact back to external inputs, via BA generated artifacts.

The 'Usage' diagram shows all input to and out from connections to the artifact and also its associated elements and tasks.

The 'Guidelines, Techniques and tools' diagram shows the guidelines, tools and techniques used by a single task during the production of the artifact. There is 1 diagram for each task.

The 'Workers' diagram shows the roles involved with a task that produces the artifact.

(Most artifacts are created and maintained by a single task, but some artifacts may be updated by several tasks. Where several tasks are involved the artifact goes through a life-cycle, from creation to delivery.)

2.2.1   Business Analysis Information

Business analysis information is any kind of information at any level of detail that is used as an input to business analysis work, or as an output from business analysis work. See Business Analysis Information in part 3 for a full description.

2.2.1.1   Generation Diagram

Figure 1: shows that the Stakeholder Engagement Approach is derived from Business Needs.
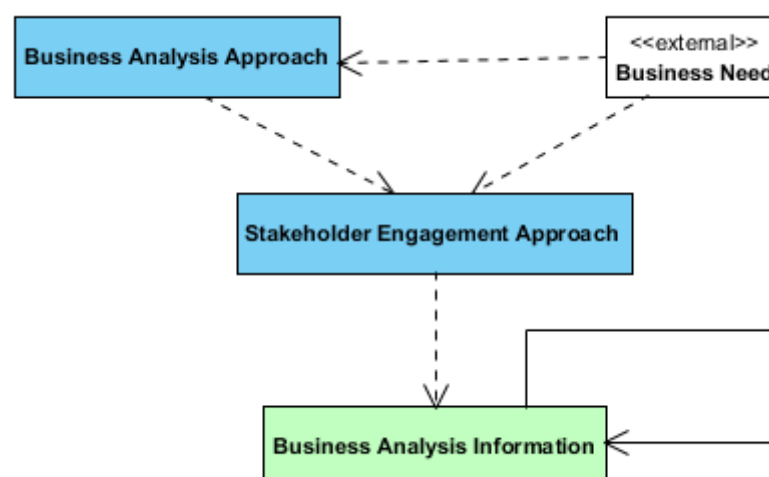

Figure 1:   Business Analysis Information Generation

Business Analysis Information is also dependent upon, Business Analysis Approach, Stakeholder Engagement Approach and the Business Analysis Information itself.

2.2.1.2   Usage

Figure 2: shows that Business Analysis Information receives input from the Business Engagement Approach and also from itself.
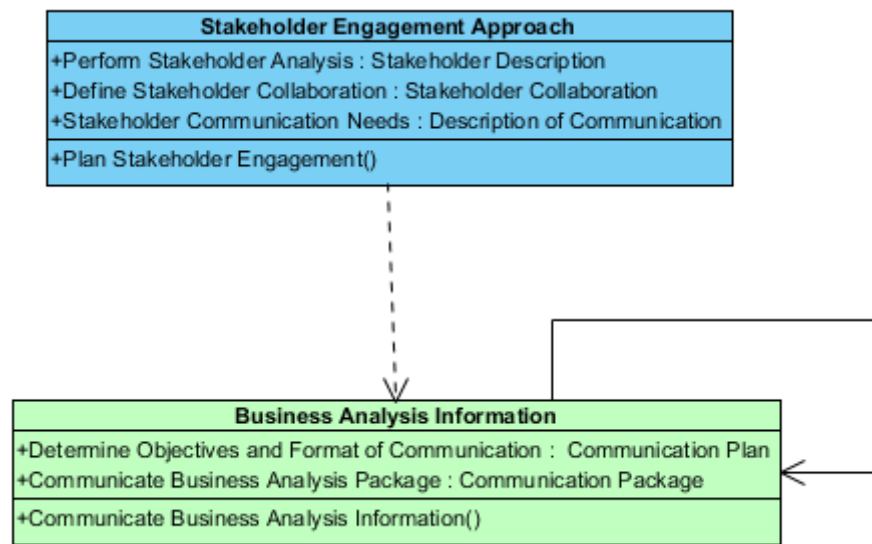
Stakeholder Engagement Approach

+Perform Stakeholder Analysis : Stakeholder Description
+Define Stakeholder Collaboration : Stakeholder Collaboration
+Stakeholder Communication Needs : Description of Communication

+Plan Stakeholder Engagement()

Business Analysis Information

+Determine Objectives and Format of Communication : Communication Plan
+Communicate Business Analysis Package : Communication Package

+Communicate Business Analysis Information()

Figure 2:   Business Analysis Information Usage

Business Analysis Information includes 2 elements:

- Determine Objectives and Format of Communication – In the form of a Communication Plan.
- Communicate Business Analysis Package – In the form of a communication package.

There is a single task that produces the Business Analysis Information artifact - Communicate Business Analysis Information.

2.2.1.3   Communicate Business Analysis Information

The purpose of Communicate Business Analysis Information is to ensure stakeholders have a shared understanding of business analysis information. Guidelines Techniques and Tools

Figure 3: shows the Guidelines, Tools and Techniques used by the Communicate Business Analysis Information task.
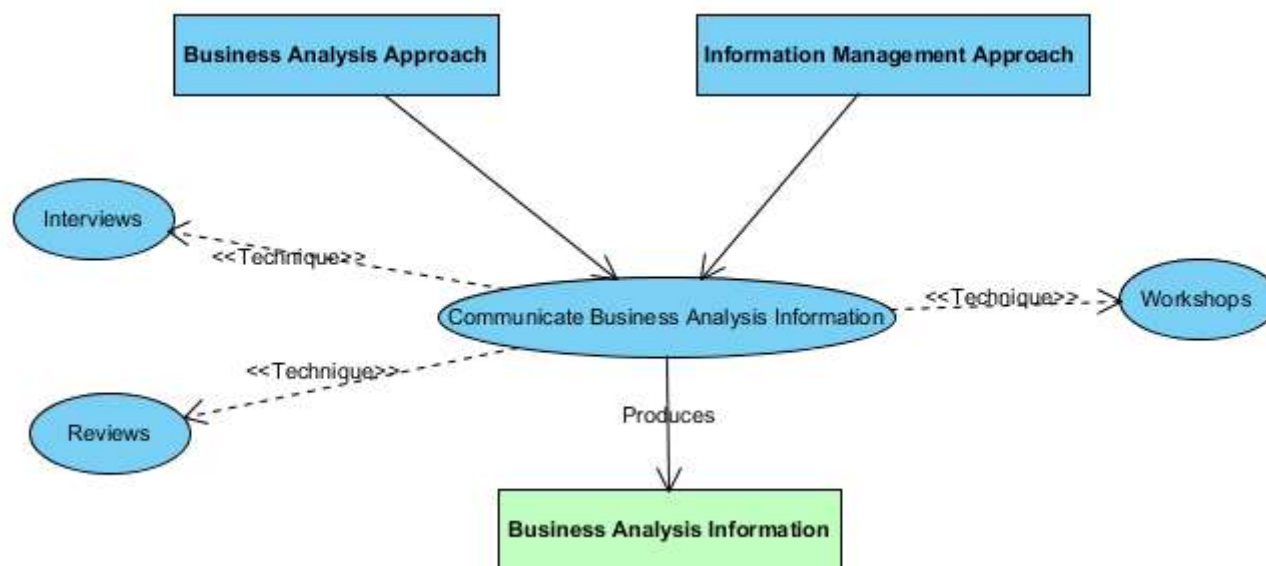
Figure 3:   Communicate Business Analysis Information Guidelines, Tools and Techniques

The Communicate Business Analysis Information task, uses the Business Analysis Approach and Information Management Approach as tools and guidelines; and Interviews, Reviews and Workshops as techniques, to create the Business Analysis Information artifact.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Communicate Business Analysis Information task.

2.2.1.3.1 Workers

Figure 4: shows the workers involved with performing the Communicate Business Analysis Information task.
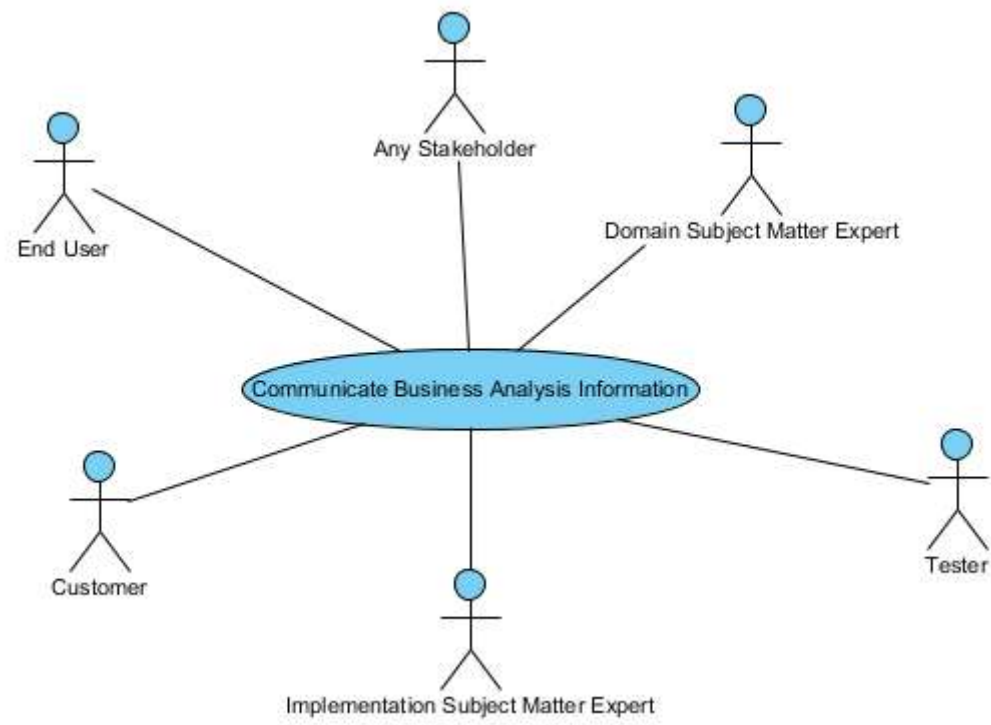
Figure 4:   Communicate Business Analysis Information Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Communicate Business Analysis Information task.

2.2.2 Recommended Action

Recommended actions is a recommendation of what should be done to improve the value of the solution within the enterprise. See Recommended Action in part 3 for a full description.

2.2.2.1   Generation Diagram

Figure 5: shows that Recommended Actions are derived from Business Needs.
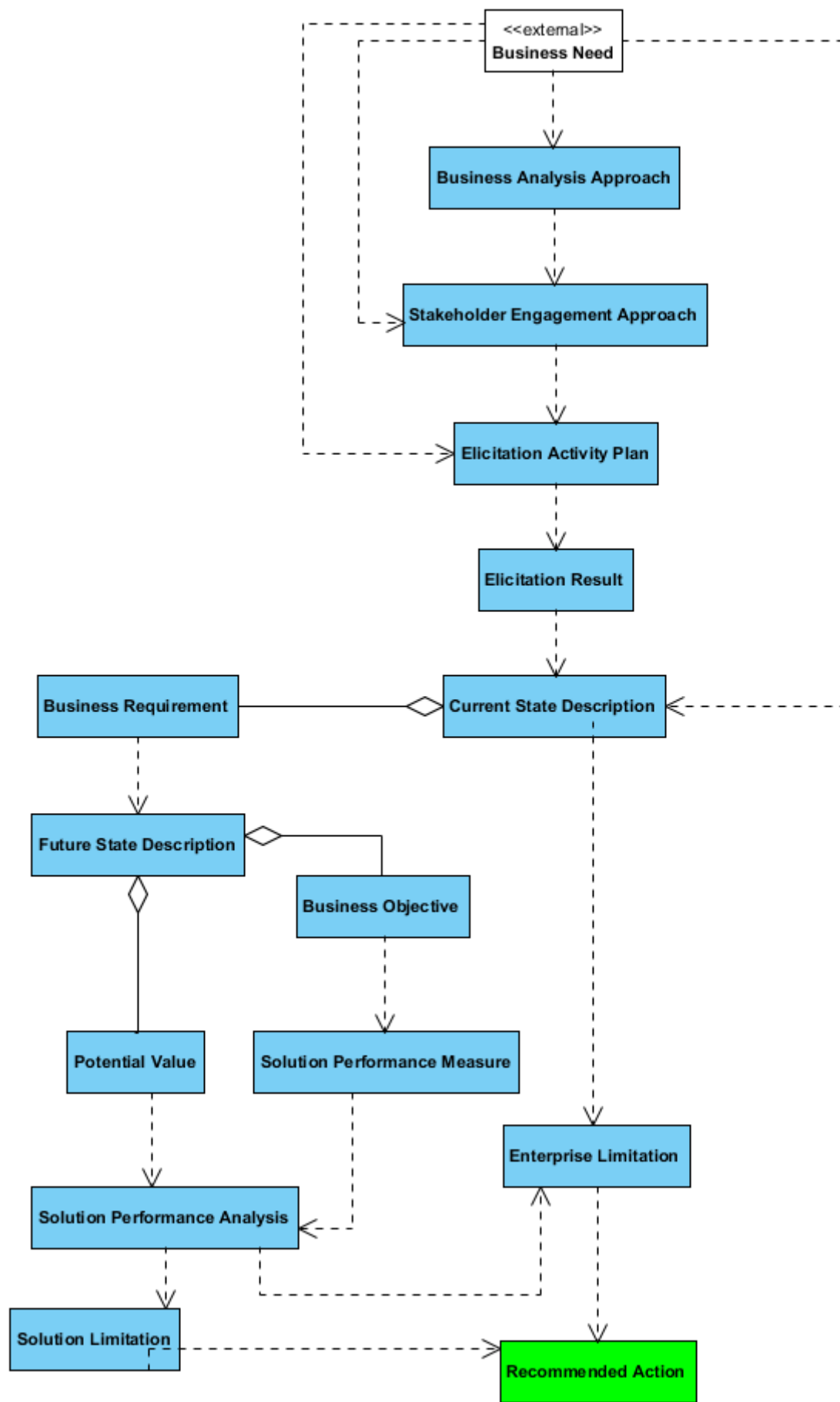
Figure 5:   Recommended Action Generation

Recommended Actions are also dependent upon Business Analysis Approach, Stakeholder Engagement Approach, Elicitation Activity Plan, Elicitation Result, Current State Description, Business Requirement, Future State Description, Business Objective, Potential Value, Solution Performance Measure, Enterprise Limitation, Solution Performance Analysis and Solution Limitation.

2.2.2.2   Usage

Figure 6: shows the inputs to Recommended Actions, tasks used to produce Recommended Actions and the artifacts elements and the information they provide to the artifact.
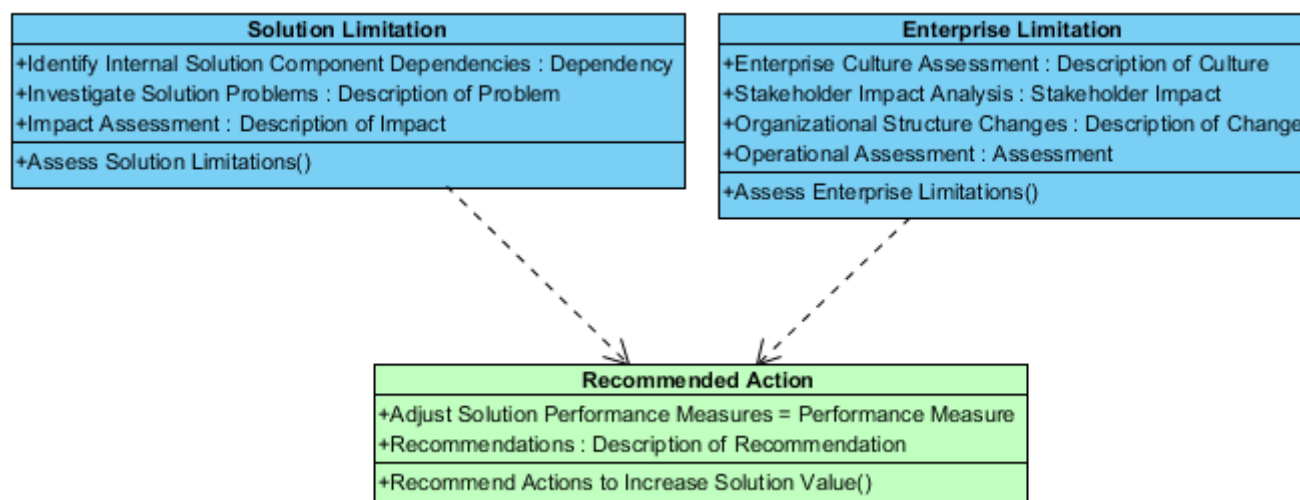

Figure 6:   Recommended Actions Usage

Recommended Actions include 2 elements:

- Adjust Solution Performance Measures – In the form of a Performance Measure.
- Recommendations – In the form of a description of the recommendation.

There is a single task that produces Recommended Actions - Recommend Actions to Increase Solution Value.

2.2.2.3   Recommend Actions to Increase Solution Value

The purpose of Recommend Actions to Increase Solution Value is to understand the factors that create differences between potential value and actual value, and to recommend a course of action to align them.

2.2.2.3.1 Guidelines Techniques and Tools

Figure 3: shows the Guidelines, Tools and Techniques used by Recommend Actions to Increase Solution Value.
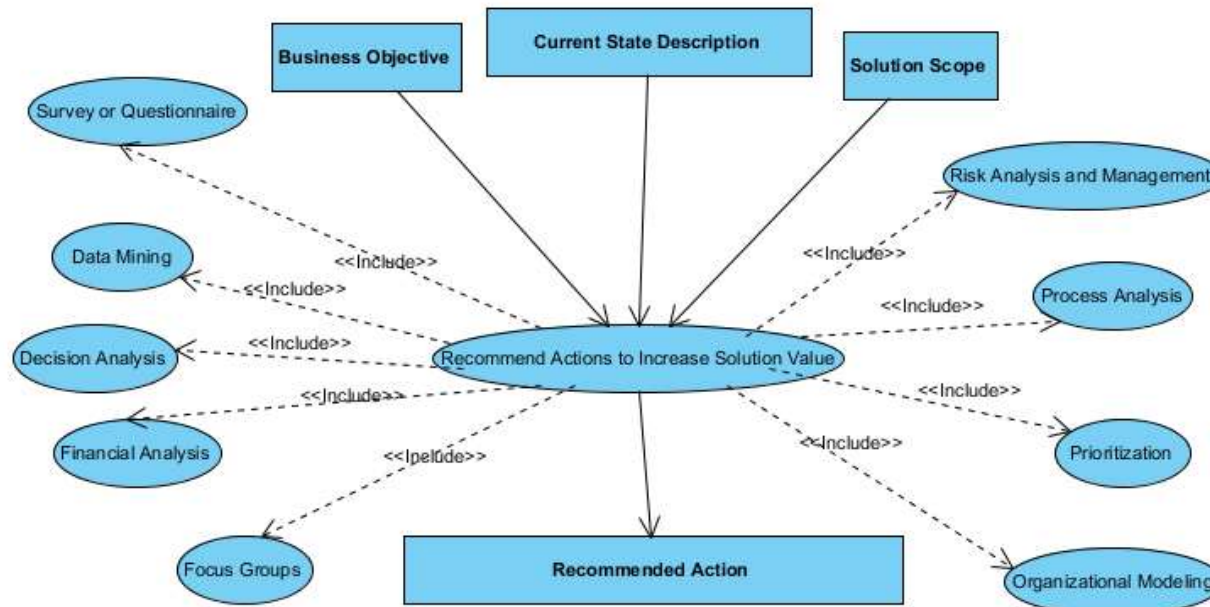

Figure 7:   Recommended Action Guidelines, Tools and Techniques

The Recommend Actions to Increase Solution Value task, uses Business Objectives, the Current State Description and Solution Scope, as tools and guidelines; and Surveys or Questionnaires, Data Mining, Decision Analysis, Financial Analysis, Focus Groups, Risk Analysis Management, Process Analysis Prioritization and Organizational Modeling as techniques, to create the Business Analysis Information artifact.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Recommend Actions to Increase Solution Value task.

2.2.2.3.2 Workers

Figure 8: shows the workers involved with performing the Recommend Actions to Increase Solution Value.
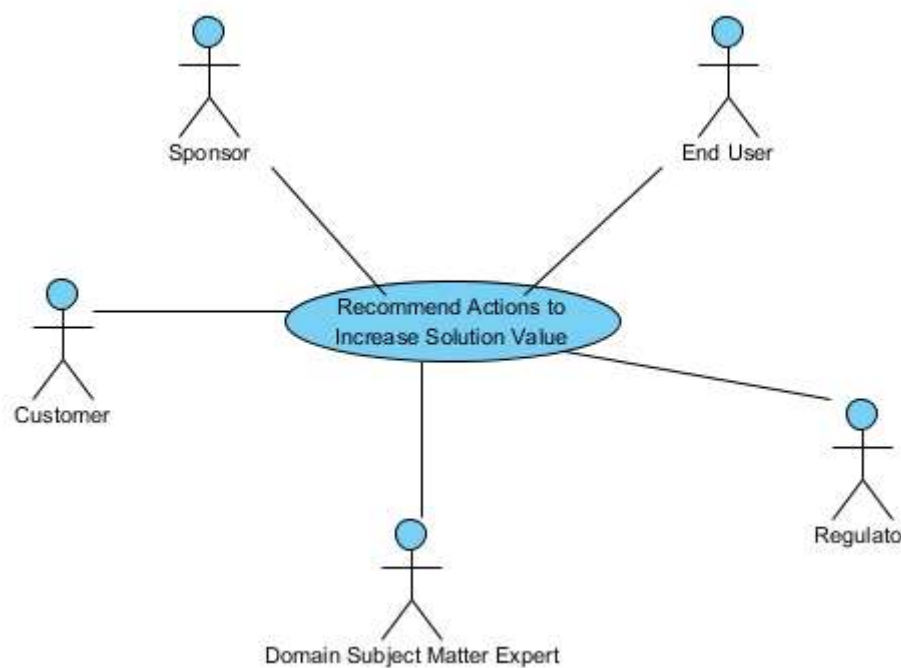

Figure 8:   Recommend Actions To Increase Solution Value Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Recommend Actions to Increase Solution Value task.

2.2.3 Requirement

A Requirement is a usable representation of a need. See Requirement definition in part 3 for a full description.

2.2.3.1   Generation Diagram

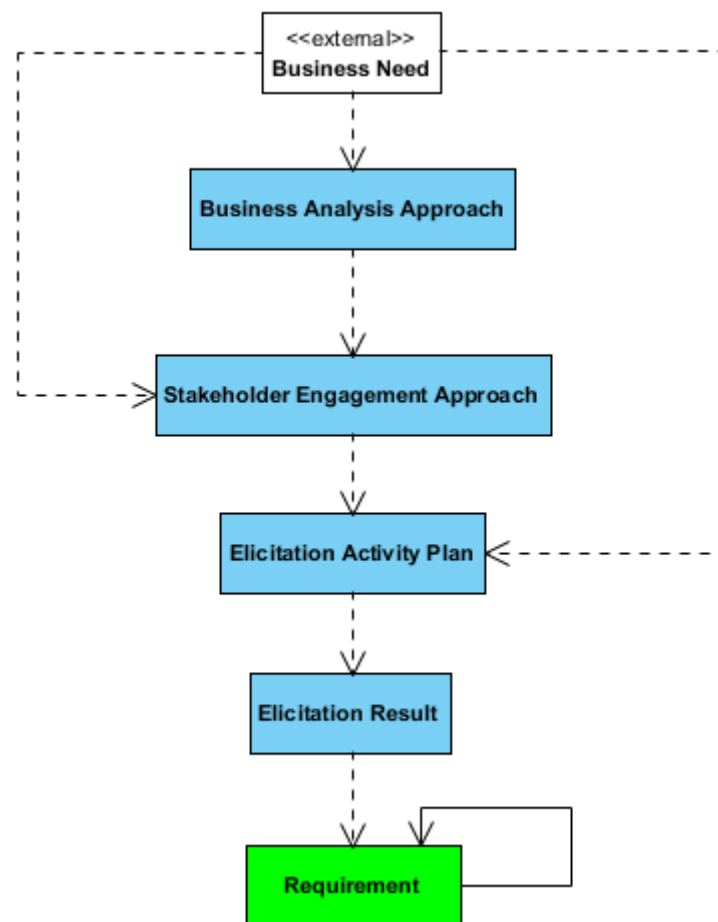Figure 9: shows that a Requirement is derived from Business Needs.

Figure 9: Requirements Generation

Requirements are also dependent upon, Business Analysis Approach, Stakeholder Engagement Approach. Elicitation Activity Plan, Elicitation Results and the Requirements themselves.

2.2.3.2 Usage

Figure 10: shows that Requirements receives input from Elicitation and also from Requirements. Requirements are inputs to the Requirements Change Assessment, Requirements Architecture and by Risk Analysis Results.

Requirements is shown as a container for the Design Options and Traceability artifacts. This indicates that any change to Requirements will have a direct impact on the Design Options and Traceability.
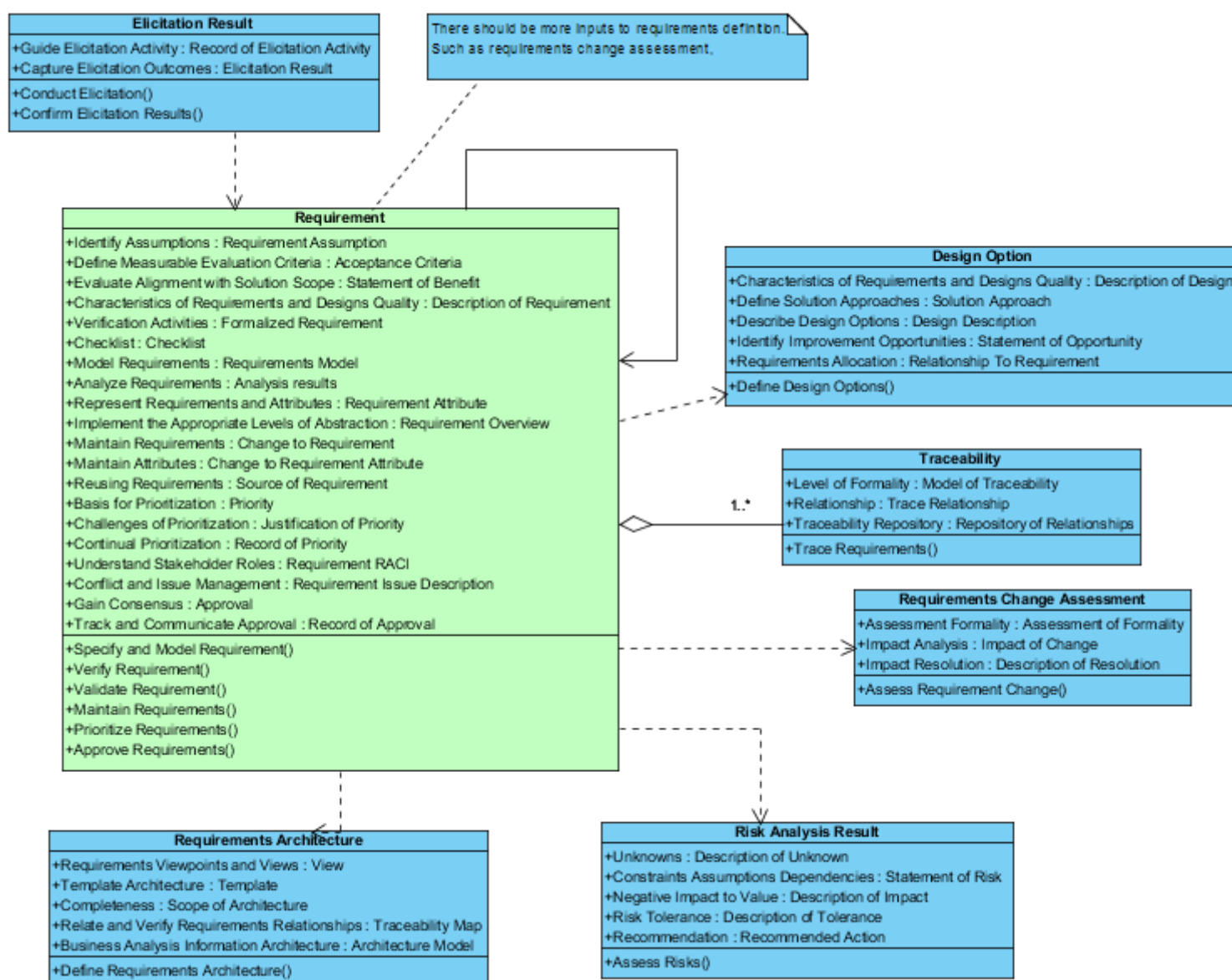

Figure 10: Requirements Usage

The Requirement artifact includes the following elements:

- Identify Assumptions – In the form of a Requirement Assumption.
- Define Measurable Evaluation Criteria – In the form of Acceptance Criteria.
- Evaluate Alignment with Solution Scope – In the form of a Statement of Benefit.

- Characteristics of Requirements and Designs Quality – In the form of a Description of the Requirement.
- Verification Activities – In the form of a Formalized Requirement statement.
- Checklist – In the form of a Checklist of requirement attributes.
- Model Requirements - In the form of a Requirements Model.
- Analyze Requirements – In the form of Analysis Results.
- Represent Requirements and Attributes – In the form of Requirement Attributes.
- Implement the Appropriate Levels of Abstraction – In the form of a Requirements Overview.
- Maintain Requirements – In the form of a record of Change to the Requirement.
- Maintain Attributes – In the form of a record of Changes to Requirement Attributes.
- Reusing Requirements – In the form of the Source of the Requirement.
- Basis for Prioritization – In the form of Priority.
- Challenges of Prioritization – In the form of a Justification for Priority.
- Continual Prioritization – In the form of a Record of Priorities.
- Understand Stakeholder Roles – In the form of a RACI for Requirements.
- Conflict and Issue Management – In the form of a Requirement Issues list.
- Gain Consensus – In the form of a Requirement Approval.
- Track and Communicate Approval - In the form of a Record of Requirement Approvals.

There are 6 tasks that are specific to requirements. (Note that these will also impact associated Design Options and Traceability.) The following is a logical sequence for performing these tasks, but once the requirement is specified these tasks may in reality, occur in any sequence.

- Specify and Model Requirements
- Prioritize Requirements
- Approve Requirements
- Verify Requirements
- Validate Requirements
- Maintain Requirements

2.2.3.3 Specify and Model Requirements Task

The purpose of Specify and Model Requirements is to analyze, synthesize, and refine elicitation results into requirements and designs.

2.2.3.3.1 Guidelines Techniques and Tools

Figure 11: shows the Guidelines, Tools and Techniques used by the Specify and Model Requirements task.
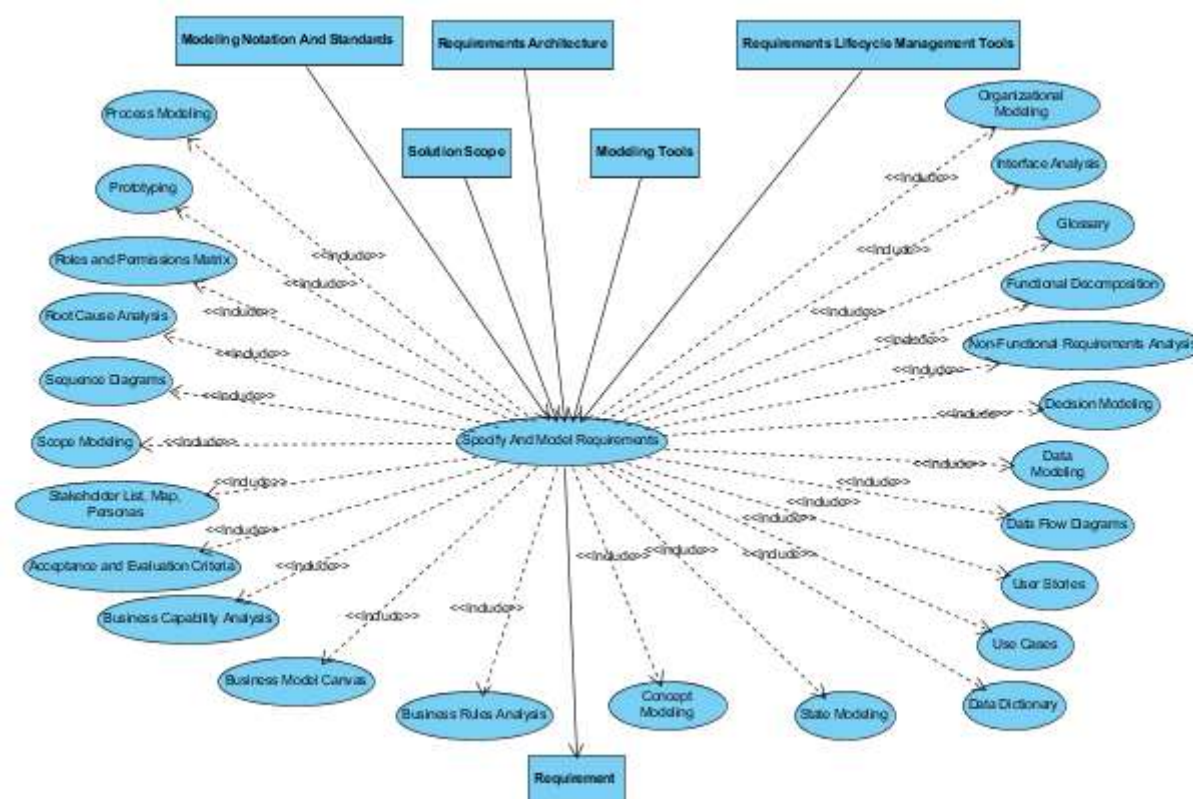

Figure 11: Guidelines, Tools and Techniques

The Specify and Model Requirements task, uses the Modeling Notation And Standards, Solution Scope, Requirements Architecture, Modeling Tools, and Requirements Lifecycle Management Tools as tools and guidelines.

The techniques used by the Specify and Model Requirements task include; Process Modeling, Prototyping, Roles and Permissions Matrix, Root Cause Analysis, Sequence Diagramming, Scope Modeling, Stakeholder Lists/Maps/Personas, Acceptance and Evaluation Criteria, Business Capability Analysis, Business Model Canvas, Business Rules Analysis, Concept Modeling, State Modeling, Data Dictionary, Use Cases, User Stories, Data Flow Diagrams, Data Modeling, Decision Modeling, Non-Functional Requirements Analysis, Functional Decomposition, Glossary, Interface Analysis and Organizational Modeling.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Specify and Model Requirements task.

2.2.3.3.2 Workers

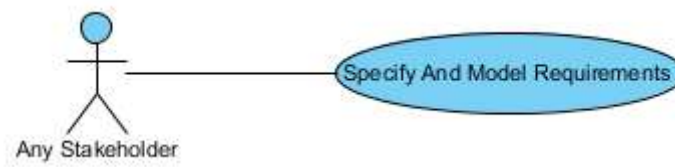Figure 12: shows the workers involved with performing the Specify and Model Requirements task.

Figure 12: Communicate Business Analysis Information Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Specify and Model Requirements task.

2.2.3.4 Prioritize Requirements

The purpose of Prioritize Requirements is to rank requirements in the order of relative importance.

2.2.3.4.1 Guidelines Techniques and Tools

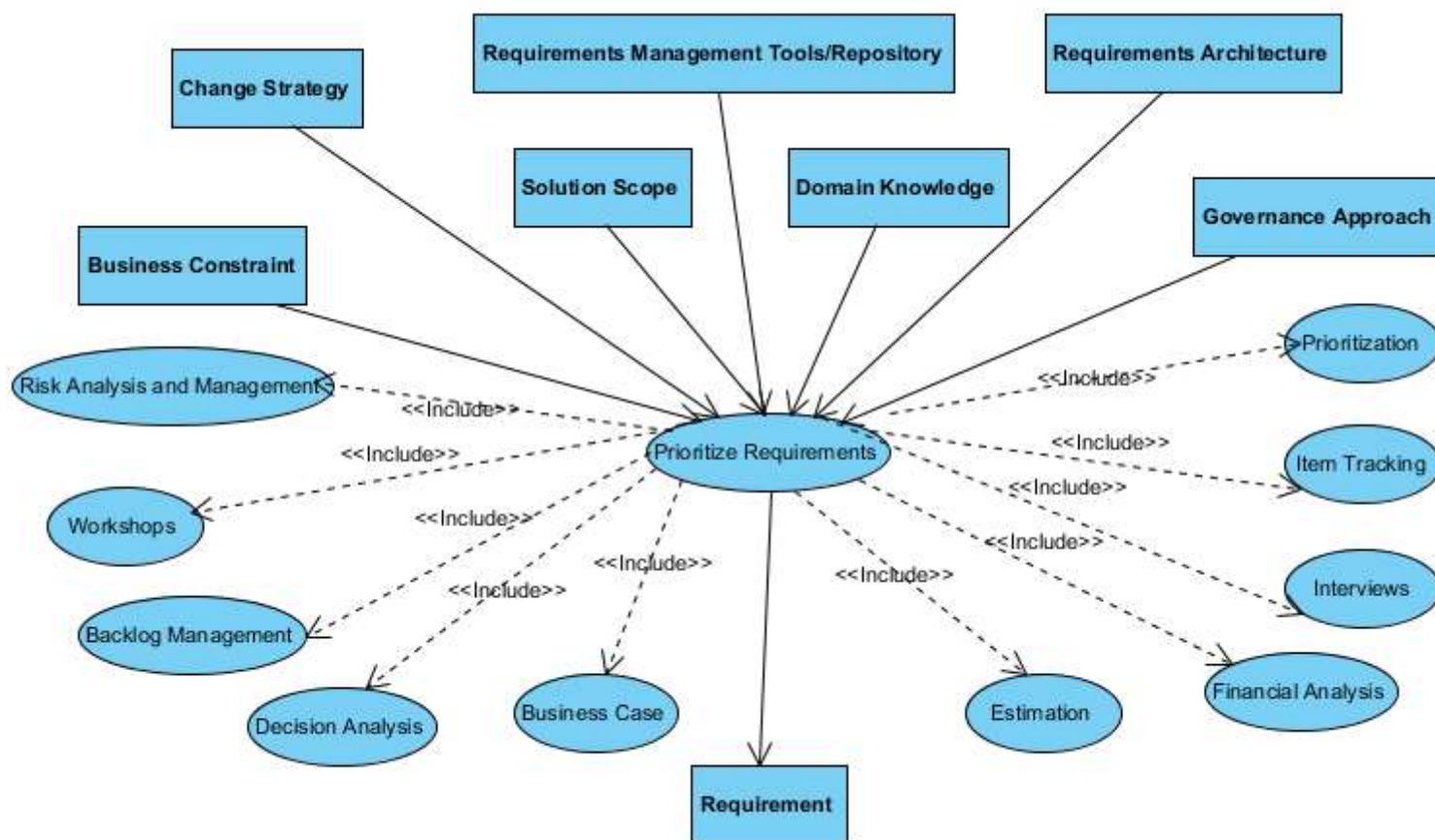Figure 13: shows the Guidelines, Tools and Techniques used by the Prioritize Requirements task.

Figure 13: Prioritize Requirements Guidelines, Tools and Techniques

The Prioritize Requirements task, uses the Business Constraint, Change Strategy, Solution Scope, Requirements Management Tools/Repository, Domain Knowledge, Requirements Architecture and Governance Approach guidelines as tools to create Requirement artifacts.

Techniques used by the Prioritize Requirements task include; Risk Analysis and Management, Workshops, Backlog Management, Decision Analysis, Business Cases, Estimation, Financial Analysis, Interviews, Item Tracking and Prioritization.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of the Prioritize Requirements task.

2.2.3.4.2 Workers

Figure 14: shows the workers involved with performing the Prioritize Requirements task.
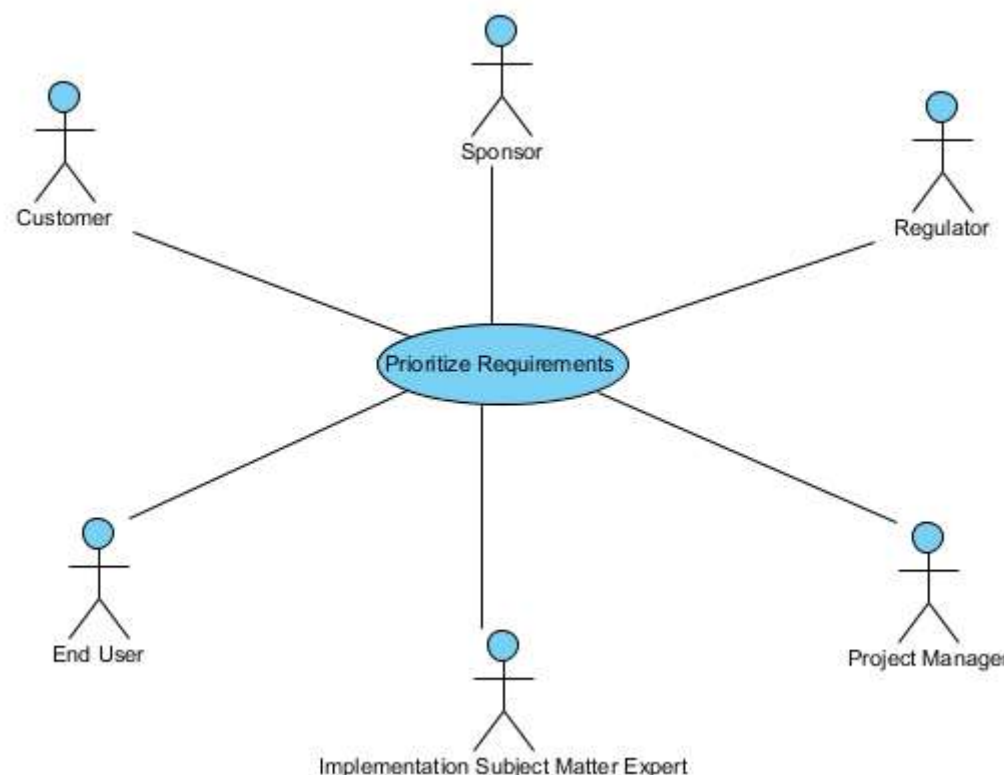

Figure 14: Prioritize Requirements Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of the Prioritize Requirements task.

2.2.3.5 Approve Requirement

The purpose of Approve Requirements is to obtain agreement on and approval of requirements and designs for business analysis work to continue and/or solution construction to proceed.

2.2.3.5.1 Guidelines Techniques and Tools

Figure 15: shows the Guidelines, Tools and Techniques used by the Approve Requirements task.
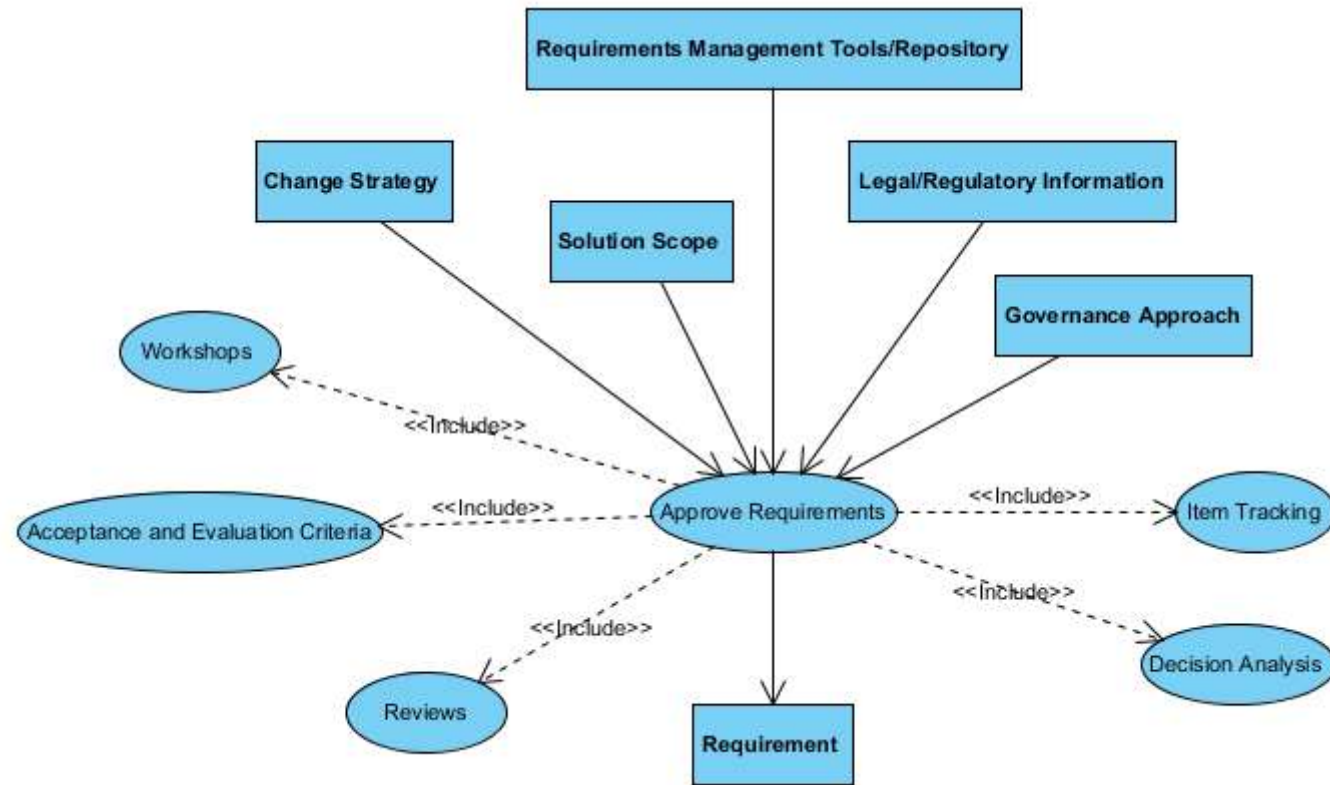

Figure 15: Approve Requirements Guidelines, Tools and Techniques

The Approve Requirements task, uses, Change Strategy, Requirements Management Tools/Repository, Solution Scope, Legal/Regulatory Information and Governance Approach to create Requirement artifacts.

Techniques used by the Approve Requirements task include; Workshops, Acceptance and Evaluation Criteria, Reviews, Decision Analysis and Item Tracking.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Approve Requirements task.

2.2.3.5.2 Workers

Figure 16: shows the workers involved with performing the Approve Requirements task.
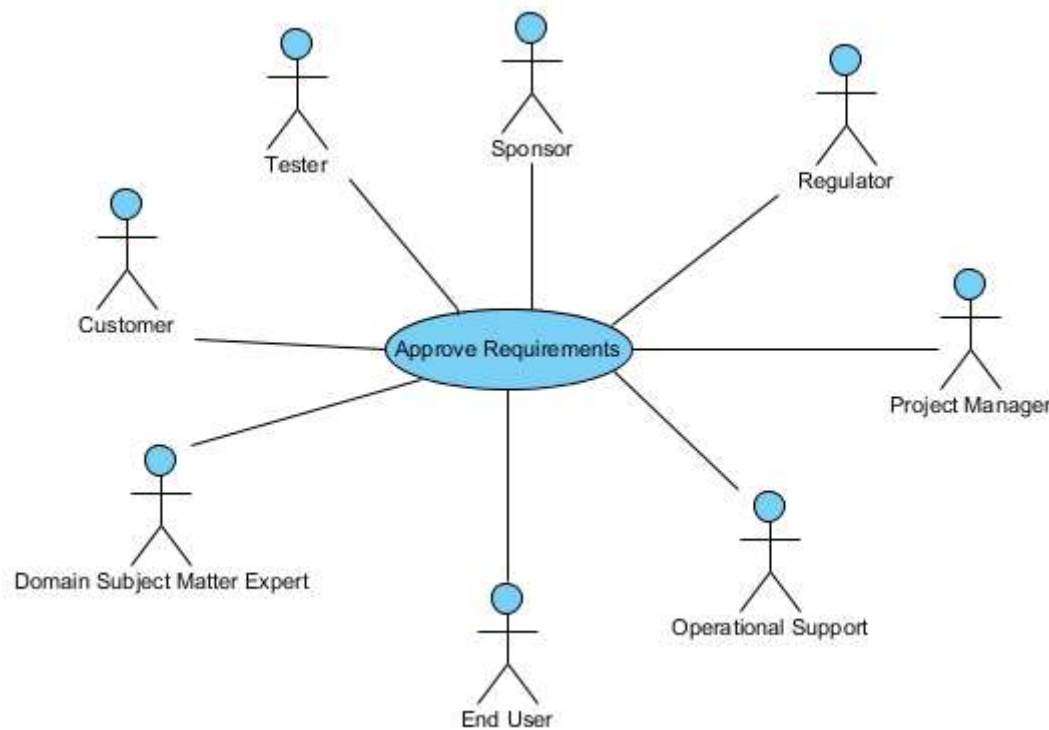

Figure 16: Approve Requirements Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of the Approve Requirements task.

2.2.3.6 Verify Requirements

The purpose of Specify and Model Requirements is to analyze, synthesize, and refine elicitation results into requirements and designs.

2.2.3.6.1 Guidelines Techniques and Tools

Figure 17: shows the Guidelines, Tools and Techniques used by the Verify Requirements task.
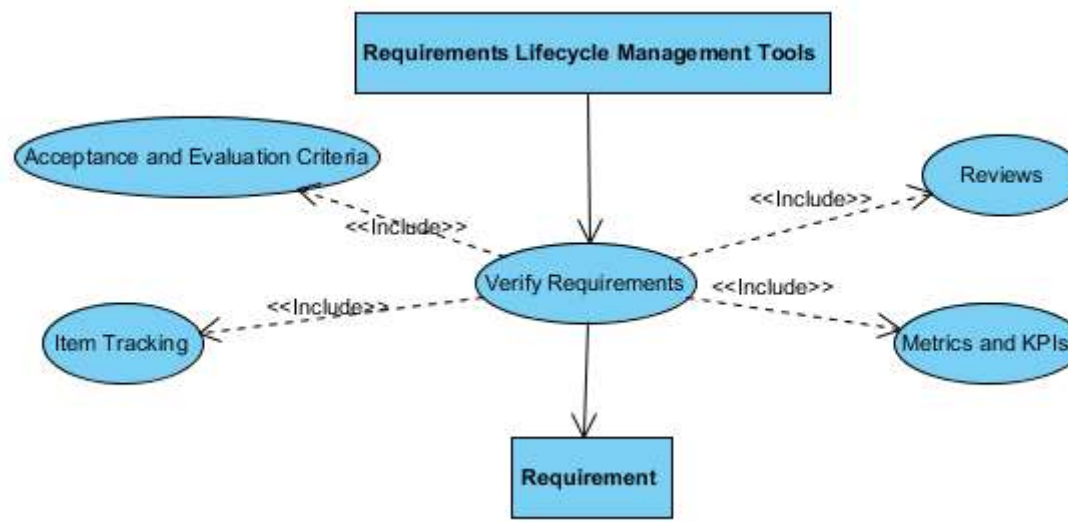
Figure 17: Verify Requirements Guidelines, Tools and Techniques

The Verify Requirements task, uses Requirements Lifecycle Management guidelines and tools to create the Requirement artifacts.

Techniques used by this task include; Acceptance and Evaluation Criteria, Item Tracking, Reviews and Metrics and KPIs.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Verify Requirements task.

2.2.3.6.2 Workers

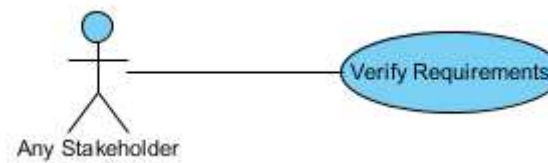Figure 18: shows the workers involved with performing the Verify Requirements task.

Figure 18: Verify Requirements Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Verify Requirements task.

2.2.3.7 Validate Requirements

The purpose of Validate Requirements is to ensure that all requirements and designs align to the business requirements and support the delivery of needed value.

2.2.3.7.1 Guidelines Techniques and Tools

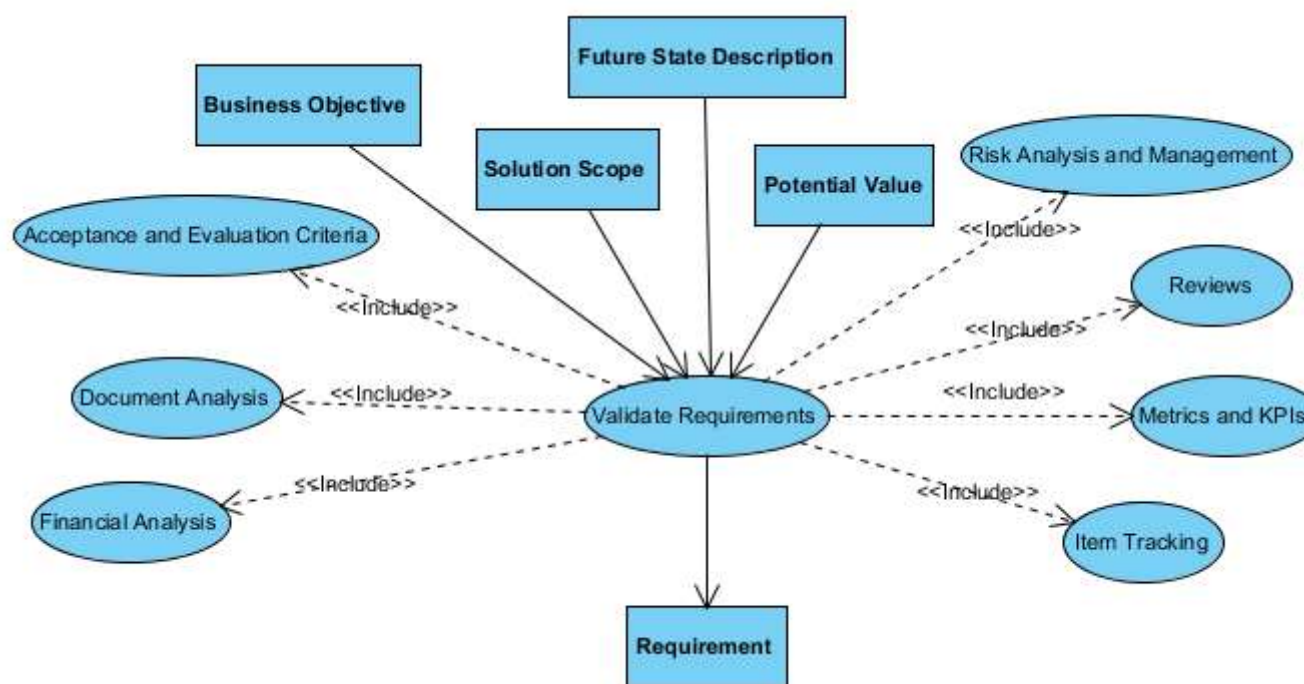Figure 3: shows the Guidelines, Tools and Techniques used by the Validate Requirements task.

Figure 19: Validate Requirements, Tools, Guidelines and Techniques

The Validate Requirements task uses, Business Objectives, Solution Scope, Future State Descriptions and Potential Value to create Requirement artifacts.

Techniques used by this task include; Acceptance and Evaluation Criteria, Document Analysis, Financial Analysis, Risk Analysis and Management, Reviews, Metrics and KPIs and Item Tracking.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of the Validate Requirements task.

2.2.3.7.2 Workers

Figure 20: shows the workers involved with performing the Validate Requirements task.
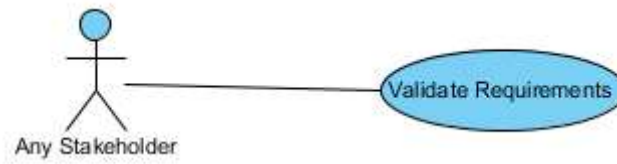
Figure 20: Validate Requirements Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Validate Requirements task.

2.2.3.8   Maintain Requirements

The purpose of Maintain Requirements is to retain requirement accuracy and consistency throughout and beyond the change during the entire requirements life cycle, and to support reuse of requirements in other solutions.

2.2.3.8.1   Guidelines Techniques and Tools

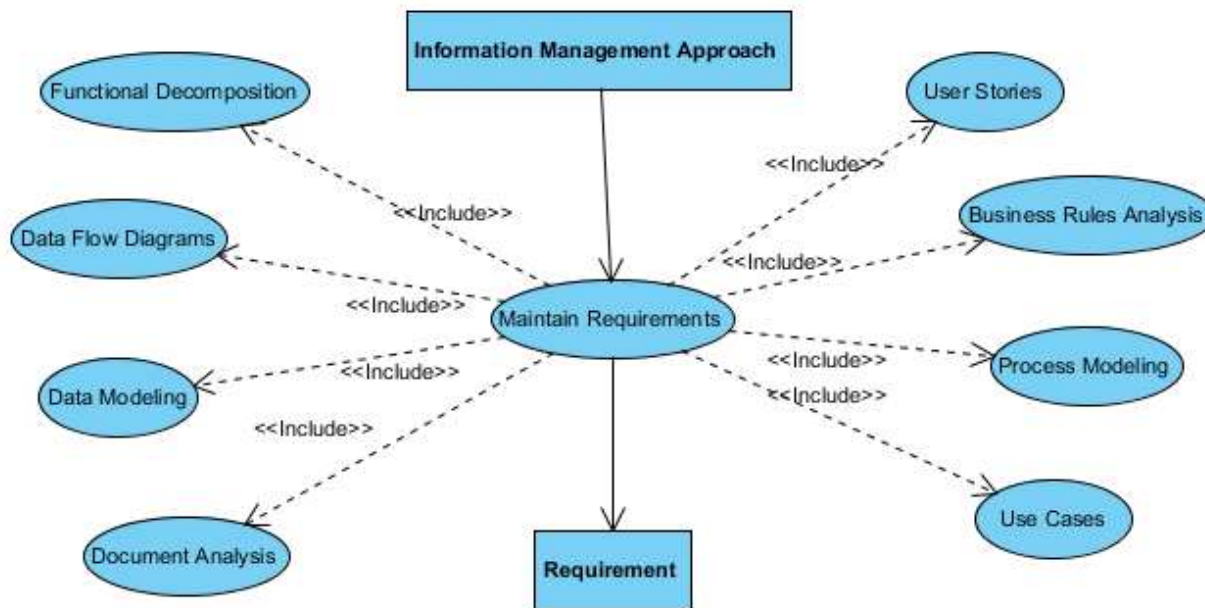Figure 21: shows the Guidelines, Tools and Techniques used by the Maintain Requirements task.

Figure 21: Maintain Requirements Tools, Guidelines and Techniques

The Maintain Requirements task, uses the Information Management Approach in order to create Requirement artifacts.

Techniques used by the Maintain Requirements task include; Functional Decomposition, Data Flow Diagrams, Data Modeling, Document Analysis, User Stories, Business Rules Analysis, Process Modeling and Use Cases.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Maintain Requirements task.

2.2.3.8.2   Workers

Figure 22: shows the workers involved with performing the Maintain Requirements task.
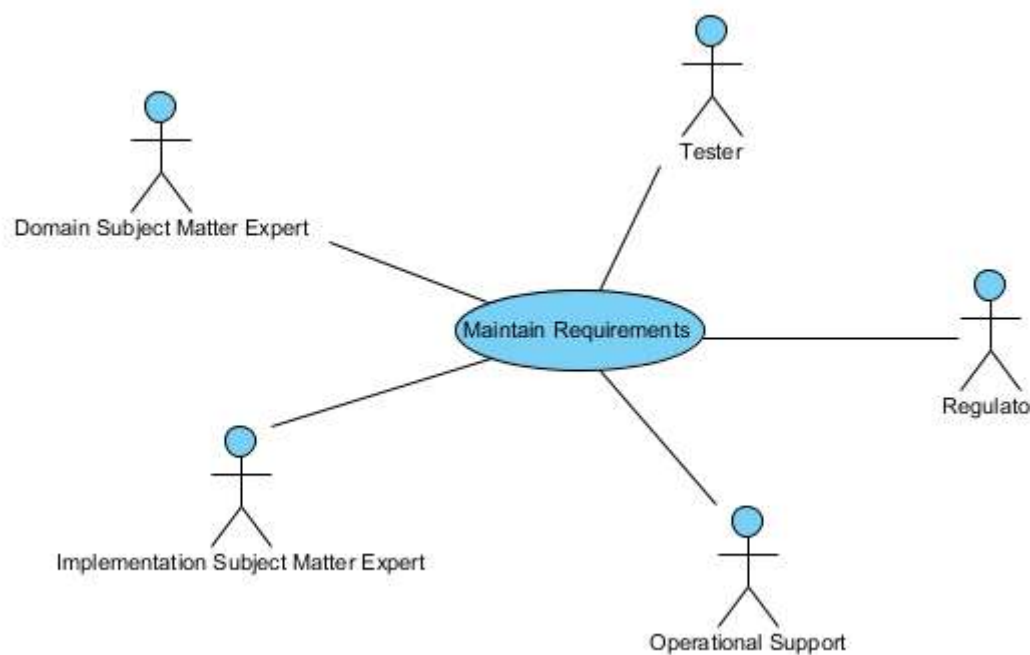

Figure 22: Maintain Requirements Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Maintain Requirements task.

2.2.4 Risk Analysis Result

A Risk Analysis Result describes identified risks and exposure of each risk analysis. See Risk Analysis Result in part 3 for a full description.

2.2.4.1   Generation Diagram

Figure 23: shows that Risk Analysis Results are derived from Influences and Business Needs. (Note that Requirements are also derived from Business Needs. The complete traceability tree for the Requirement artifact has been condensed. See the Requirement section of this document for the Requirement's trace tree.)
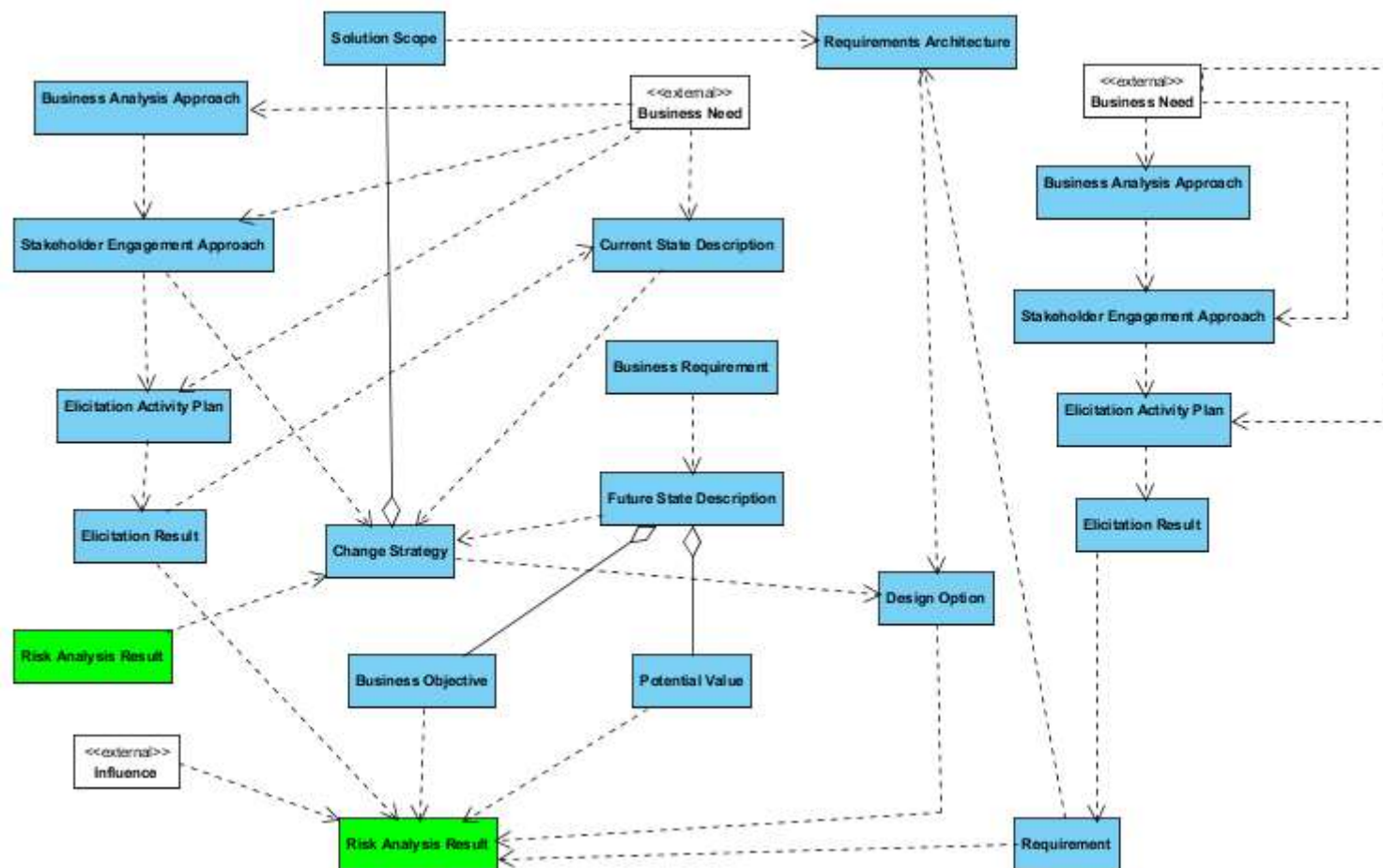
Figure 23: Risk Analysis Result Generation

Risk Analysis Results are directly dependent upon, Elicitation Results, Business Objectives, Potential Value, Design Options, Requirements Architecture, Change Strategy, Business Analysis Approach, Stakeholder Engagement Approach, Current State Description, Business Requirement, Future State Description, Design Options, Future State Description, Solution Scope and the Requirement artifact and all of its dependencies, Elicitation Result, Elicitation Activity Plan, Stakeholder Engagement Approach, Business Analysis Approach.

[Note that Risk Analysis Results are a dependency on the Change Strategy. This demonstrates a circular dependency in the traceability tree. I.e. Change Strategy is dependent on Risk Analysis Result, which is dependent on Design Option, which is dependent on Change Strategy.]

2.2.4.2 Usage

Figure 24: shows that Risk Analysis Results receive input from the Requirements, Elicitation Results, Design Options, Business Objectives, Potential Value and external Influences. Risk Analysis Results are used as inputs to Change Strategies and Solution Scope.
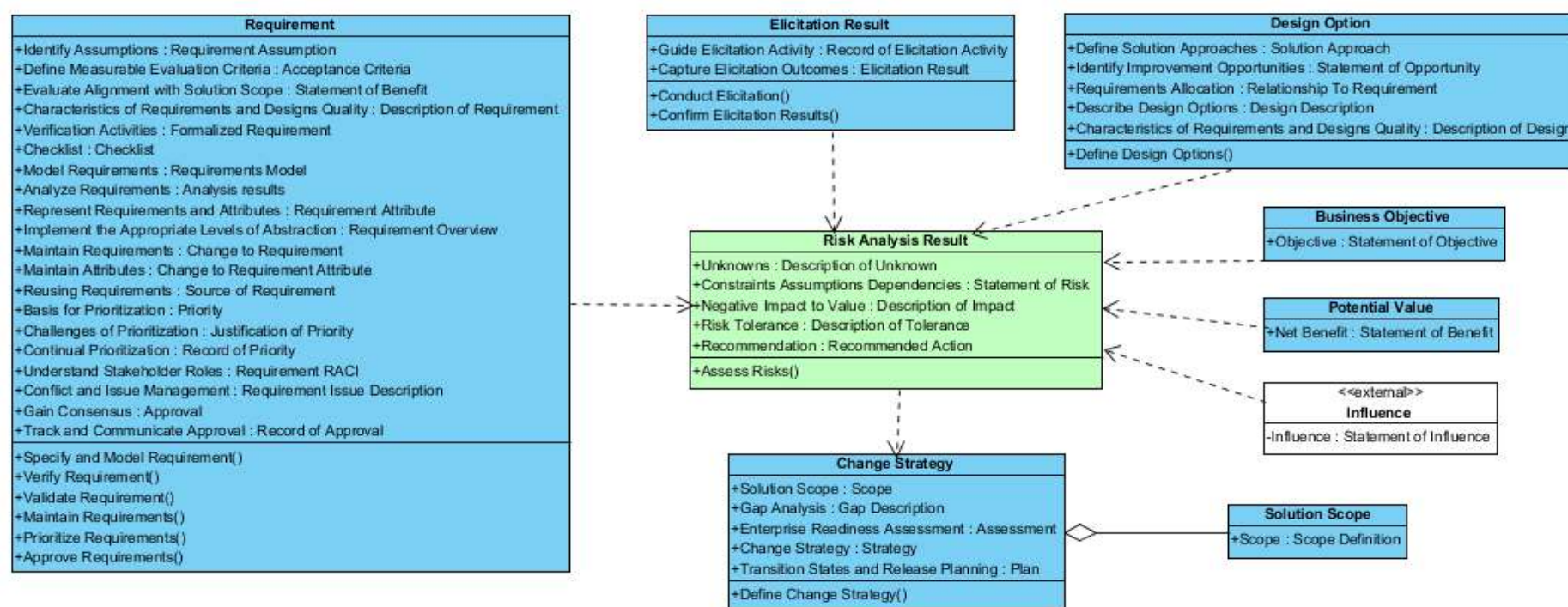

Figure 24: Risk Analysis Result Usage

Risk Analysis Results includes 5 elements:

- Unknown – Describes unknown factors affecting the risk.
- Constraints, Assumptions and Dependencies – Are a statement of the risk and what causes the risk to occur.
- Negative Impact to Value – Describes the impact of the risk occurring.
- Risk Tolerance – Identifies how much the business can tolerate the impact of the risk.
- Recommendation – Is the risk mitigation strategy.

There is a single task that produces the Risk Analysis Result.

2.2.4.3 Assess Risks

The purpose of Assess Risks is to understand the undesirable consequences of internal and external forces on the enterprise during a transition to, or once in, the future state. An understanding of the potential impact of those forces can be used to make a recommendation about a course of action.

2.2.4.3.1 Guidelines Techniques and Tools

Figure 25: shows the Guidelines, Tools and Techniques used by the Assess Risks task.
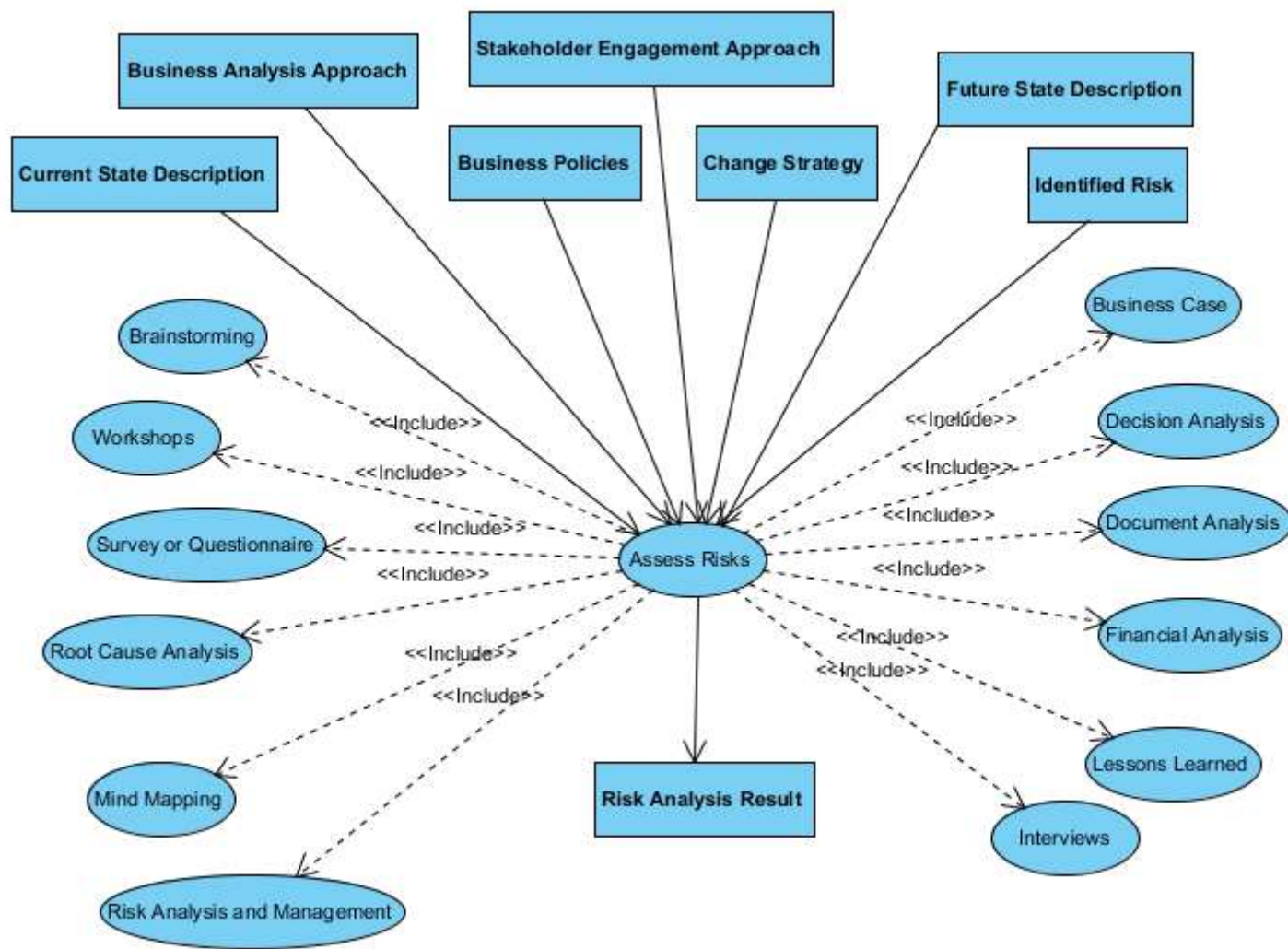
Figure 25: Assess Risks Guidelines, Tools and Techniques

The Assess Risks task, uses the Current State Description, Business Analysis Approach, Business Policy, Stakeholder Engagement Approach, Change Strategy, Future State Description and Identified Risk as tools and guidelines

Techniques used by this task include, Brainstorming, Workshops, Survey or Questionnaire, Root Cause Analysis, Mind Mapping, Risk Analysis and Management, Business Case, Decision Analysis, Document Analysis, Financial Analysis, Lessons Learned and Interviews.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Assess Risks task.

2.2.4.3.2 Workers

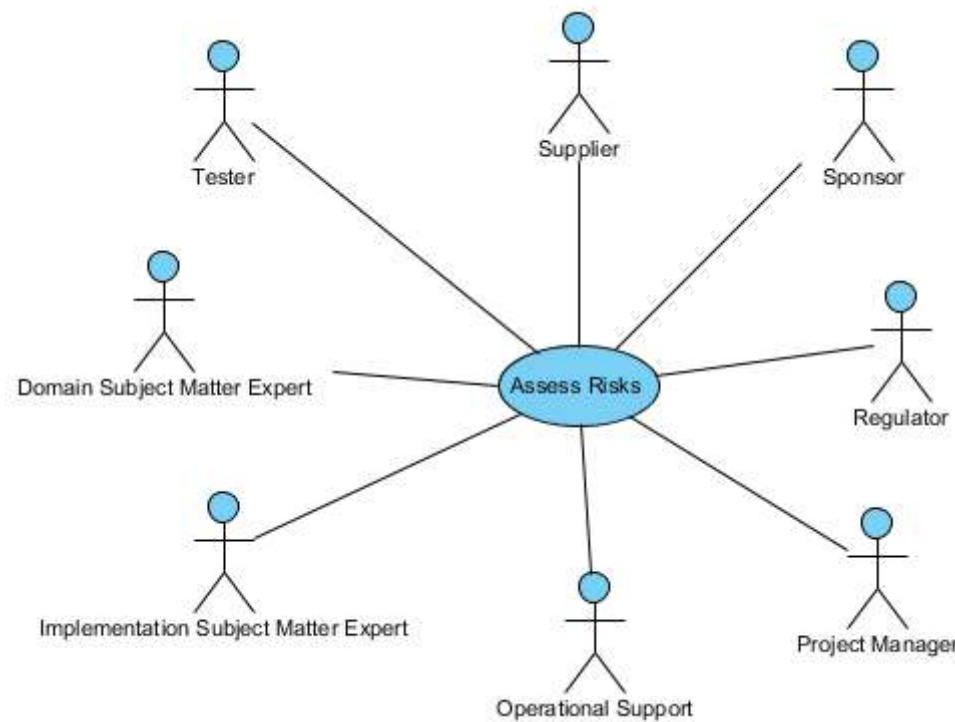Figure 26: shows the workers involved with performing the Assess Risks task.

Figure 26: Assess Risks Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Assess Risks task.

2.2.5 Solution Recommendation

A Solution Recommendations identifies the suggested, most appropriate solution based on an evaluation of all defined design options. See Solution Recommendation in part 3 for a full description.

2.2.5.1 Generation Diagram

Figure 27: shows that the Stakeholder Engagement Approach is derived from Business Needs. (The full Requirement traceability tree is shown under the Requirement section of this document. Requirements can be derived from Business Needs also.)
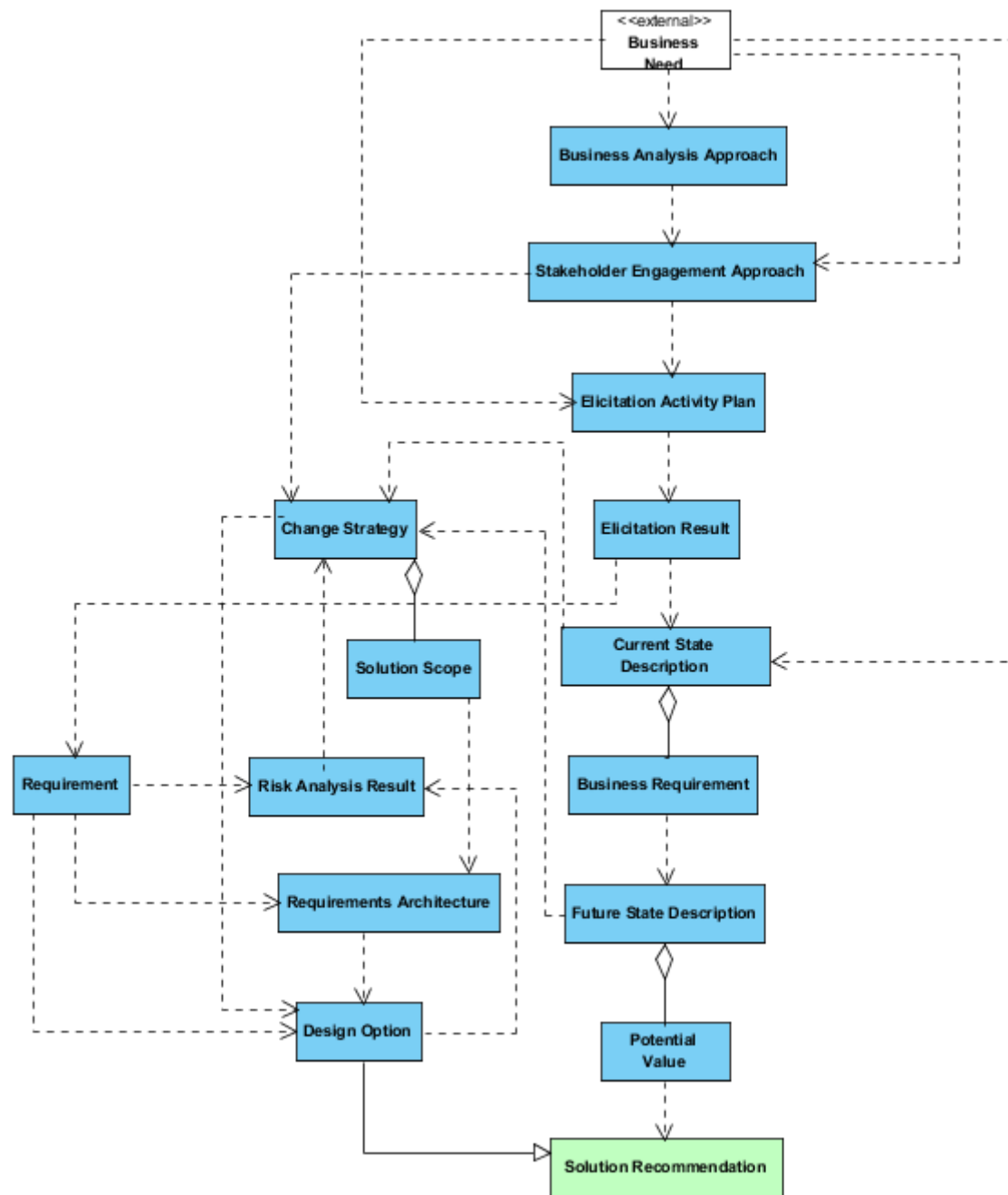
Figure 27: Solution Recommendation Generation

Solution Recommendations are also dependent upon, Business Analysis Approach, Stakeholder Engagement Approach, Elicitation Activity Plan, Change Strategy, Elicitation Result, Solution Scope, Current State Description, Risk Analysis Result, Business Requirement, Requirement, Design Option, Potential Value and Future State Description.

2.2.5.2   Usage

Figure 28: shows that Solution Recommendations are a type of Design Option (and therefore includes the same elements as Design Option), and also receive input from Potential Value.
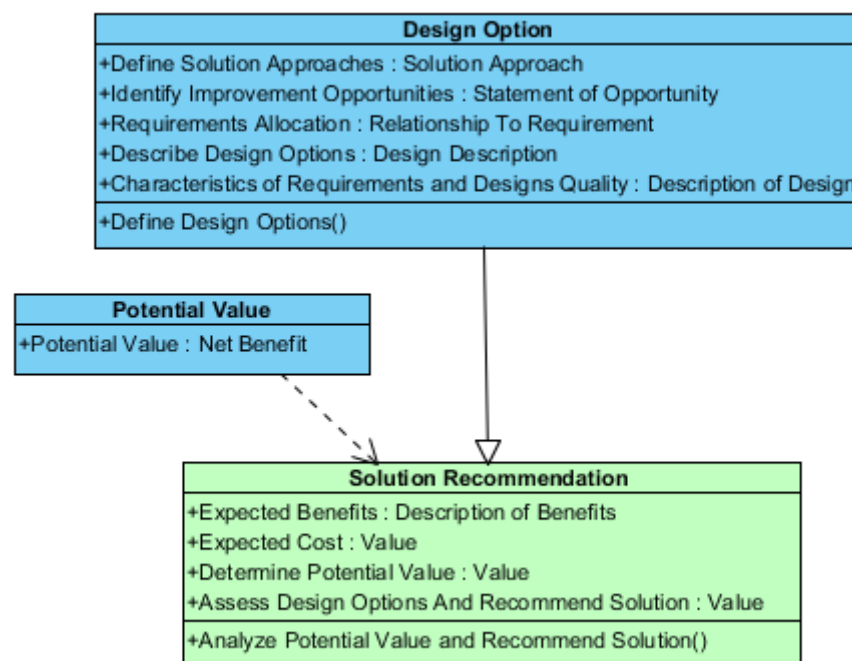
Figure 28: Solution Recommendation Usage

Solution Recommendation includes 4 elements (in addition to those provided by the Design Option). These are:

- Expected Benefits – In the form of a description of the benefit.
- Expected Cost – Value of that cost
- Determine Potential Value – Value of the potential
- Assess Design Options and Recommend Solution – Value of the recommended solution.

In addition to the Design Option tasks, the Solution Recommendations artifact is produced by a single task.

2.2.5.3   Analyze Potential Value and Recommend Solution

The purpose of Analyze Potential Value and Recommend Solution is to estimate the potential value for each design option and to establish which one is most appropriate to meet the enterprise's requirements.

2.2.5.3.1 Guidelines Techniques and Tools

Figure 29: shows the Guidelines, Tools and Techniques used by the Analyze Potential Value and Recommend Solution task.
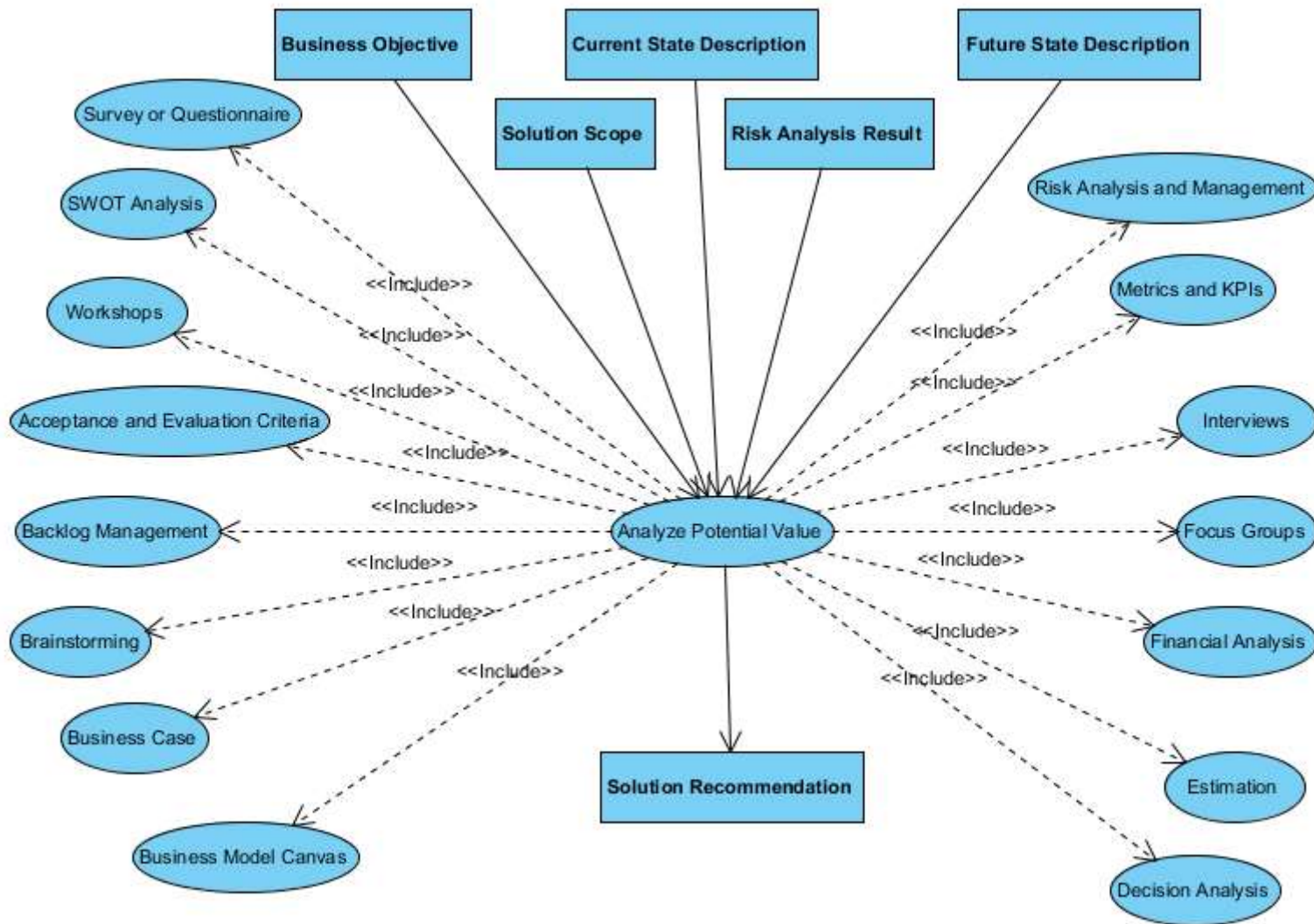

Figure 29: Analyze Potential Value and Recommend Solution Guidelines, Tools and Techniques

The Analyze Potential Value and Recommend Solution task, uses, Business Objective, Solution Scope, Current State Description, Risk Analysis Result and Future State Description as tools and guidelines.

 Techniques used by the Analyze Potential Value and Recommend Solution task include, Survey or Questionnaire, SWOT Analysis, Workshops, Acceptance and Evaluation Criteria, Backlog Management, Brainstorming, Business Case, Business Model Canvas, Risk Analysis and Management, Metrics and KPIs, Interviews, Focus Groups, Financial Analysis, Estimation and Decision Analysis in order to create the recommended solution.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Analyze Potential Value and Recommend Solution task.

2.2.5.3.2 Workers

Figure 30: shows the workers involved with performing the Analyze Potential Value and Recommend Solution task.
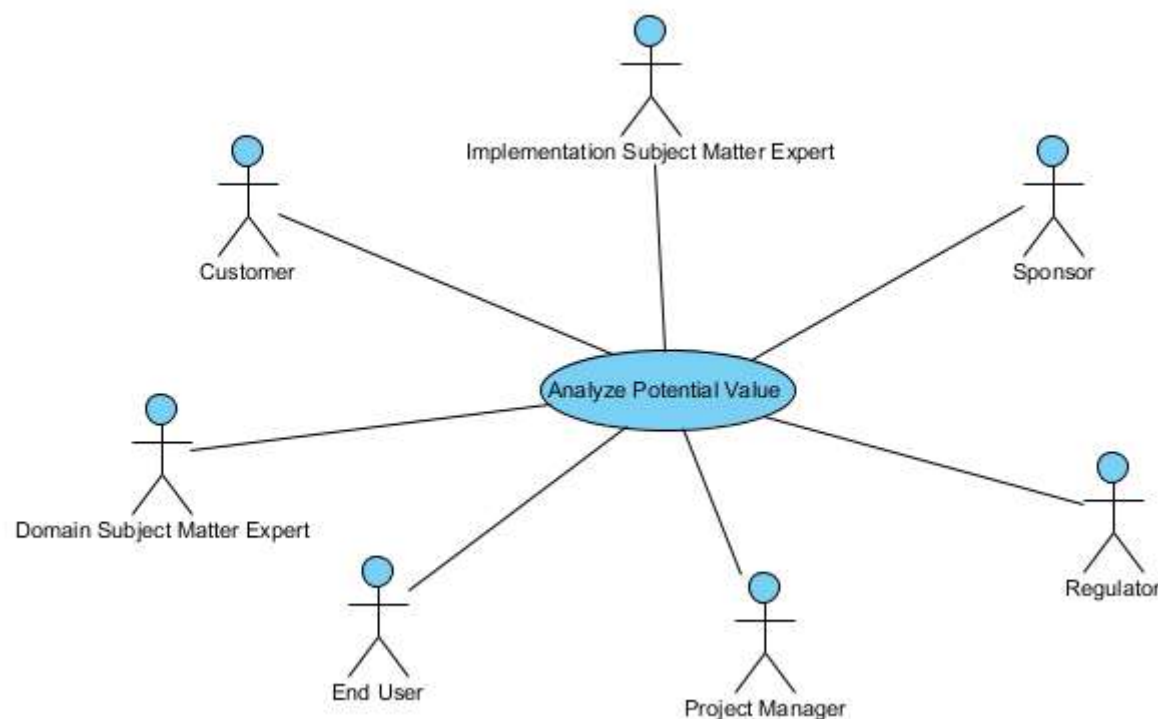

Figure 30: Analyze Potential Value and Recommend Solution Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Analyze Potential Value and Recommend Solution task.

2.2.6 Stakeholder Engagement

Stakeholder Engagement is the willingness from stakeholders to engage in business analysis activities and interact with the business analyst when necessary. See Stakeholder Engagement in part 3 for a full description.

2.2.6.1 Generation Diagram

Figure 31: shows that the Stakeholder Engagement is derived from Business Needs and Performance Objectives.
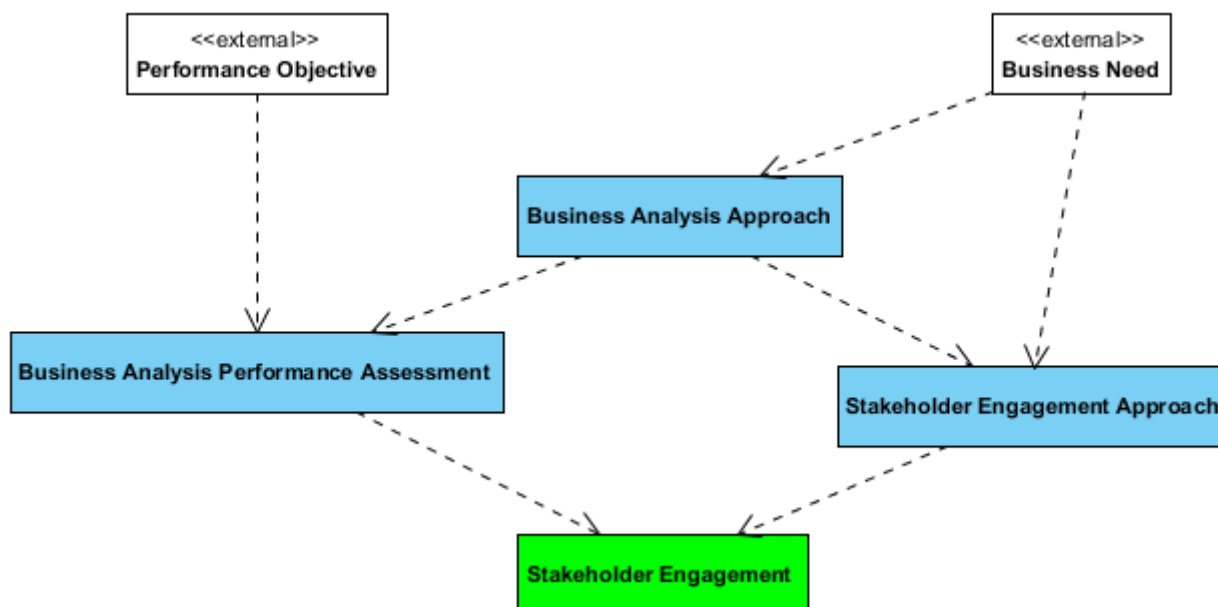

Figure 31: Stakeholder Engagement Generation

The Stakeholder Engagement is also dependent upon, Business Analysis Performance Assessment, Stakeholder Engagement Approach and the Business Analysis Approach.

2.2.6.2 Usage

Figure 32: shows that Stakeholder Engagement receives input from the Business Analysis Performance Assessment and Stakeholder Engagement Approach.
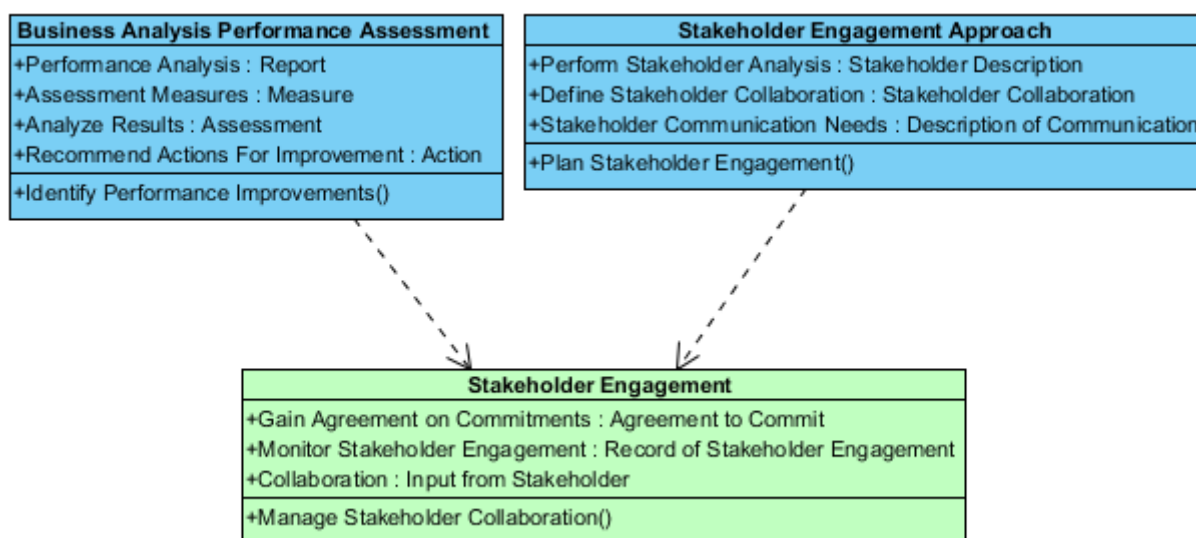
Figure 32: Stakeholder Engagement Usage

Stakeholder Engagement includes 3 elements:

- Gain Agreement on Commitments – In the form of an agreement to commit to the engagement.
- Monitor Stakeholder Engagement – In the form of a record of the stakeholder engagement.
- Collaboration – Is the input from the stakeholders.

There is a single task that produces the Stakeholder Engagement artifact - Manage Stakeholder Collaboration.

2.2.6.3 Manage Stakeholder Collaboration

The purpose of Manage Stakeholder Collaboration is to encourage stakeholders to work towards a common goal.

2.2.6.3.1 Guidelines Techniques and Tools

Figure 33: shows the Guidelines, Tools and Techniques used by the Manage Stakeholder Collaboration task.

Figure 33: Manage Stakeholder Collaboration Guidelines, Tools and Techniques

The Manage Stakeholder Collaboration task, uses, Business Analysis Approach, Recommended Action, Business Objective, Future State Description, and Risk Analysis Result guidelines and tools to create the Stakeholder Engagement artifact.
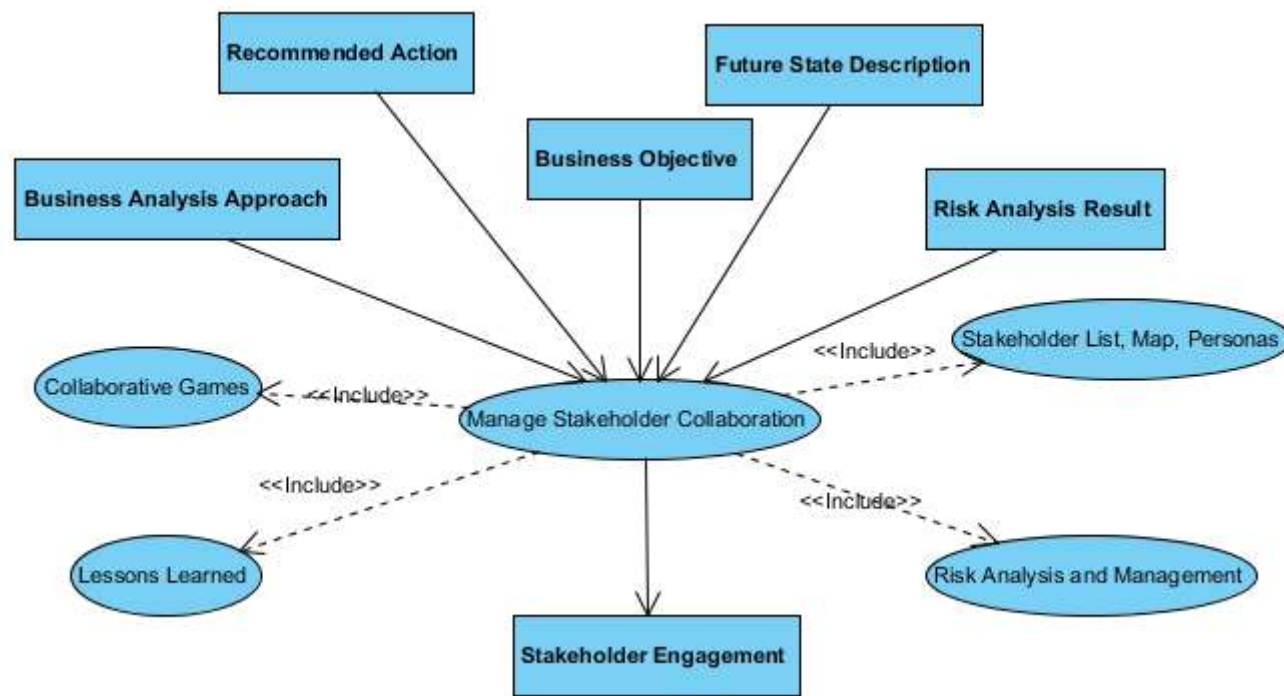
Techniques used by the Manage Stakeholder Collaboration task include, Collaborative Games, Lessons Learned, Stakeholder List, Map, Personas and Risk Analysis and Management.

The relationships between these guidelines, tools, techniques and the task, are detailed in the BABOK under the Guidelines and Tools and Techniques sections of Manage Stakeholder Collaboration task.

2.2.6.3.2 Workers

Figure 34: shows the workers involved with performing the Manage Stakeholder Collaboration task.
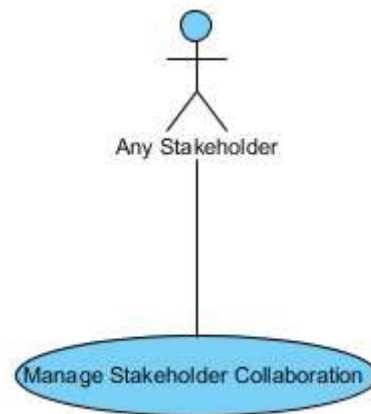
Figure 34: Communicate Business Analysis Information Workers

The relationships between these roles and the task, are detailed in the BAOK under the stakeholders section of Manage Stakeholder Collaboration task.

2.2.7 Change Assessment

Requirements and Design Options Change Assessment is a recommendation to approve, modify, or deny a proposed change to requirements.

2.2.7.1 Generation Diagram

Figure 35: shows that a Change Assessment is derived from Business Needs, Influences and Proposed Change.
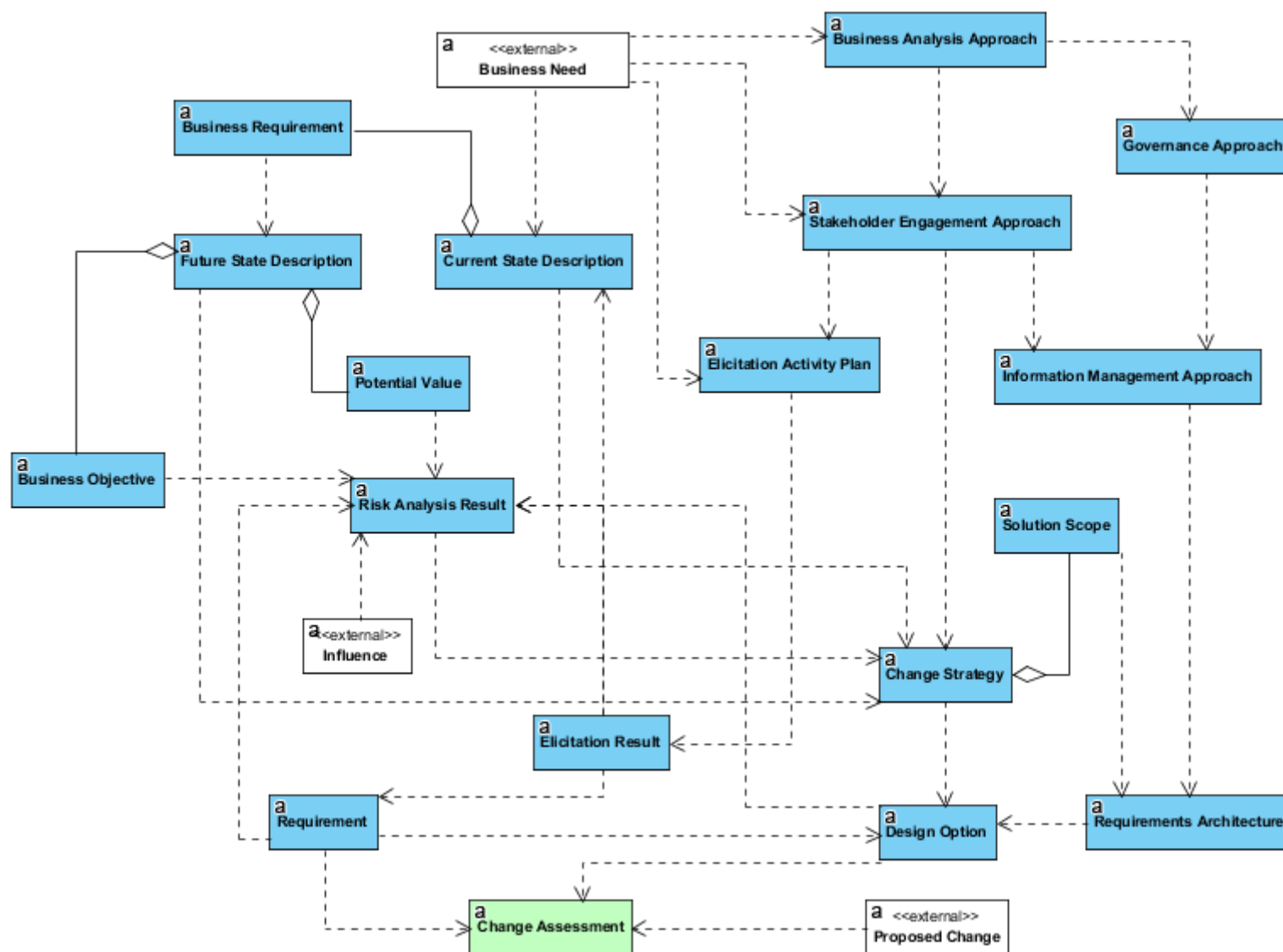
Figure 35: Change Assessment Generation

A Change Assessment is dependent on Requirements, Design Options, Elicitation Results, the Elicitation Activity Plan, the Stakeholder Engagement Approach, the Business Analysis Approach, Requirements Architecture, Change Strategy, Solution Scope, Risk Analysis Results, Business Objectives, Potential Value, The Information Management Approach, Future and Current State Descriptions, Business Requirements and the Governance Approach.

2.2.7.2   Usage

Figure 36: shows the inputs to and artifacts using the Requirements Change Assessment artifact.
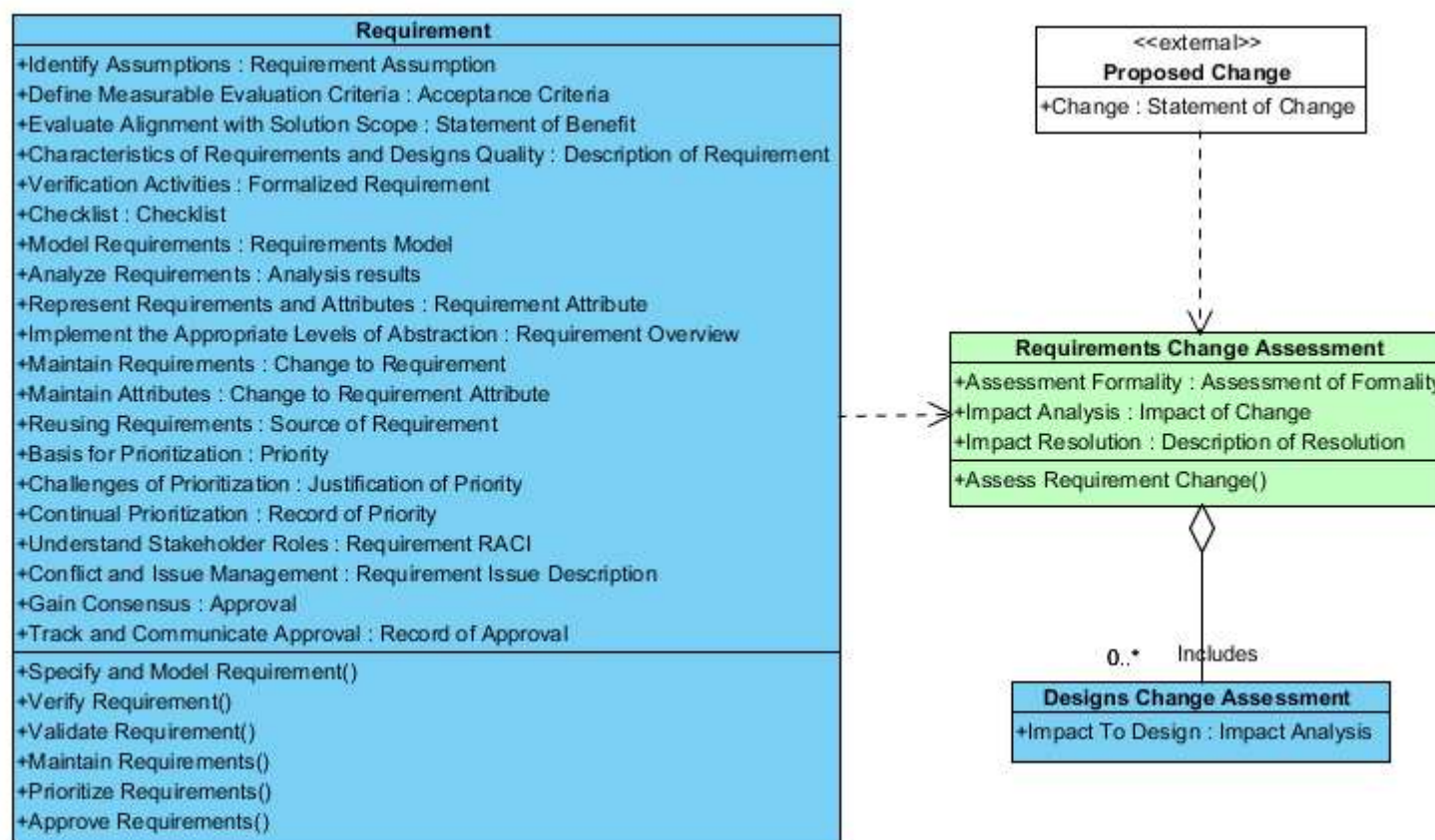
Figure 36: Requirements Change Assessment Usage

Requirements Change Assessment comprises 3 elements and 1 task, as follows:

- Assessment Formality - In the form of an assessment.
- Impact Analysis – In the form of a description of the impact.
- Impact Resolution – In the form of a description of the resolution.

The Requirements Change Assessment artifact is created by the Assess Requirement Change task described below.

2.2.7.3   Assess Requirement Change

The purpose of Assess Requirements Changes is to evaluate the implications of proposed changes to requirements and designs.

2.2.7.3.1 Guidelines, Tools and Techniques

Figure 37: shows the guidelines and tools and the techniques that are used by the Assess Requirement Change task, to produce the Requirements Change Assessment.

Figure 37: Assess Requirement Change Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Assess Requirement Change task in the BABOK for more information.

2.2.7.3.2 Workers

Figure 38: shows the stakeholders that are involved with the Define Change Strategy task.

Figure 38: Assess Requirement Change Workers

See the stakeholders section of the Assess Requirement Change task in the BABOK for more information.

2.3 Business Analyst Consumable Artifacts
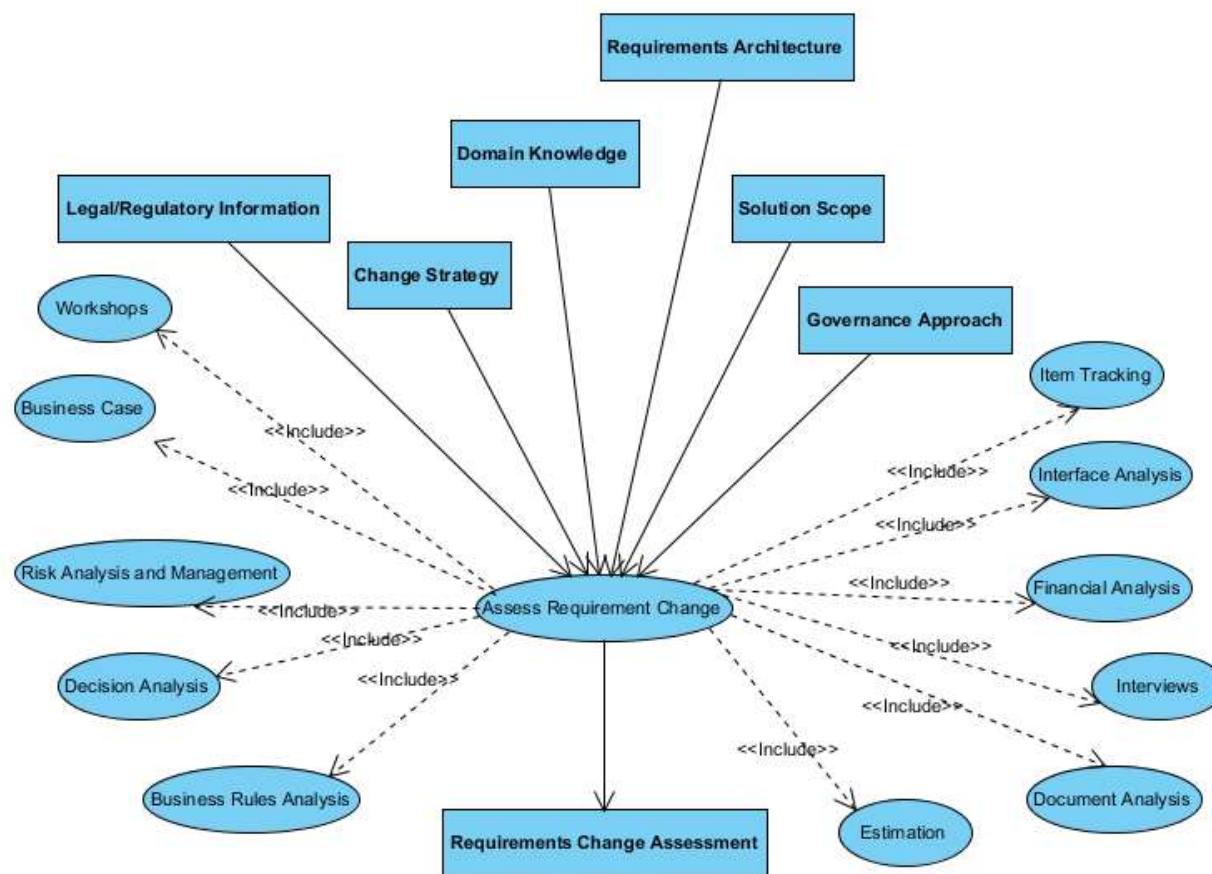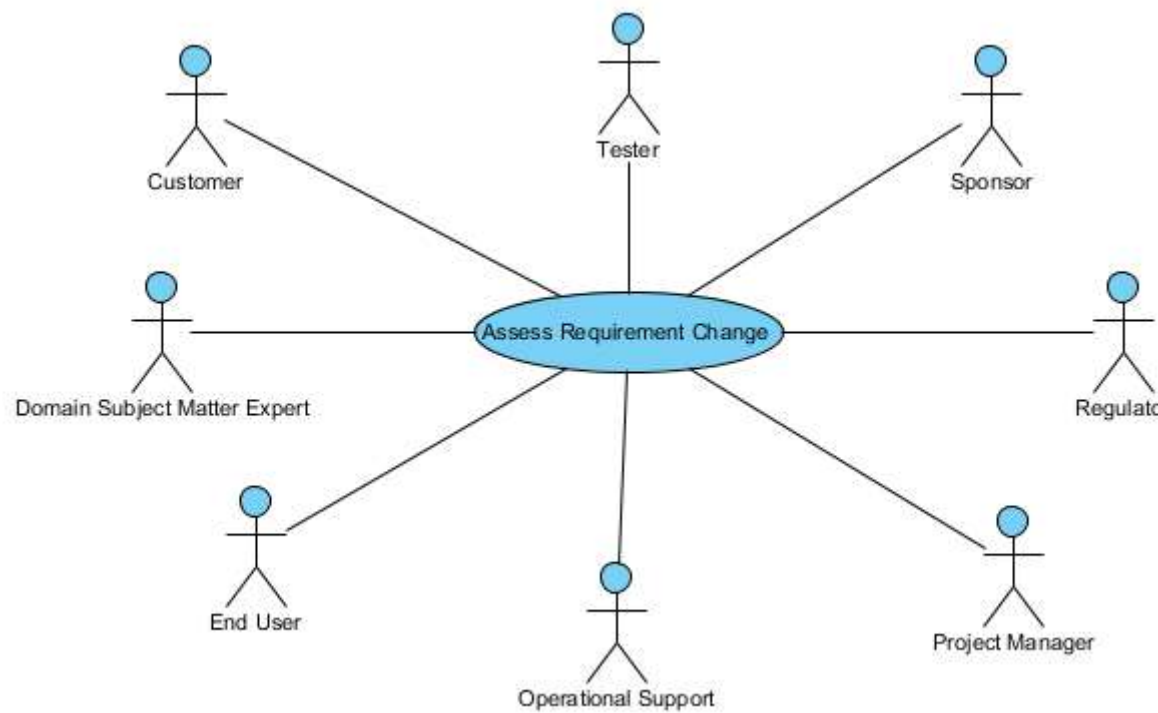
The following artifacts are produced as part of the business analysis process, but not necessarily used by external stakeholders. However, external stakeholders may review and approve these artifacts before accepting dependent deliverables from the BA.

The primary consumer for these is the Business Analyst, who uses them to produce artifacts that will be delivered to stakeholders. These artifacts allow the stakeholders to plan and monitor the BA process.

The 'Usage' diagram shows the artifacts that are input to the production of the artifact and the artifacts that use that artifact, as an input.

The 'Guidelines, Techniques and Tools' diagram shows a task that is used to create the artifact, and the guidelines tools and techniques used by that task.

The ''Workers' diagram shows the roles involved with a task used to create the artifact.

(Where an artifact description contains no associated tasks, it is part of a container artifact. In order to determine the tasks, techniques, guidelines and workers associated with producing that artifact, see the description of the container artifact.)

2.3.1 Business Analysis Approach

The BA approach is the set of processes, rules, guidelines, heuristics, and activities that are used to perform business analysis in a specific context. Where a context is he circumstances that influence, are influenced by, and provide understanding of the changes.

Figure 39: shows the inputs to and artifacts using the Business Analysis Approach artifact.
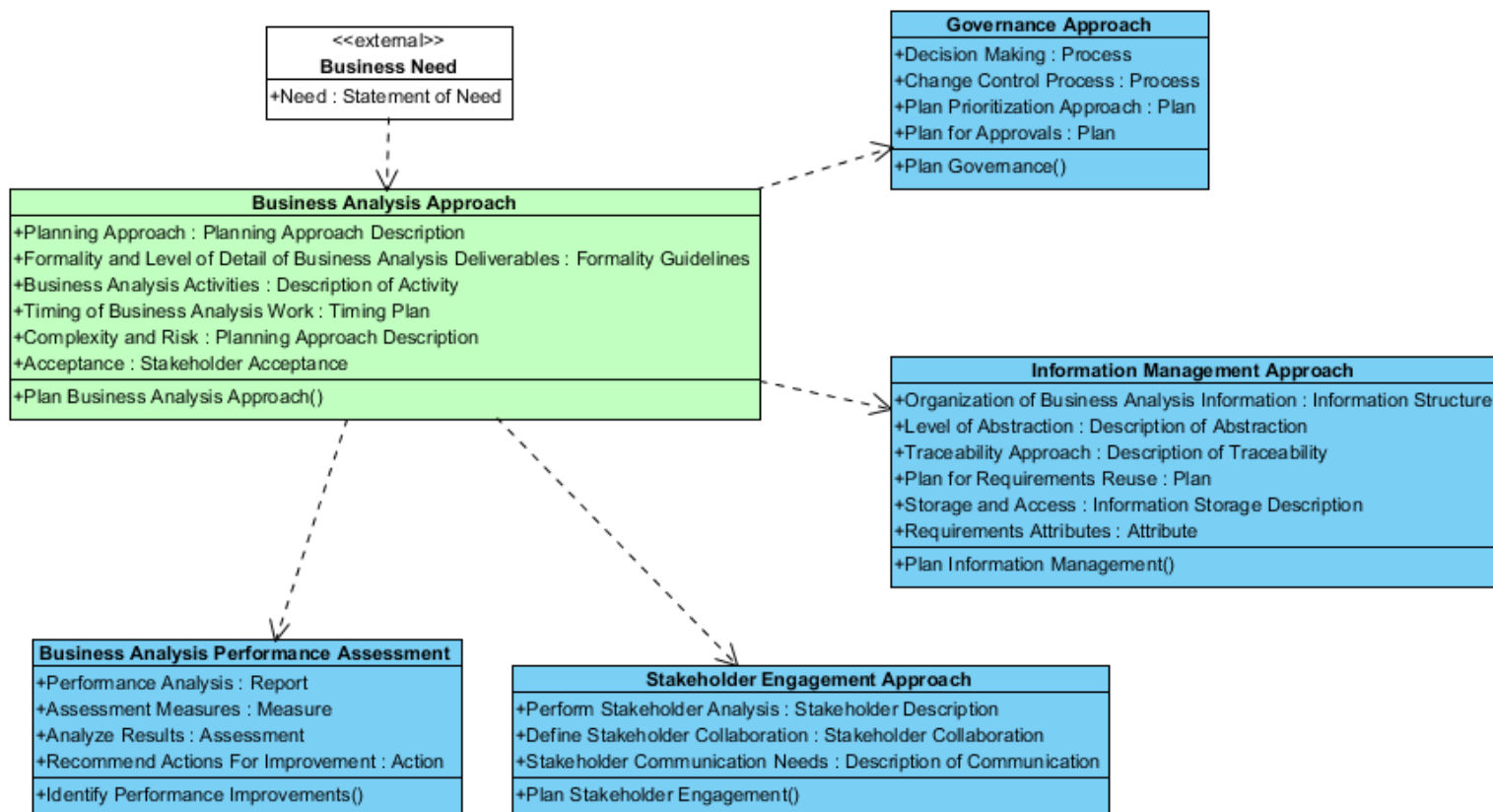
Figure 39: Business Analysis Approach Usage

Business Analysis Approach comprises 6 elements and 1 task, as follows:

- Planning Approach – In the form of a Planning Approach Description.
- Formality and Level of Detail of Business Analysis Deliverables – In the form of Formality Guidelines.
- Business Analysis Activities – In the form of a Description of Activity.
- Timing of Business Analysis Work – In the form of a Timing Plan.
- Complexity and Risk – Are captured in the Planning Approach Description.
- Acceptance – Is formal or informal Stakeholder Acceptance of the Business Analysis Approach.

The Business Analysis Approach is created by the Plan Business Analysis task described below.

2.3.1.2   Plan Business Analysis Approach

Integrating business analysis activities in the business analysis approach includes:

- identifying the activities required to complete each deliverable and then breaking each activity into tasks,
- dividing the work into iterations,
- identifying the deliverables for each iteration,
- and then identifying the associated activities and tasks,

or predictive tasks which are performed in specific phases.

2.3.1.2.1 Guidelines, Tools and Techniques

Figure 40: shows the guidelines and tools, and the techniques that are used by the Plan Business Analysis task, to produce the Business Analysis Approach.

Figure 40: Plan Business Analysis Approach Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Plan Business Analysis task in the BABOK for more information.

2.3.1.3 Stakeholders

Figure 41: shows the stakeholders that are involved with the Plan Business Analysis task.
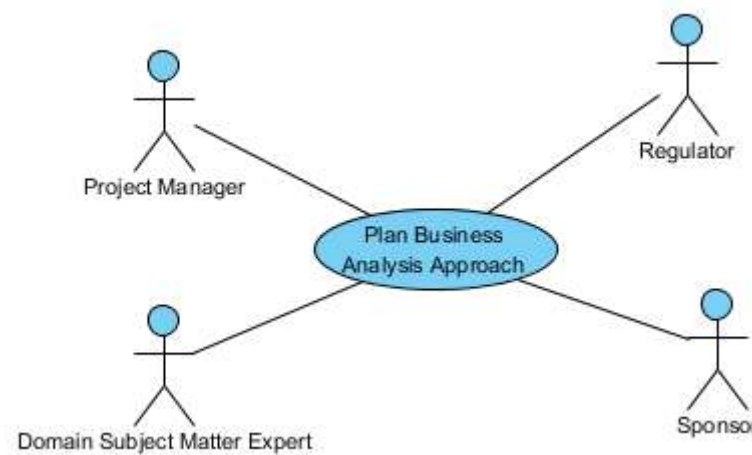
Figure 41: Plan Business Analysis Approach Workers

See the stakeholders section of the Plan Business Analysis task in the BABOK for more information.

2.3.2 Business Analysis Performance Assessment

The Business Analysis Performance Assessment provides key information about the effectiveness of business analysis tasks being executed, provides results of previous assessments and includes a comparison of planned versus actual performance.

2.3.2.1 Usage

Figure 42: shows the inputs to and artifacts using the Business Analysis Performance Assessment artifact.
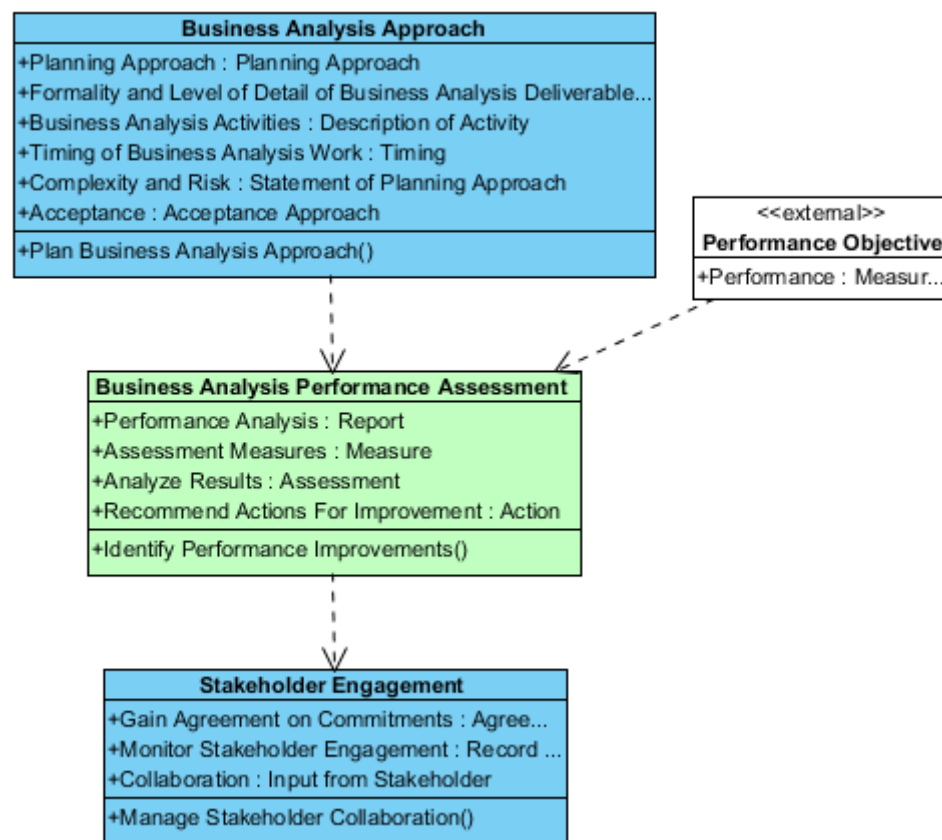
Figure 42: Business Analysis Performance Assessment Usage

Business Analysis Performance Assessment comprises 4 elements and 1 task, as follows:

- Performance Analysis - In the form of a Report.
- Assessment Measures - In the form of a Measurement.
- Analyze Results – In the form of an Assessment.
- Recommend Actions For Improvement – In the form of Action items.

The Business Analysis Performance Assessment artifact is created by the Identify Performance Improvements task described below.

2.3.2.2 Identify Performance Improvements

Establish the performance measures, conduct the performance analysis, report on the results of the analysis, and identify any necessary preventive, corrective, or developmental actions.

2.3.2.2.1 Guidelines, Tools and Techniques

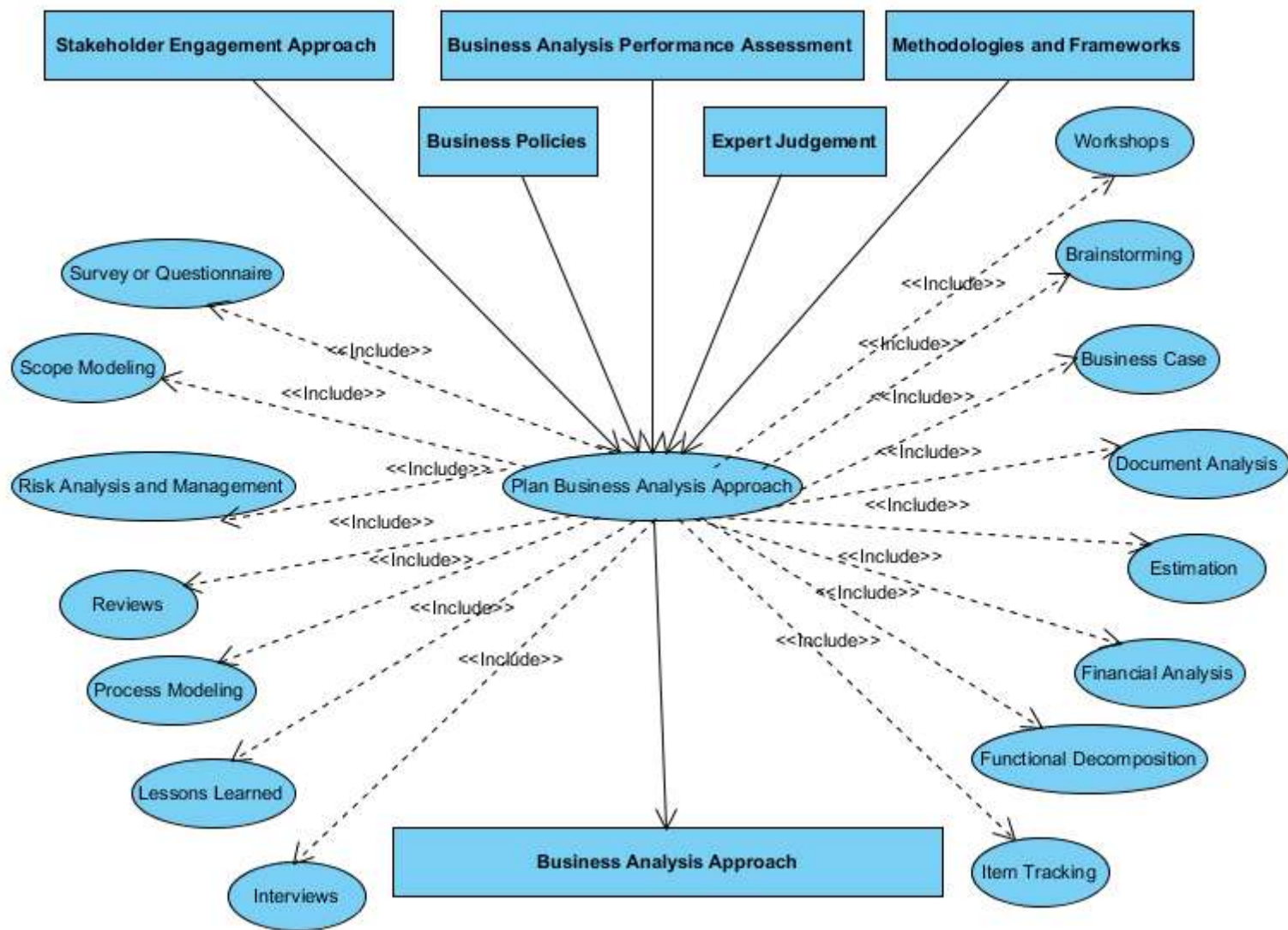Figure 43: shows the guidelines and tools, and the techniques that are used by the Plan Business Analysis task, to produce the Identify Performance Improvements task.
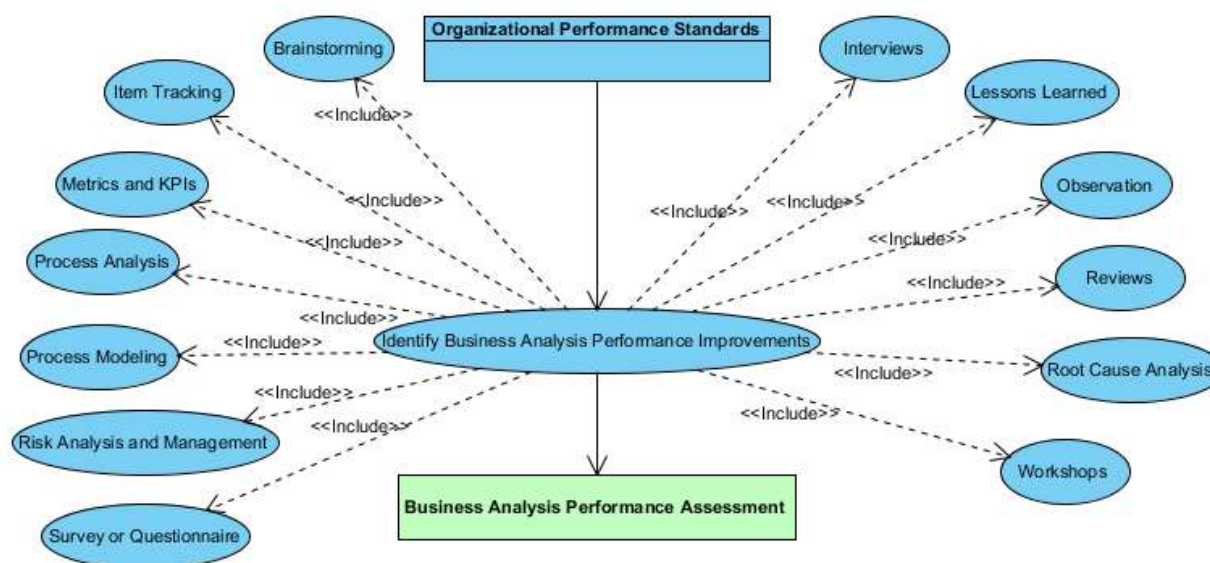
Figure 43: Identify Performance Improvements Guidelines Tools and Techniques

See the guidelines, tools and techniques sections of the Identify Performance Improvements task in the BABOK for more information.

2.3.2.2.2 Stakeholders

Figure 44: shows the stakeholders that are involved with the Identify Performance Improvements task.
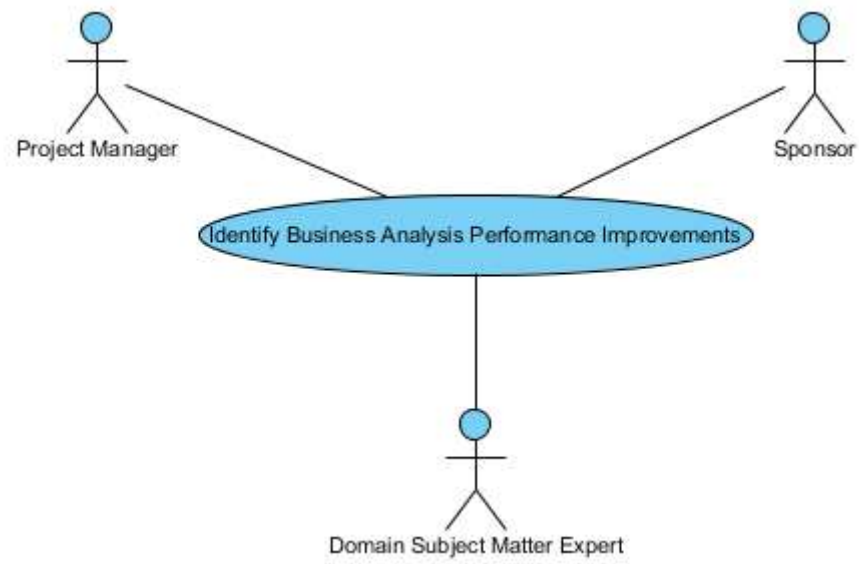
Figure 44: Identify Performance Improvements Stakeholders

See the stakeholders section of the Identify Performance Improvements task in the BABOK for more information.

2.3.3 Business Objective

A, measurable result indicating a business goal that the enterprise wants to achieve.

2.3.3.1 Usage

Figure 45: shows the inputs to and artifacts using the Business Objective artifact.
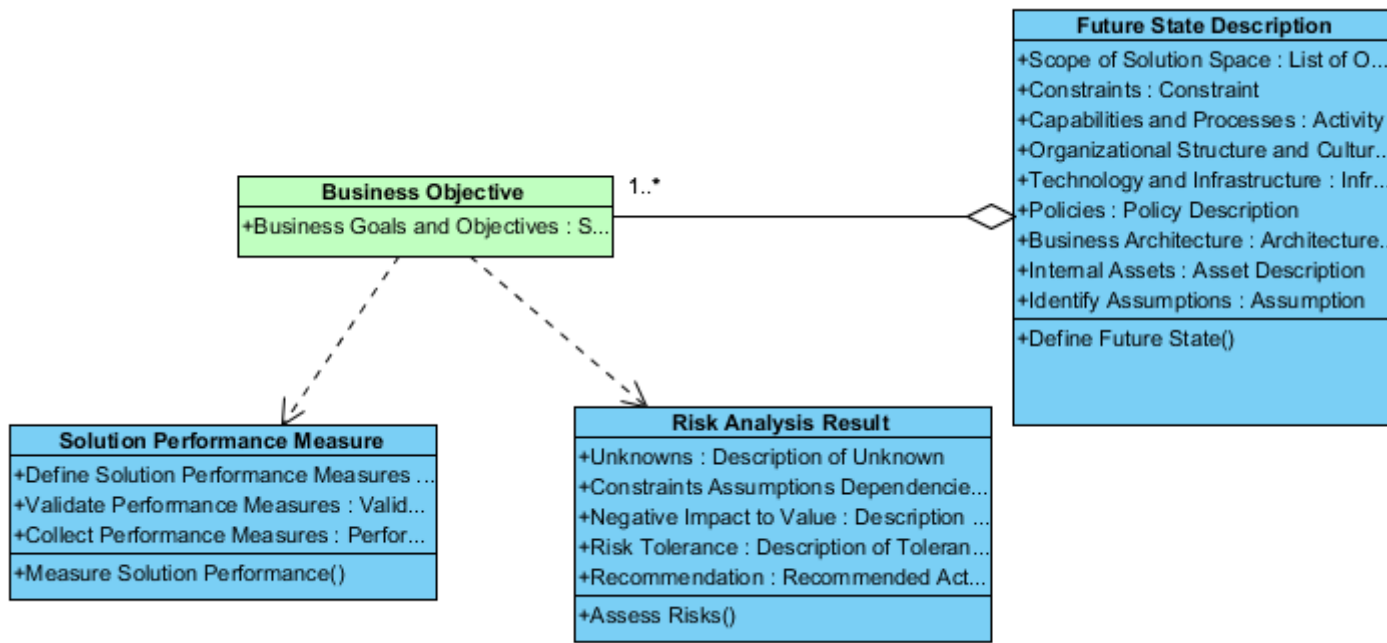
Figure 45: Business Objective Usage

The Business Objective is a part of the Future State Description. It comprises a Business Goals and Objectives in the form of a Statement of the Objective. See the Define Future State task under Future State Description for a description of the creation of Business Objectives.

2.3.4 Business Requirement

A representation of goals, objectives and outcomes that describe why a change has been initiated and how success will be assessed.

2.3.4.1 Usage

Figure 46: shows the inputs to and artifacts using Business Requirements.
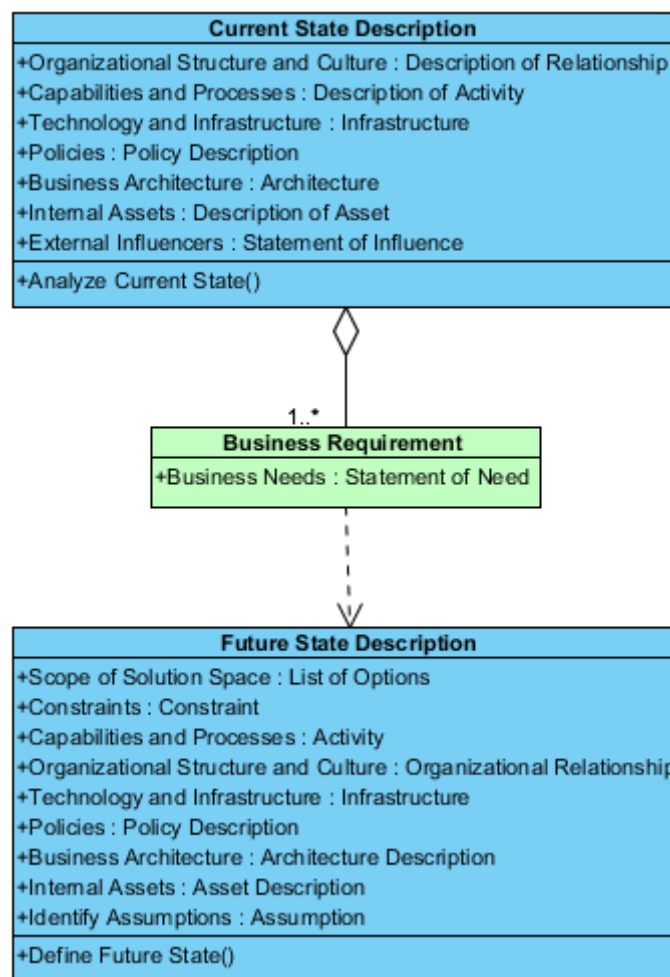
Figure 46: Business Requirement Usage

A Business Requirement is part of the Current State Description artifact. It comprises a Business Need in the form of a Statement of the Business Need. See Analyze Current State task under the Current State Description artifact for a description of the task that creates the Business Requirement.

2.3.5 Change Strategy

A plan to move from the current state to the future state to achieve the desired business objectives.

2.3.5.1 Usage

Figure 47: shows the inputs to and artifacts using the Change Strategy artifact.
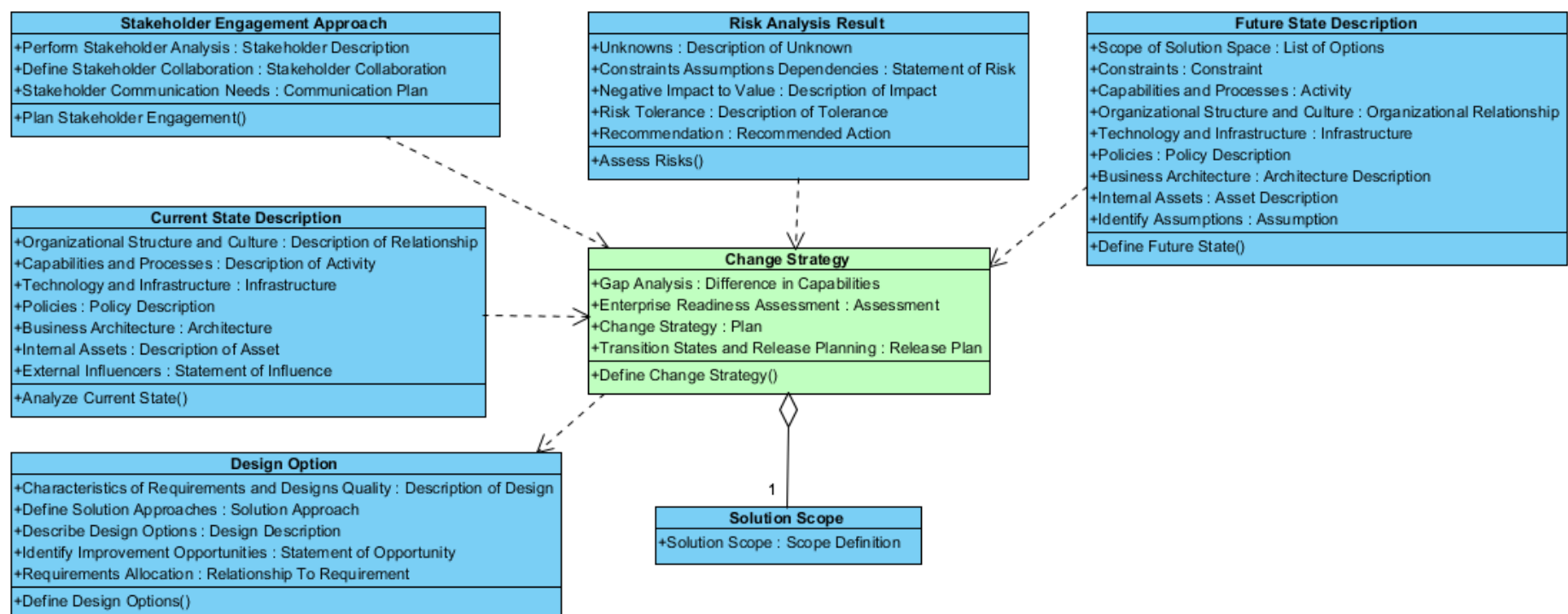
Figure 47: Change Strategy Usage

Change Strategy comprises 4 elements and 1 task, as follows:

- Gap Analysis - In the form of a description of the Difference in Capabilities.
- Enterprise Readiness Assessment – In the form of an Assessment.
- Change Strategy – In the form of a plan.
- Transition States and Release Planning – In the form of a Release Plan.

The Change Strategy artifact is created by the Define Change Strategy task described below.

2.3.5.2 Define Change Strategy

The change strategy clearly describes the nature of the change in terms of:

- context of the change,
- identified alternative change strategies,
- justification for why a particular change strategy is the best approach,
- investment and resources required to work toward the future state,

- how the enterprise will realize value after the solution is delivered,
- key stakeholders in the change and,
- transition states along the way.

2.3.5.2.1 Guidelines, Tools and Techniques

Figure 48: shows the guidelines and tools and the techniques that are used by the Define Change Strategy task, to produce the Change Strategy task.

Figure 48: Define Change Strategy Guideline, Tools and Techniques

See the guidelines, tools and techniques sections of the Define Change Strategy task in the BABOK for more information.

2.3.5.2.2 Workers

Figure 49: shows the stakeholders that are involved with the Define Change Strategy task.
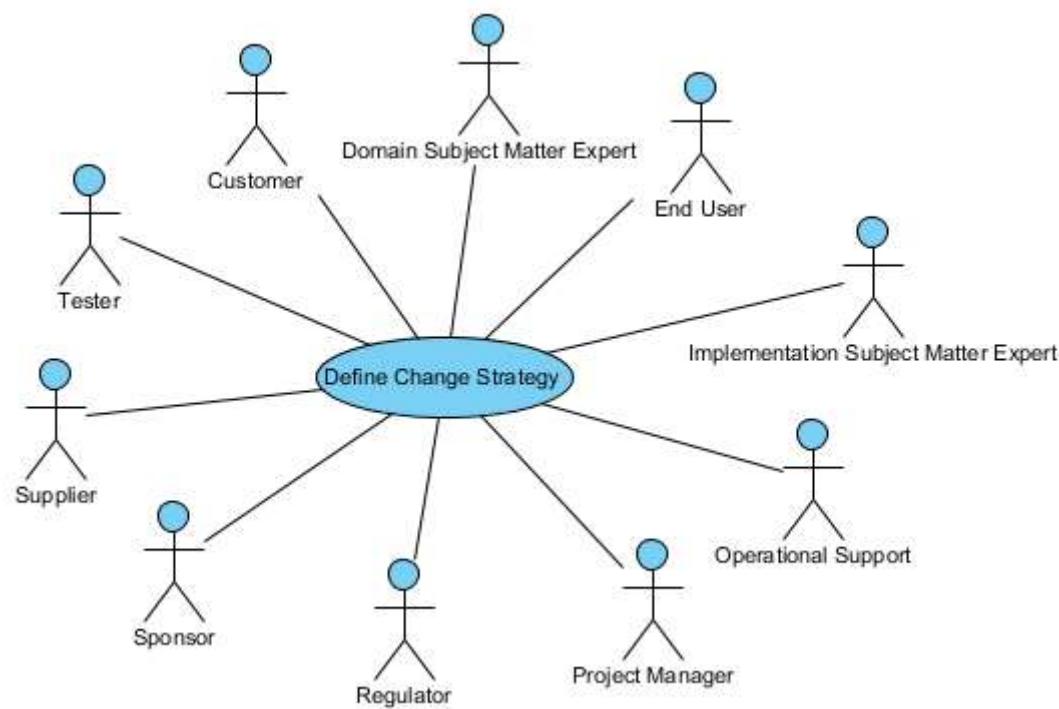
Figure 49: Define Change Strategy Workers

See the stakeholders section of the Define Change Strategy task in the BABOK for more information.

2.3.6 Current State Description

Describes the current internal environment of the solution including the environmental, cultural, and internal factors influencing the solution limitations.

2.3.6.1 Usage

Figure 50: shows the inputs to and artifacts using the Current State Description.
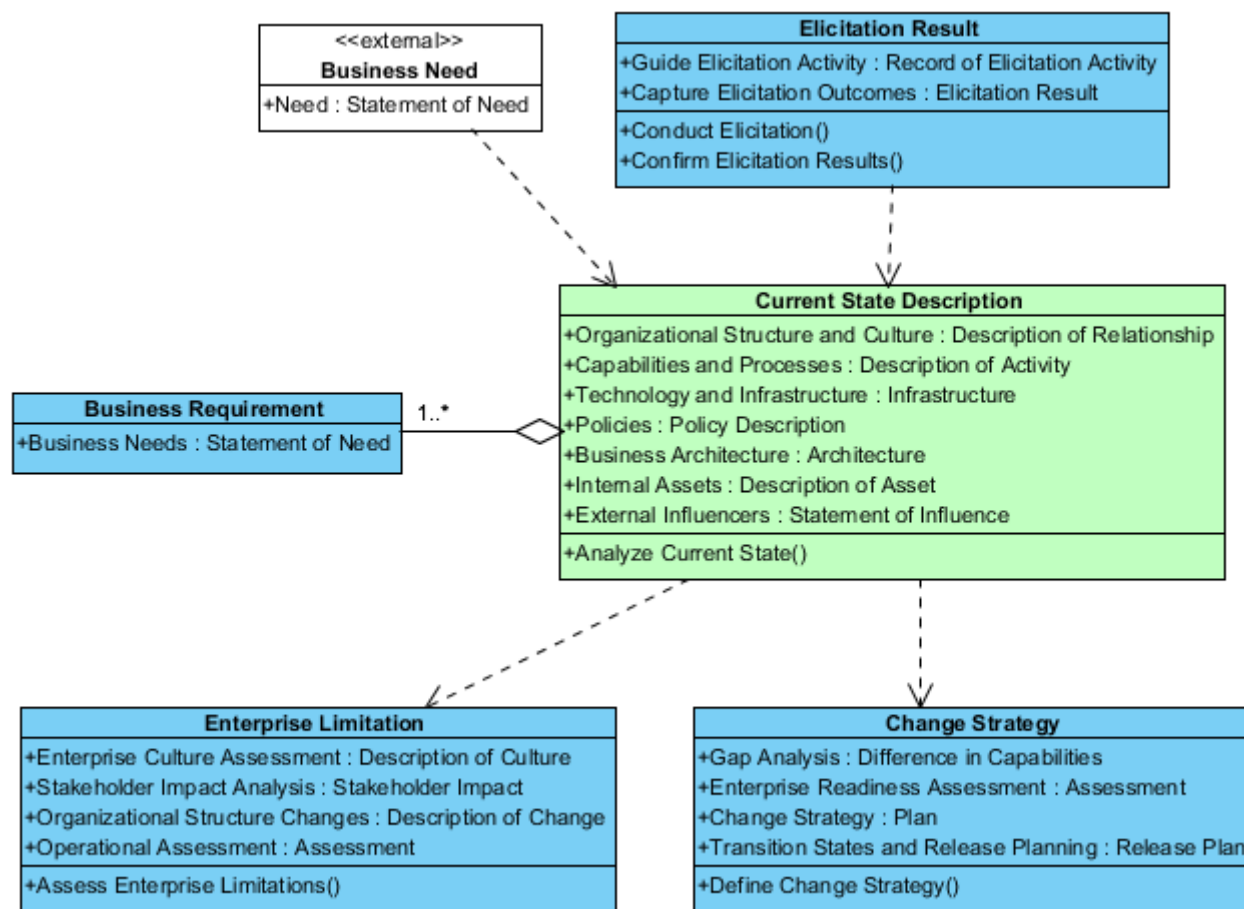
Figure 50: Current State Description Usage

The Current State Description contains 7 elements and is produced by a single task.

- Organizational Structure and Culture – In the form of relationships within the organization.
- Capabilities and Processes – In the form of a description of the activity performed by the organization.
- Technology and Infrastructure – In the form of an infrastructure model.
- Policies – In the form of a description of the policy.
- Business Architecture – In the form of a business architecture model.
- Internal Assets – In the form of a description of the asset.
- External Influencers – In the form of a statement of the influence.

Analyze Current State produces the Current State Description, as described below:

2.3.6.2   Analyze Current State

Business analysts work to help stakeholders enable change by exploring and articulating the business needs that drive the desire to change.

2.3.6.2.1   Guidelines, Tools and Techniques

Figure 51: shows the guidelines and tools and the techniques that are used by the Analyze Current State task, to produce the Current State Description.
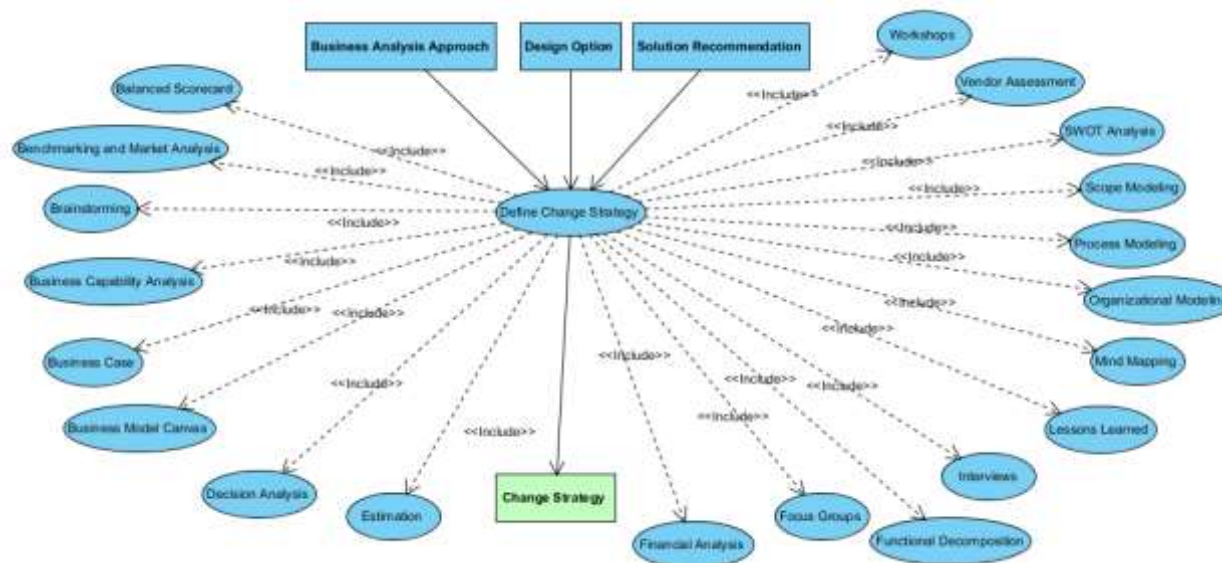

Figure 51: Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Analyze Current State task in the BABOK for more information.

2.3.6.2.2 Workers

Figure 52: shows the stakeholders that are involved with the Analyze Current State task.

Figure 52: Workers

See the stakeholders section of the Analyze Current State task in the BABOK for more information.

2.3.7 Design Option

Each design option represents a way to satisfy a set of requirements. Design Options exist at a lower level than the change strategy, and are tactical rather than strategic.

2.3.7.1 Usage

Figure 53: shows the inputs to and artifacts using the Design Option artifact.
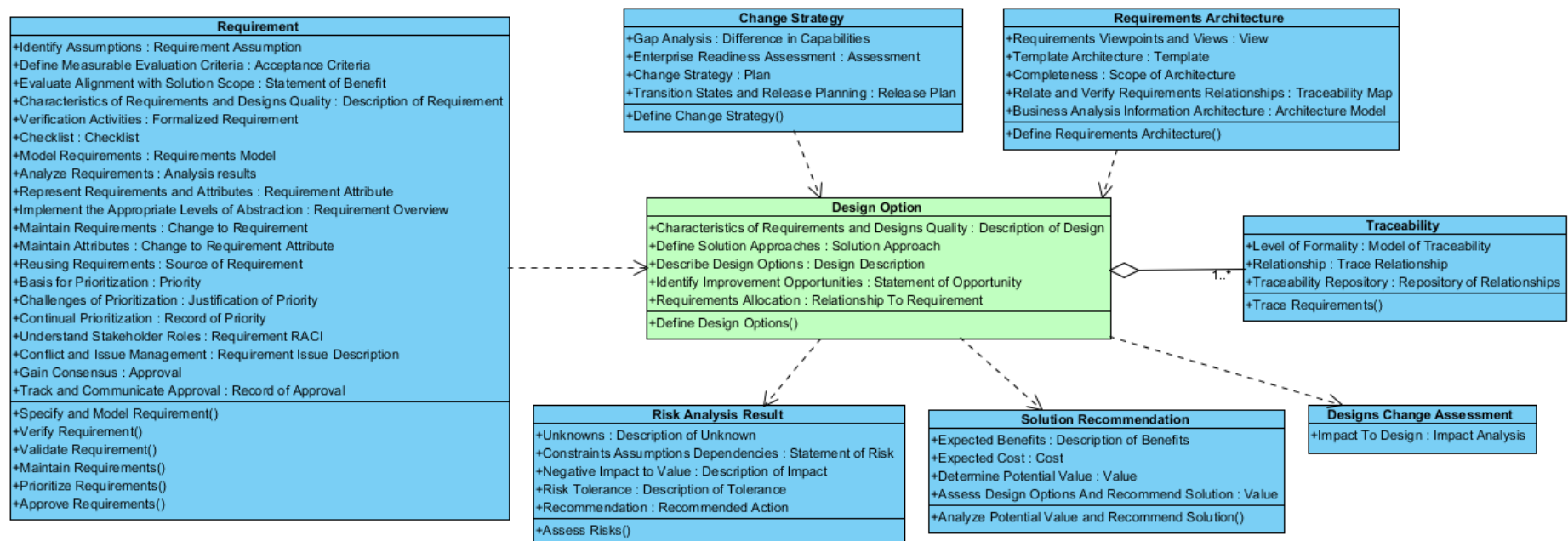
Figure 53: Design Option Usage

Design Option comprises 5 elements and 1 task, as follows:

- Characteristics of Requirements and Designs Quality - In the form of a description of the design.
- Define Solution Approaches – In the form of a solution approach description.
- Describe Design Options – In the form of a design option description.
- Identify Improvement Opportunities – In the form of statements of the opportunity.
- Requirements Allocation – In the form of a description of the relationship between the design option and the requirements.

The Design Option artifact is produced by the Define Design Option task described below. A design option is delivered as part of Requirements and is therefore impacted by the Requirement tasks.

2.3.7.2 Define Design Option

The purpose of Define Design Options is to define the solution approach, identify opportunities to improve the business, allocate requirements across solution components, and represent design options that achieve the desired future state.

2.3.7.2.1 Guidelines, Tools and Techniques

Figure 54: shows the guidelines and tools and the techniques that are used by the Define Design Option task, to produce a Design Option.
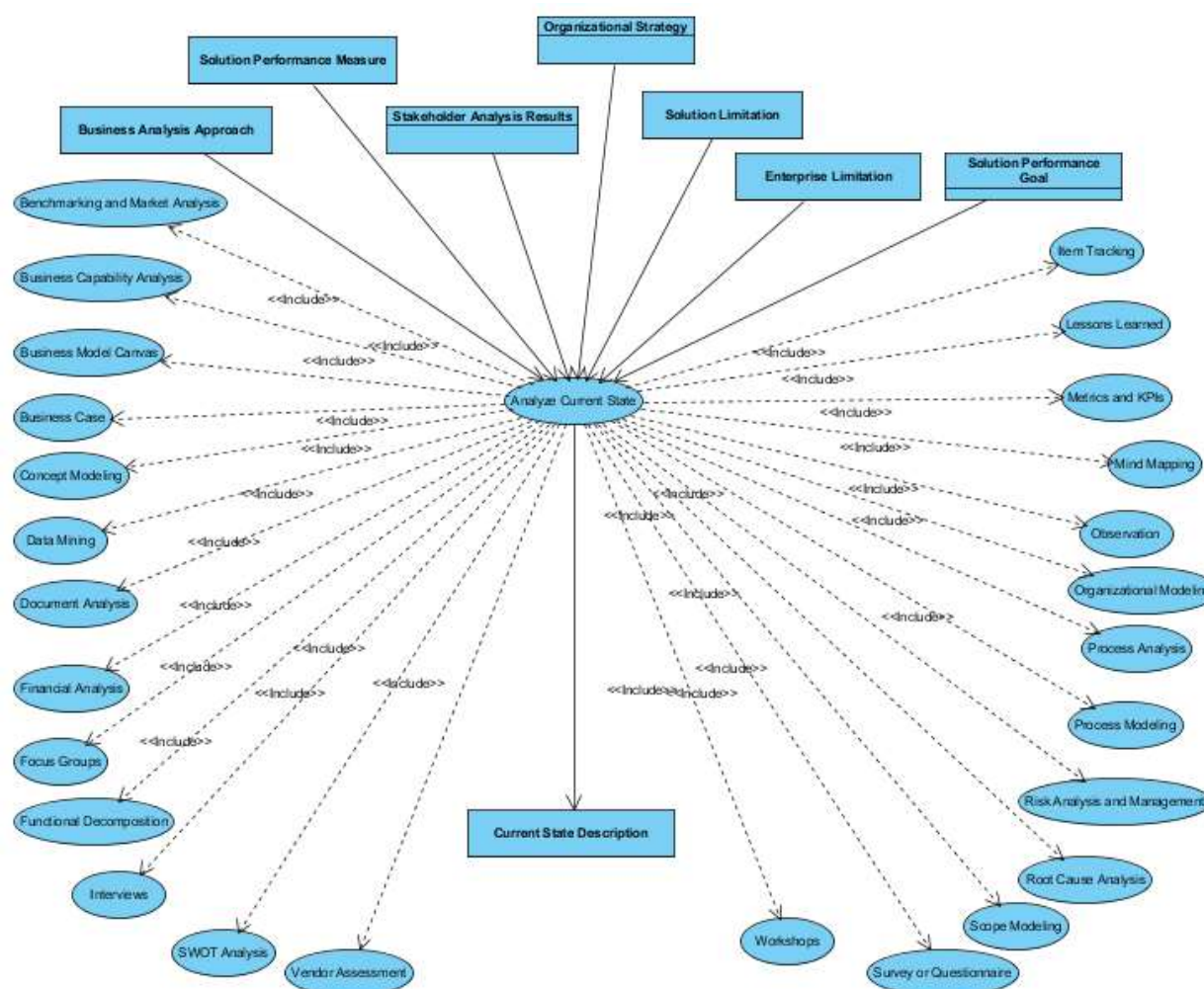
Figure 54: Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Define Design Option task in the BABOK for more information.

2.3.7.2.2 Workers

Figure 55: shows the stakeholders that are involved with the Define Design Option task.
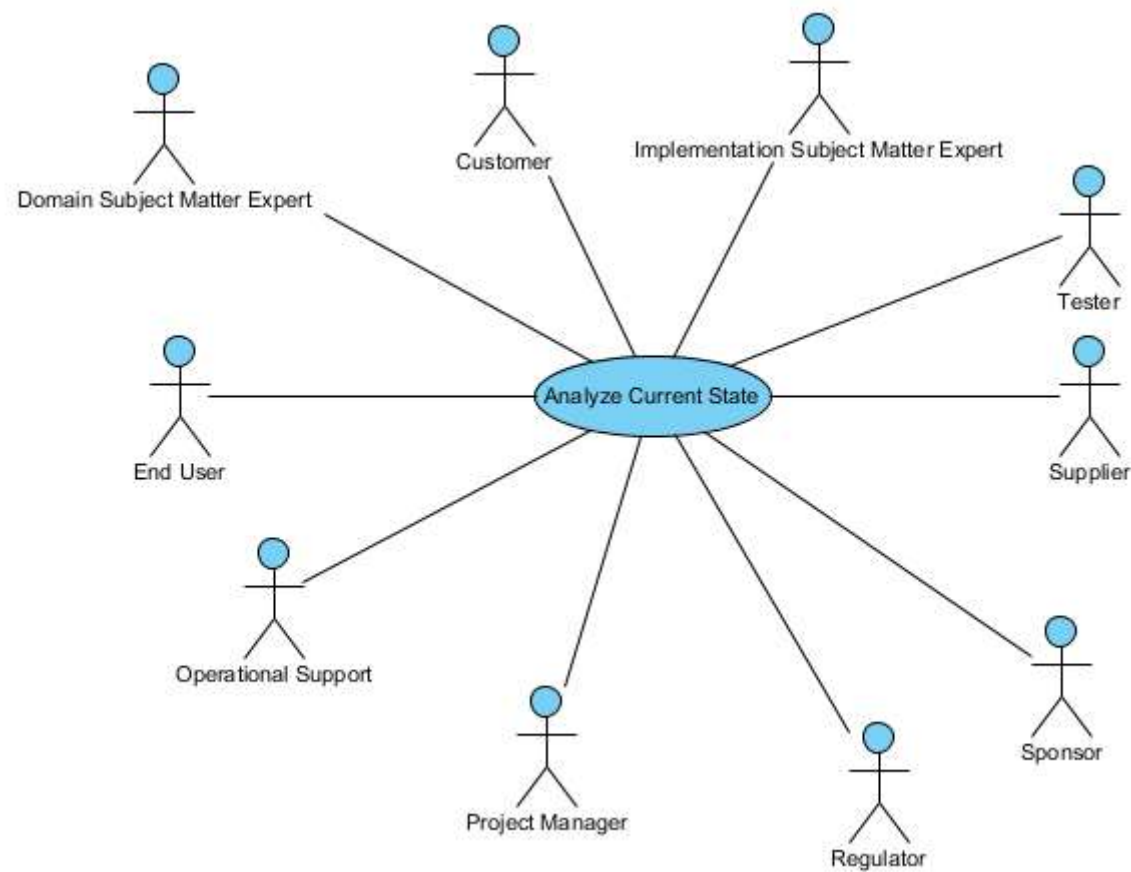

Figure 55: Workers

See the stakeholders section of the Define Design Option task in the BABOK for more information.

2.3.8 Elicitation Activity Plan

The Elicitation Activity Plan includes logistics, scope of the planned elicitation activities, selected techniques, supporting materials, activity logistics (for example, date, time, location, resources, agenda), scope of the elicitation activity, and available sources of background information.

2.3.8.1 Usage

Figure 56: shows the inputs to and artifacts using the Elicitation Activity Plan.
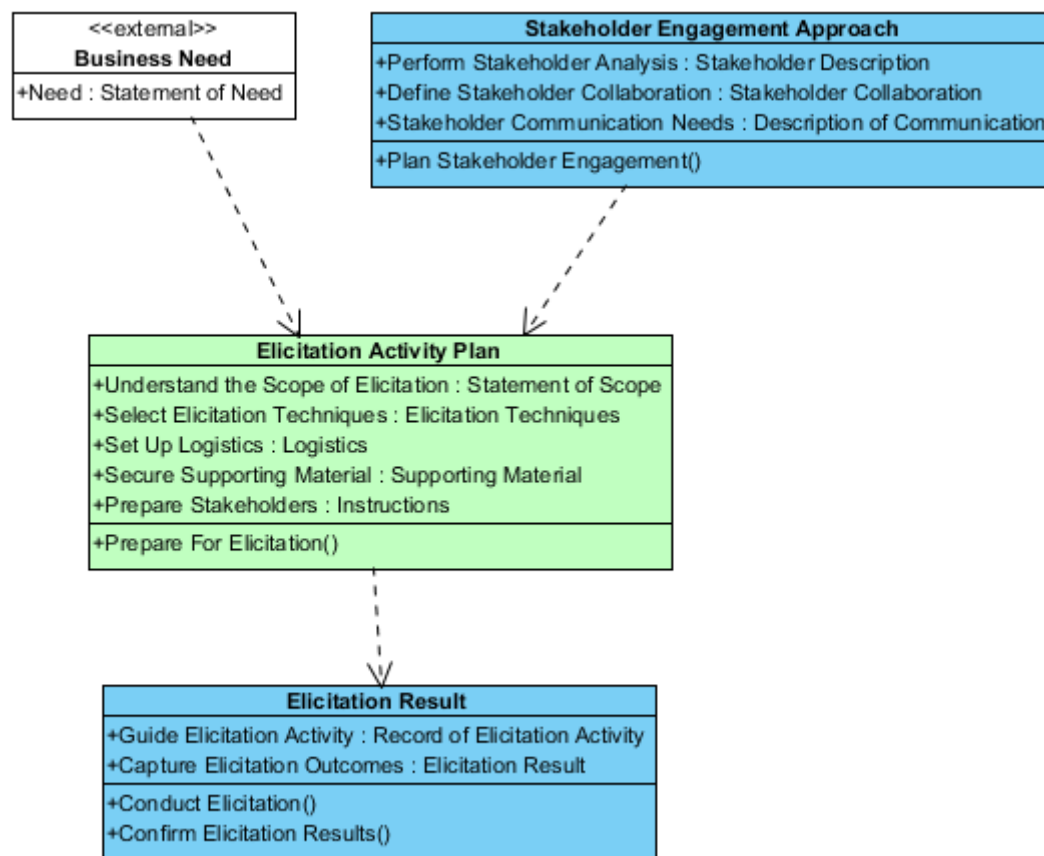
Figure 56: Elicitation Activity Plan Usage

Elicitation Activity Plan comprises 5 elements and 1 task, as follows:

- Understand the Scope of Elicitation - In the form of a statement of the scope.
- Select Elicitation Techniques – In the form of a description of elicitation techniques.
- Set Up Logistics – In the form of a description of elicitation logistics.
- Secure Supporting Material – In the form of supporting material.
- Prepare Stakeholders – In the form of instructions for elicitation.

The Elicitation Activity Plan artifact is created by the Prepare For Elicitation task described below.

2.3.8.2   Prepare For Elicitation

The purpose of Prepare for Elicitation is to understand the scope of the elicitation activity, select appropriate techniques, and plan for (or procure) appropriate supporting materials and resources.

2.3.8.2.1 Guidelines, Tools and Techniques

Figure 57: shows the guidelines and tools and the techniques that are used by the Prepare For Elicitation task, to produce the Elicitation Activity Plan.
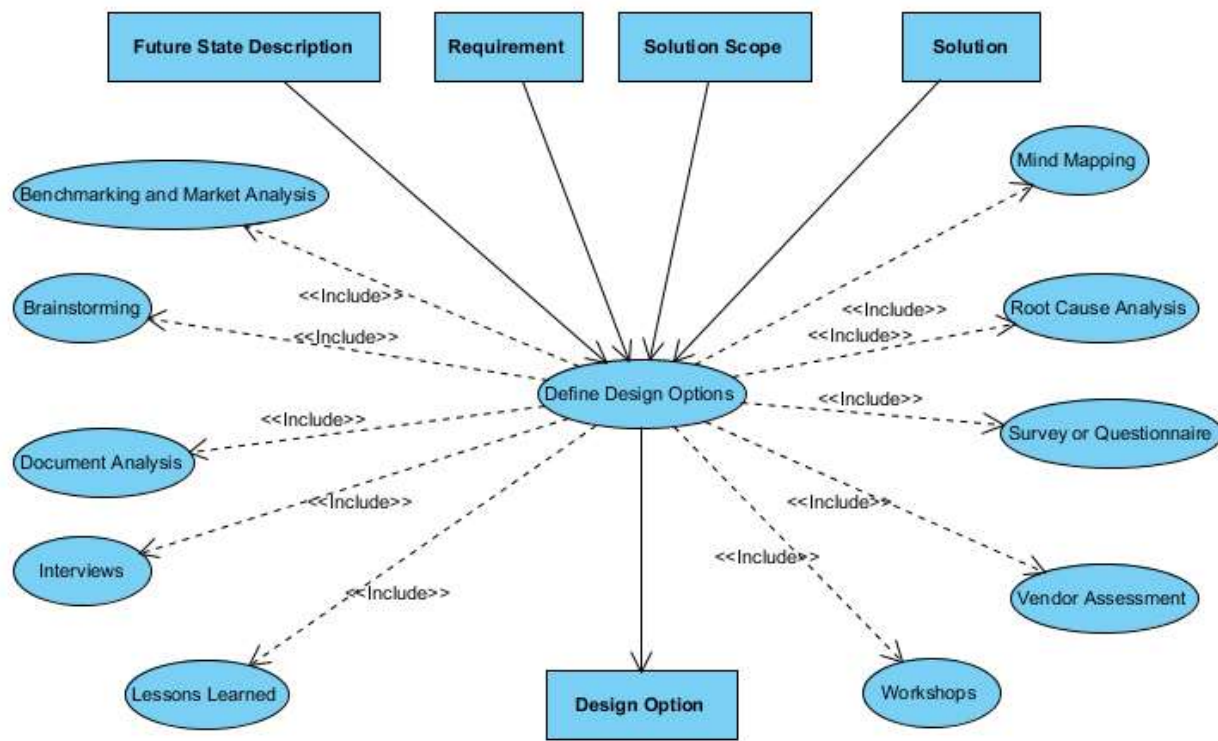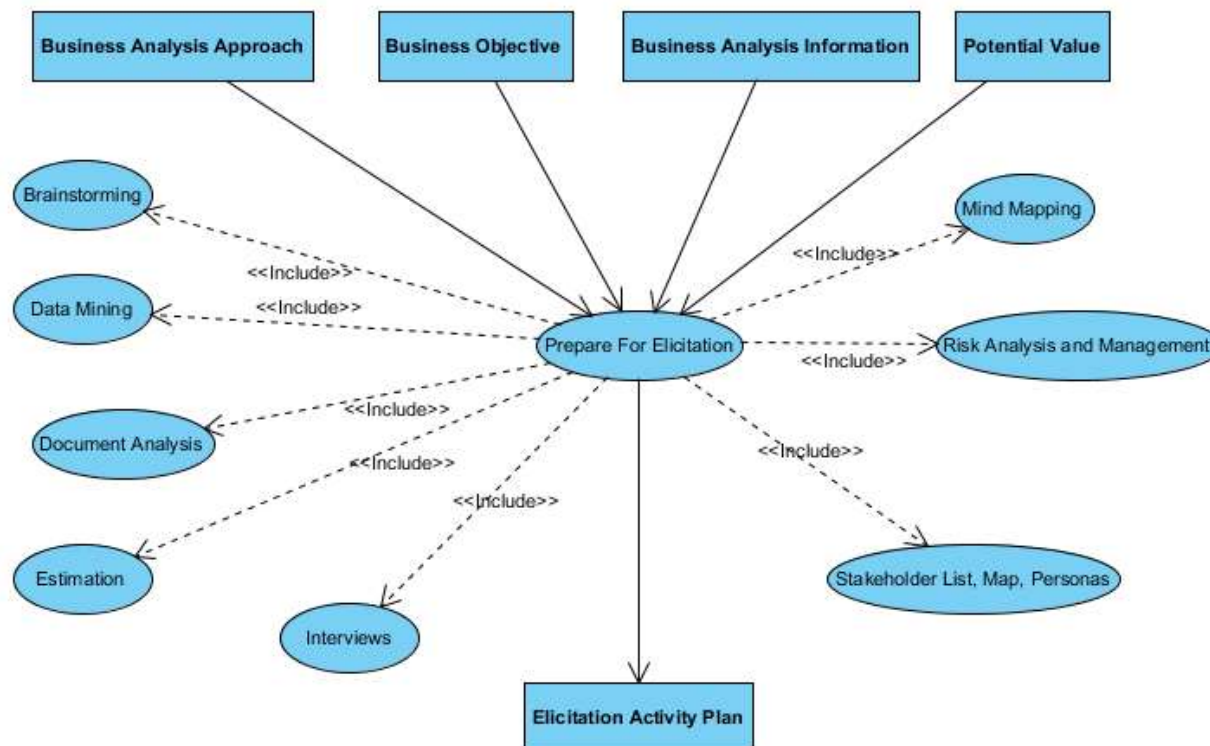

Figure 57: Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Prepare For Elicitation task in the BABOK for more information.

2.3.8.2.2 Workers

Figure 58: shows the stakeholders that are involved with the Prepare For Elicitation task.
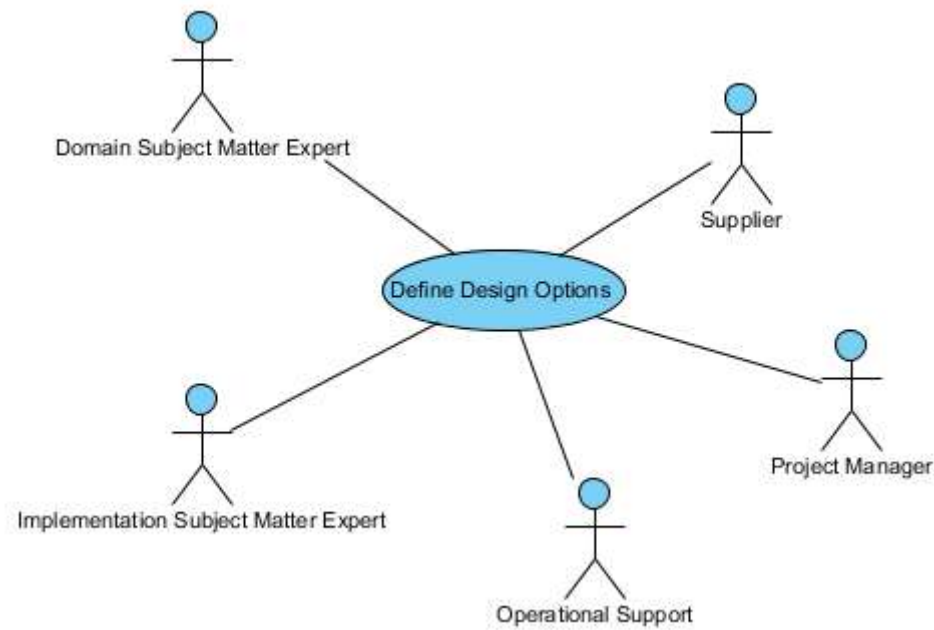
Figure 58: Workers

See the stakeholders section of the Prepare For Elicitation task in the BABOK for more information.

2.3.9 Elicitation Result

An Elicitation Result captures information in a format that is specific to the elicitation activity and is used to define and understand the current state.

2.3.9.1 Usage

Figure 59: shows the inputs to and artifacts using the Elicitation Result artifact.

Elicitation Activity Plan
+Understand the Scope of Elicitation : Statement of Scope
+Select Elicitation Techniques : Elicitation Techniques
+Set Up Logistics : Logistics
+Secure Supporting Material : Supporting Material
+Prepare Stakeholders : Instructions

+Prepare For Elicitation()

Current State Description
+Organizational Structure and Culture : Description of Relationship
+Capabilities and Processes : Description of Activity
+Technology and Infrastructure : Infrastructure
+Policies : Policy Description
+Business Architecture : Architecture
+Internal Assets : Description of Asset
+External Influencers : Statement of Influence

+Analyze Current State()

Elicitation Result
+Guide Elicitation Activity : Record of Elicitation Activity
+Capture Elicitation Outcomes : Elicitation Result

+Conduct Elicitation()
+Confirm Elicitation Results()

Requirement
+Identify Assumptions : Requirement Assumption
+Define Measurable Evaluation Criteria : Acceptance Criteria
+Evaluate Alignment with Solution Scope : Statement of Benefit
+Characteristics of Requirements and Designs Quality : Description of Requirement
+Verification Activities : Formalized Requirement
+Checklist : Checklist
+Model Requirements : Requirements Model
+Analyze Requirements : Analysis results
+Represent Requirements and Attributes : Requirement Attribute
+Implement the Appropriate Levels of Abstraction : Requirement Overview
+Maintain Requirements : Change to Requirement
+Maintain Attributes : Change to Requirement Attribute
+Reusing Requirements : Source of Requirement
+Basis for Prioritization : Priority
+Challenges of Prioritization : Justification of Priority
+Continual Prioritization : Record of Priority
+Understand Stakeholder Roles : Requirement RACI
+Conflict and Issue Management : Requirement Issue Description
+Gain Consensus : Approval
+Track and Communicate Approval : Record of Approval

+Specify and Model Requirement()
+Verify Requirement()
+Validate Requirement()
+Maintain Requirements()
+Prioritize Requirements()
+Approve Requirements()

Risk Analysis Result
+Unknowns : Description of Unknown
+Constraints Assumptions Dependencies : Statement of Risk
+Negative Impact to Value : Description of Impact
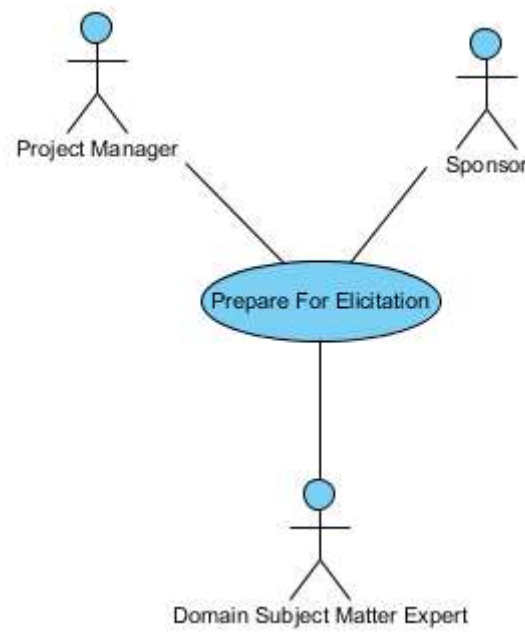+Risk Tolerance : Description of Tolerance
+Recommendation : Recommended Action

+Assess Risks()
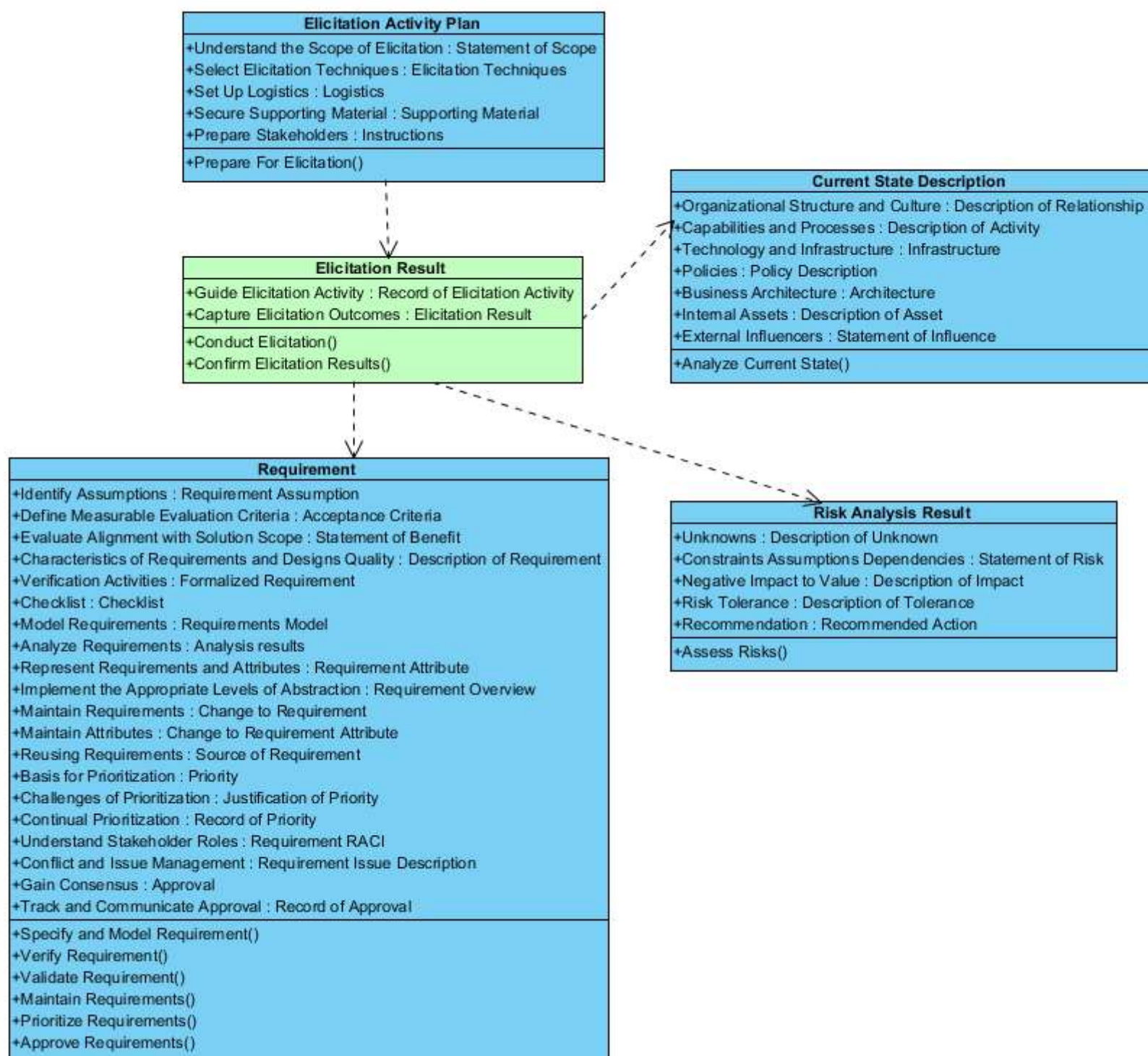
Figure 59: Elicitation Result Usage

Elicitation Result comprises 2 elements and 2 tasks, as follows:

- Guide Elicitation Activity - In the form of a record of the elicitation activity.
- Capture Elicitation Outcomes – In the form of a description of the elicitation result

The Elicitation Result artifact is created by the Conduct Elicitation and Confirm Elicitation tasks, as described below.

2.3.9.2 Conduct Elicitation

The purpose of Conduct Elicitation is to draw out, explore, and identify information relevant to the change.

2.3.9.2.1 Guidelines, Tools and Techniques

Figure 60: shows the guidelines and tools and the techniques that are used by the Conduct Elicitation task, to produce the Elicitation Result.
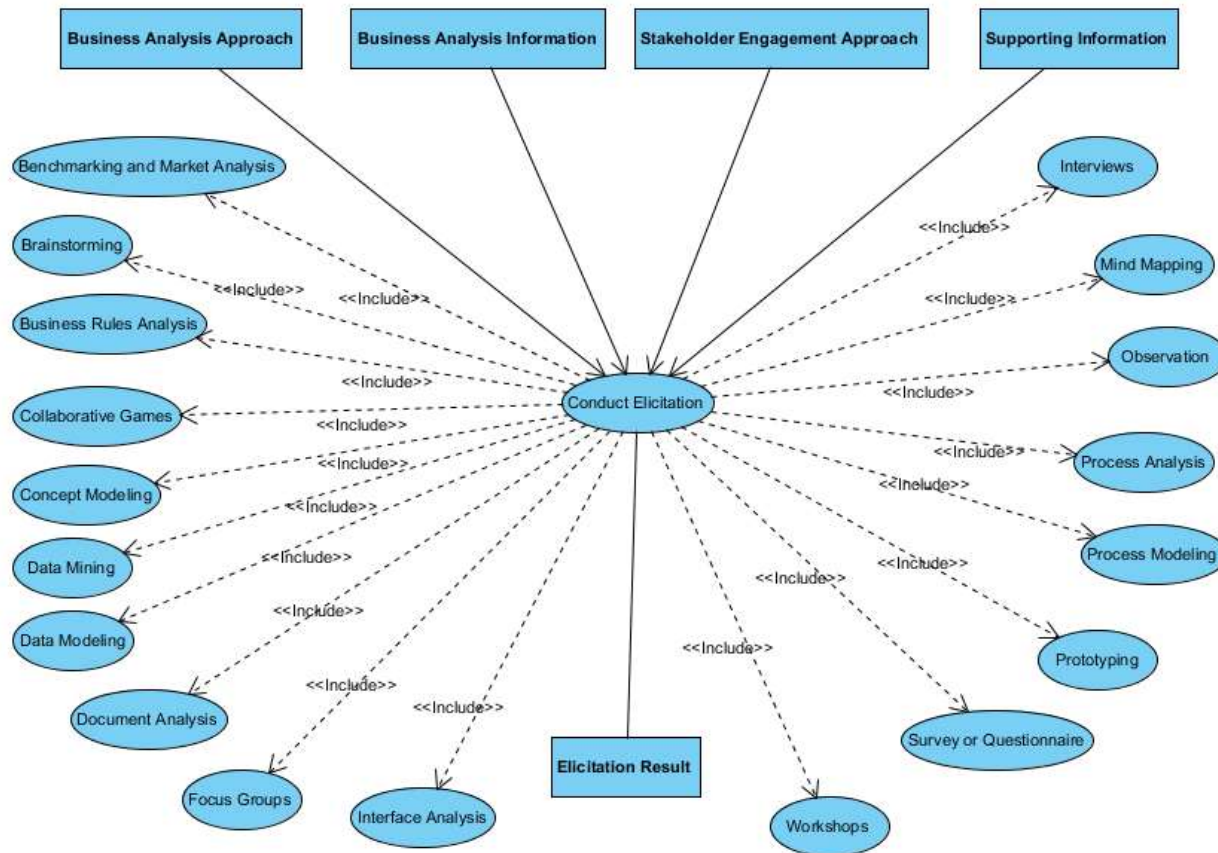

Figure 60: Conduct Elicitation Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Conduct Elicitation task in the BABOK for more information.

2.3.9.2.2 Workers

Figure 61: shows the stakeholders that are involved with the Conduct Elicitation task.

Figure 61: Conduct Elicitation Workers

See the stakeholders section of the Conduct Elicitation task in the BABOK for more information.

2.3.9.3 Confirm Elicitation Results

The purpose of Confirm Elicitation Results is to check the information gathered during an elicitation session for accuracy and consistency with other information.

2.3.9.3.1 Guidelines, Tools and Techniques

Figure 62: shows the guidelines and tools and the techniques that are used by the Confirm Elicitation Results task, to produce the Elicitation Result.

Figure 62: Confirm Elicitation Results Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Confirm Elicitation Results task in the BABOK for more information.

2.3.9.3.2 Workers

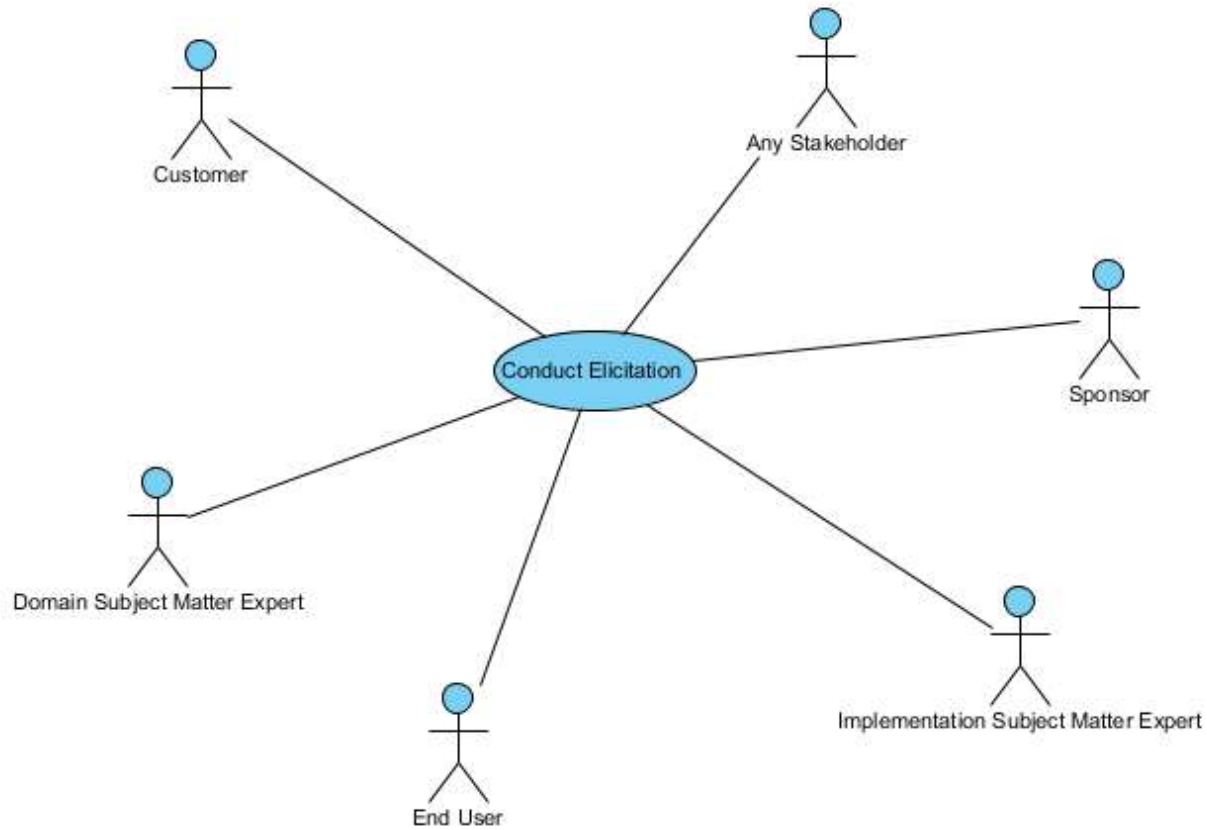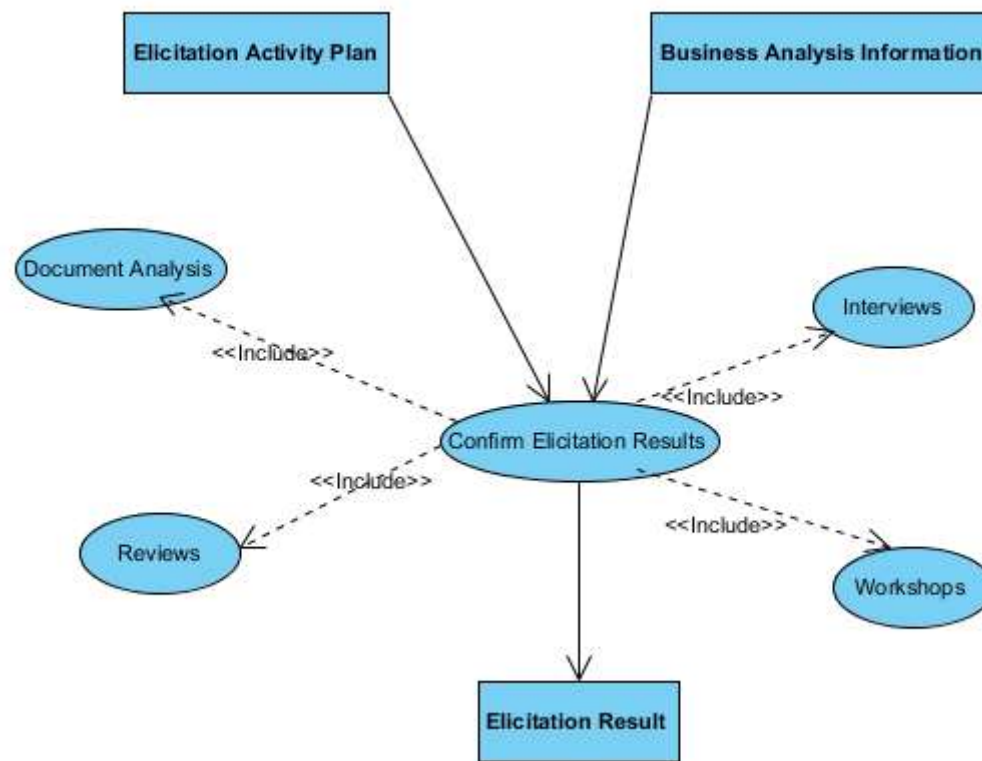Figure 63: shows the stakeholders that are involved with the Confirm Elicitation Results task.

Figure 63: Workers

See the stakeholders section of the Confirm Elicitation Results task in the BABOK for more information.

2.3.10 Enterprise Limitation

2.3.10.1 Usage

Figure 64: shows the inputs to and artifacts using the Enterprise Limitation artifact.
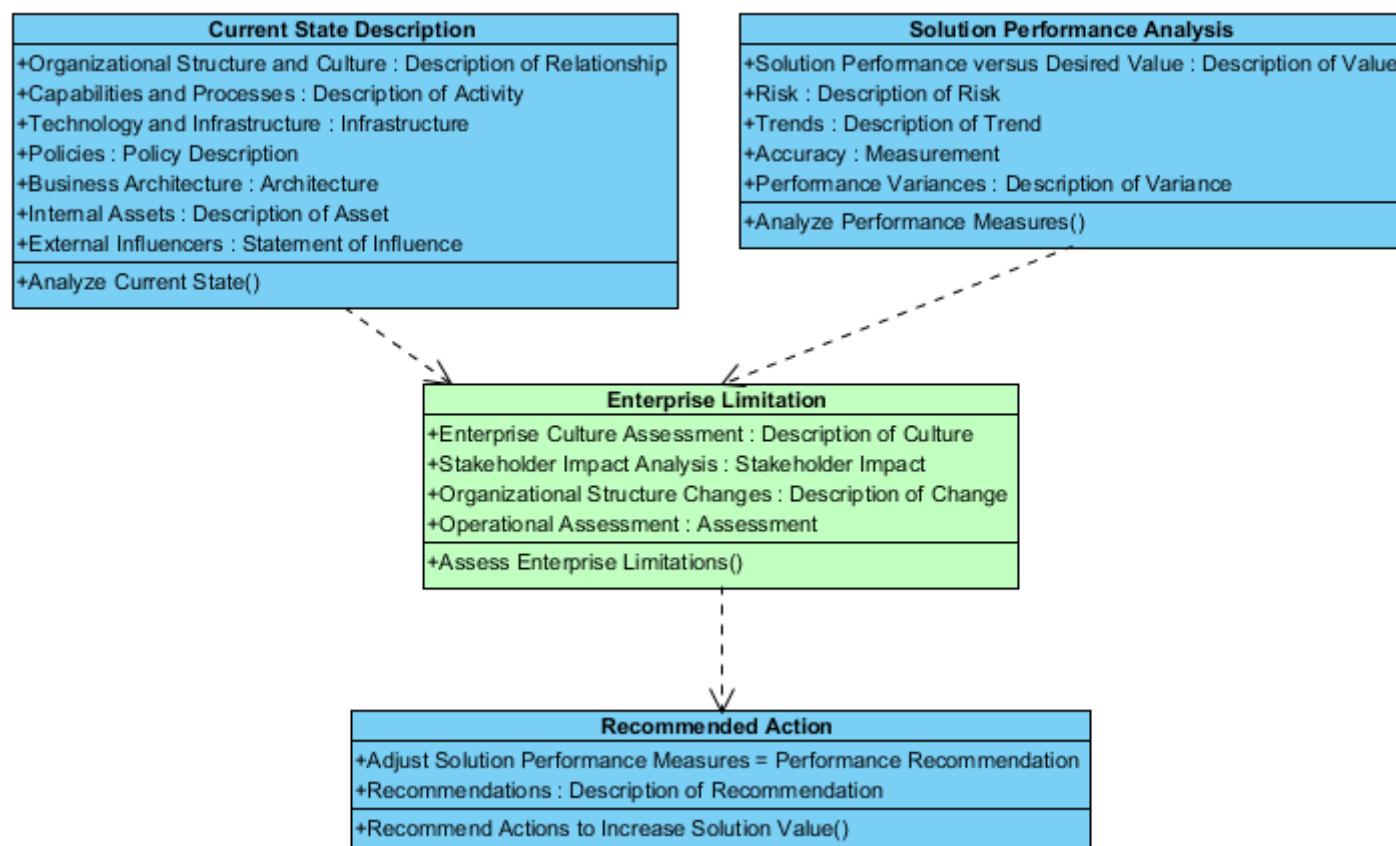
Figure 64: Enterprise Limitation Usage

Enterprise Limitation artifact comprises 4 elements and 1 task, as follows:

- Enterprise Culture Assessment - In the form of a description of the culture.
- Stakeholder Impact Analysis – In the form of a description of the stakeholder impact.
- Organizational Structure Changes – In the form of a description of the change.
- Operational Assessment – In the form of an assessment of the ability to adapt.

The Enterprise Limitation artifact is created by the Assess Enterprise Limitations task described below.

2.3.10.2 Assess Enterprise Limitations

The purpose of Assess Enterprise Limitations is to determine how factors external to the solution are restricting value realization.

2.3.10.2.1 Guidelines, Tools and Techniques

Figure 65: shows the guidelines and tools and the techniques that are used by the Assess Enterprise Limitations task, to produce the Enterprise Limitation.
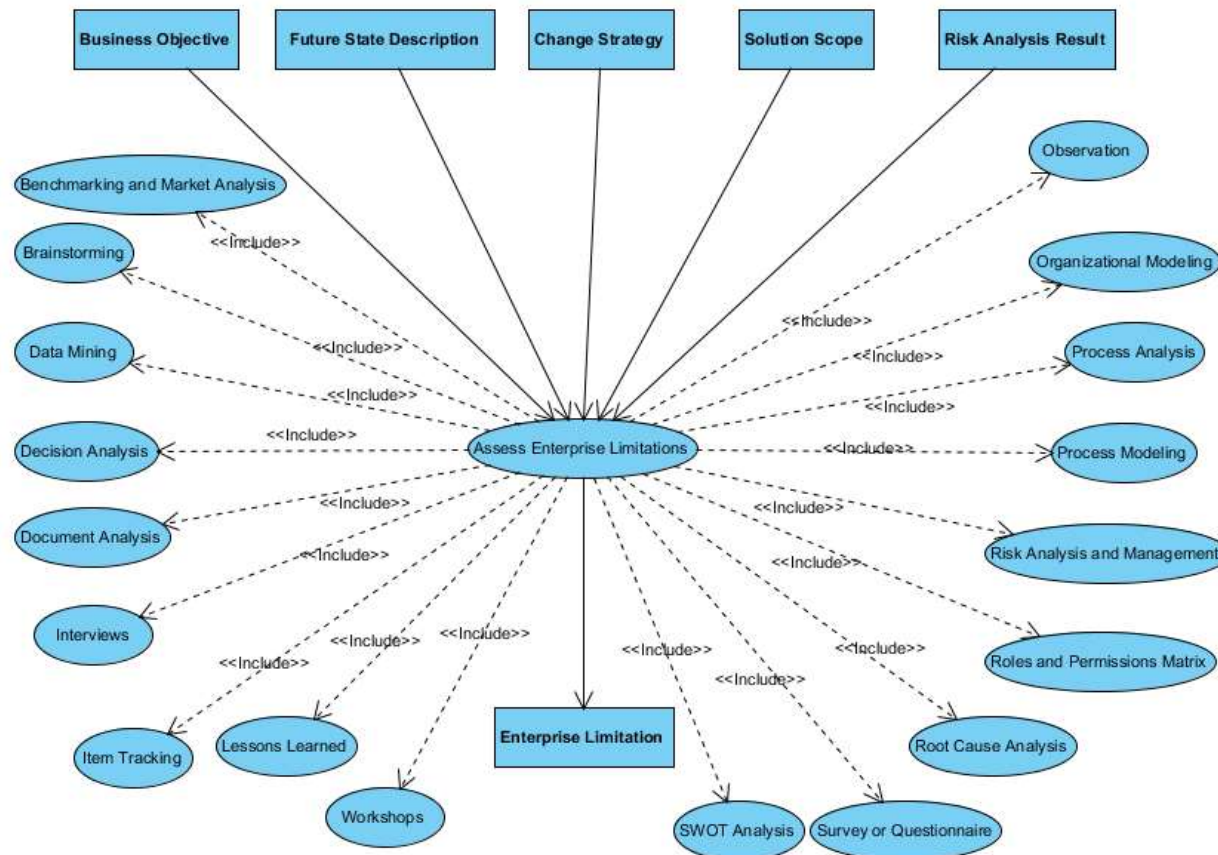
Figure 65: Assess Enterprise Limitations Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Assess Enterprise Limitations task in the BABOK for more information.

2.3.10.2.2 Workers

Figure 66: shows the stakeholders that are involved with the Assess Enterprise Limitations task.
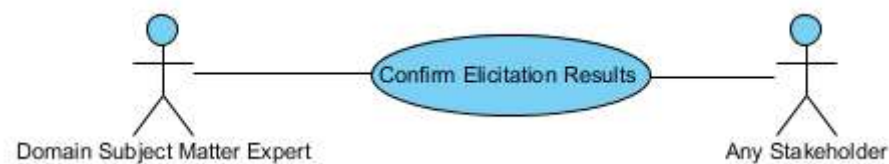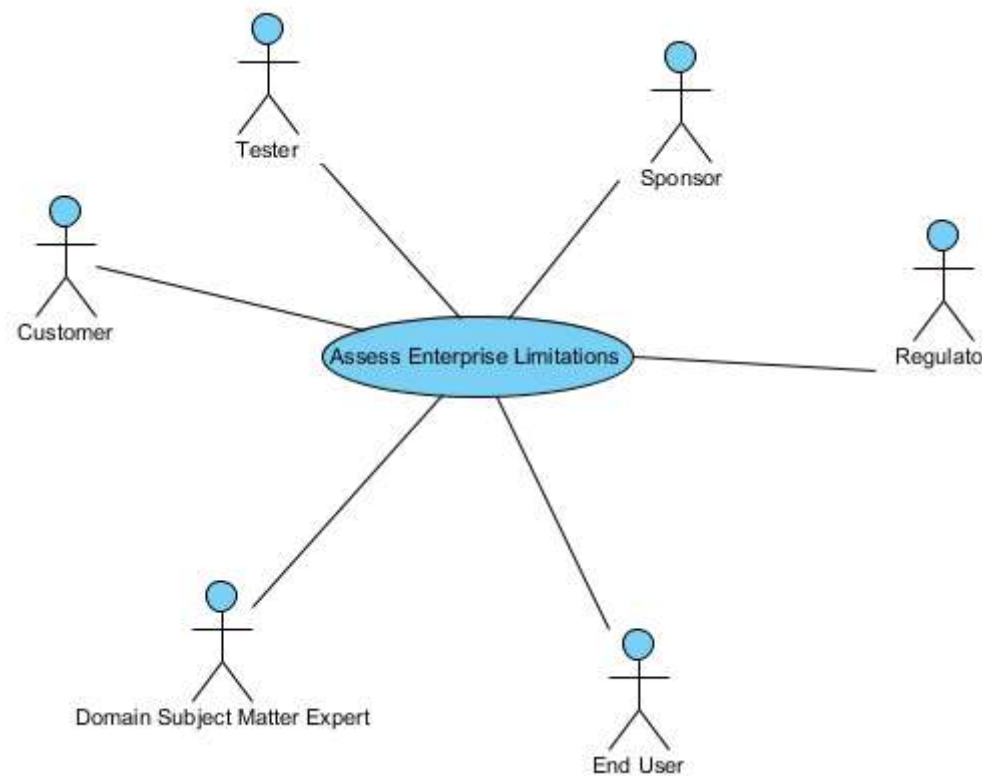

Figure 66: Assess Enterprise Limitations Workers

See the stakeholders section of the Assess Enterprise Limitations task in the BABOK for more information.

2.3.11 Future State Description

The Future State Description provides defines the desired future state and the expected value it delivers, including boundaries of the proposed new, removed, and modified components of the enterprise and the potential value expected from the future state. The description might include the desired future capabilities, policies, resources, dependencies, infrastructure, external influences, and relationships between each element.

2.3.11.1 Usage

Figure 67: shows the inputs to and artifacts using the Future State Description artifact.
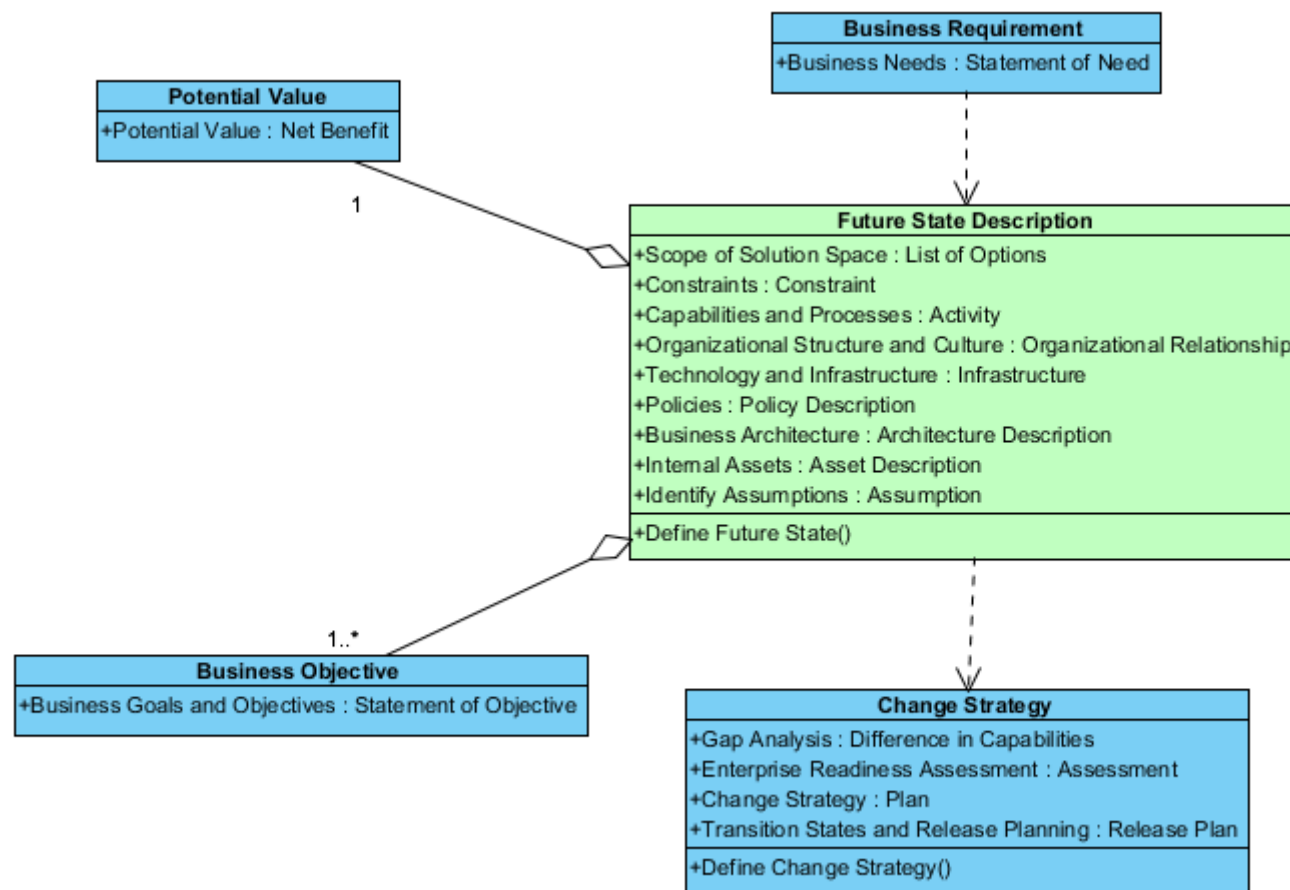
Figure 67: Future State Description Usage

Future State Description includes the Business Objective and Potential Value artifacts and it comprises 9 elements and 1 task, as follows:

- Scope of Solution Space - In the form of a list of options.
- Constraints– In the form of a constraint definition.
- Capabilities and Processes – In the form of a description of a new activity.
- Organizational Structure and Culture – In the form of a description of organizational relationships.
- Technology and Infrastructure – In the form of a description of the architecture.
- Policies – In the form of description of the policy.
- Business Architecture – In the form of a description of the architecture.
- Internal Assets – In the form of a description of the asset.
- Identify Assumptions – In the form of assumptions.

The Future State Description artifact is created by the Define Change Strategy task described below.

2.3.11.2 Define Future State

The purpose of Define Future State is to determine the set of necessary conditions to meet the business need.

2.3.11.2.1 Guidelines, Tools and Techniques

Figure 68: shows the guidelines and tools and the techniques that are used by the Define Future State task, to produce the Future State Description.

Figure 68: Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Define Future State task in the BABOK for more information.

2.3.11.2.2 Workers

Figure 69: shows the stakeholders that are involved with the Define Future State task.
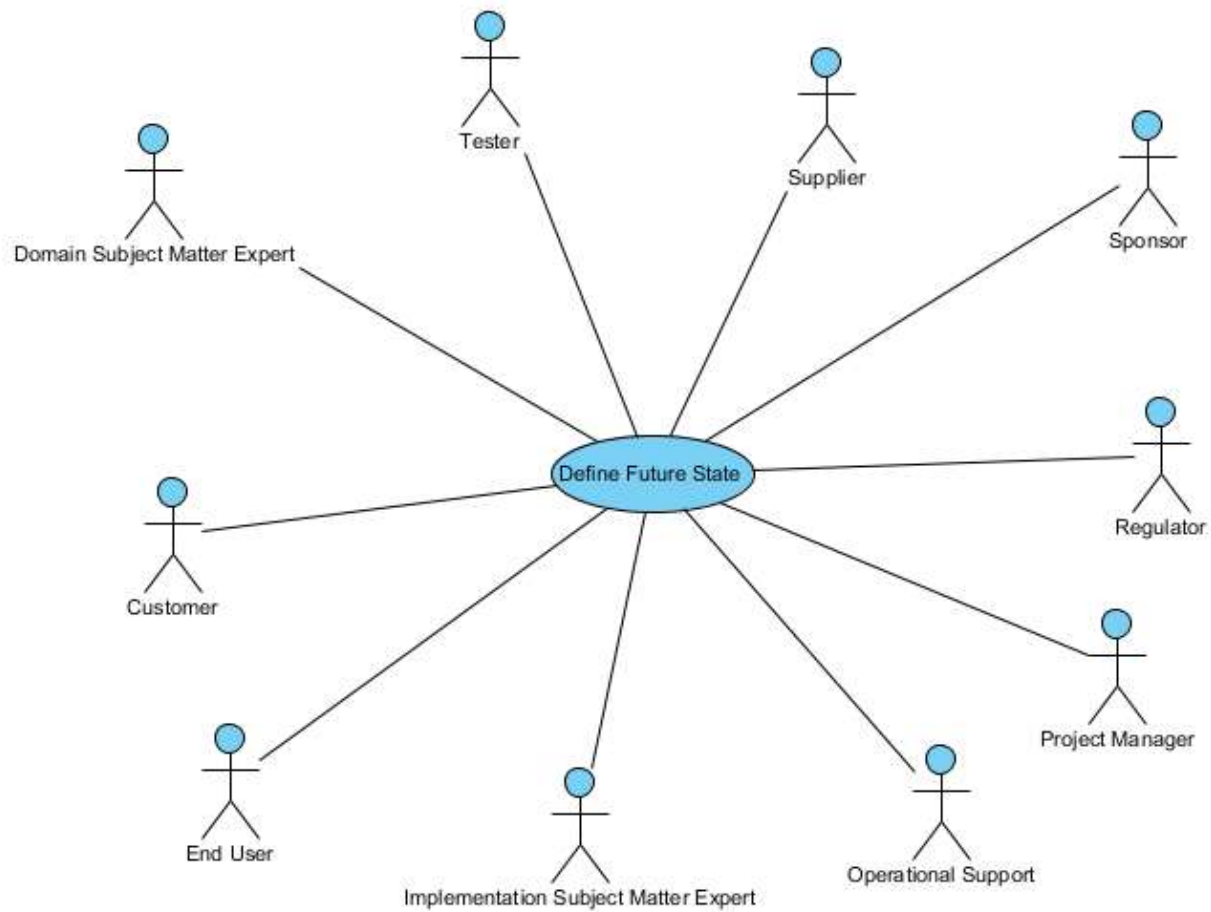
Figure 69: Workers

See the stakeholders section of the Define Future State task in the BABOK for more information.

2.3.12 Governance Approach

A Governance Approach outlines the approach for prioritizing requirements.

2.3.12.1 Usage

Figure 70: shows the inputs to and artifacts using the Governance Approach artifact.
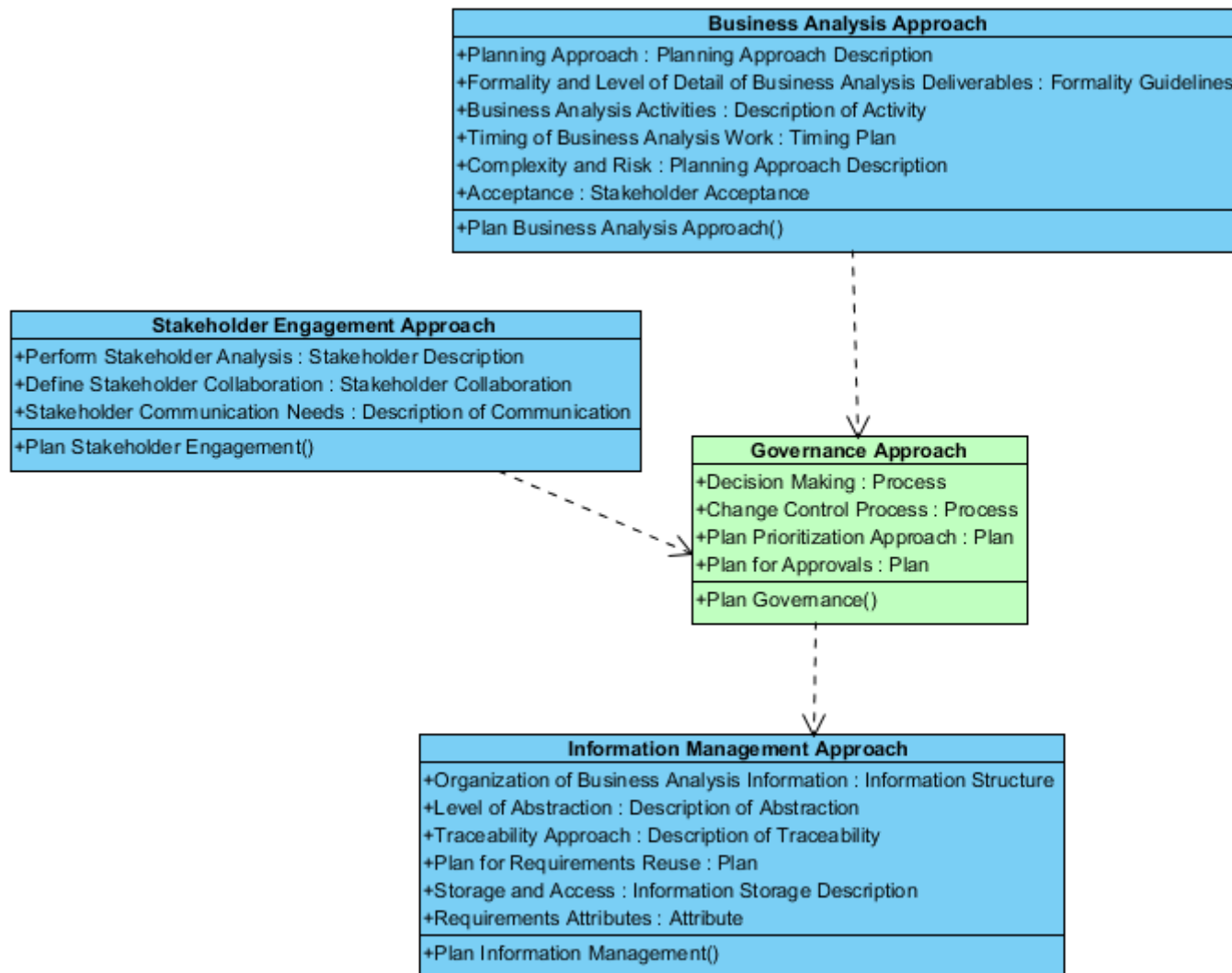
Figure 70: Governance Approach Usage

Governance Approach comprises 4 elements and 1 task, as follows:

- Decision Making - In the form of a process description.
- Change Control Process – In the form of a process description.
- Plan Prioritization Approach – In the form of a Plan.
- Plan for Approvals – In the form of a plan.

The Governance Approach artifact is created by the Plan Governance task described below.

2.3.12.2 Plan Governance

The purpose of Plan Business Analysis Governance is to define how decisions are made about requirements and designs, including reviews, change control, approvals, and prioritization.

2.3.12.2.1 Guidelines, Tools and Techniques

Figure 71: shows the guidelines and tools and the techniques that are used by the Plan Governance task, to produce the Governance Approach.
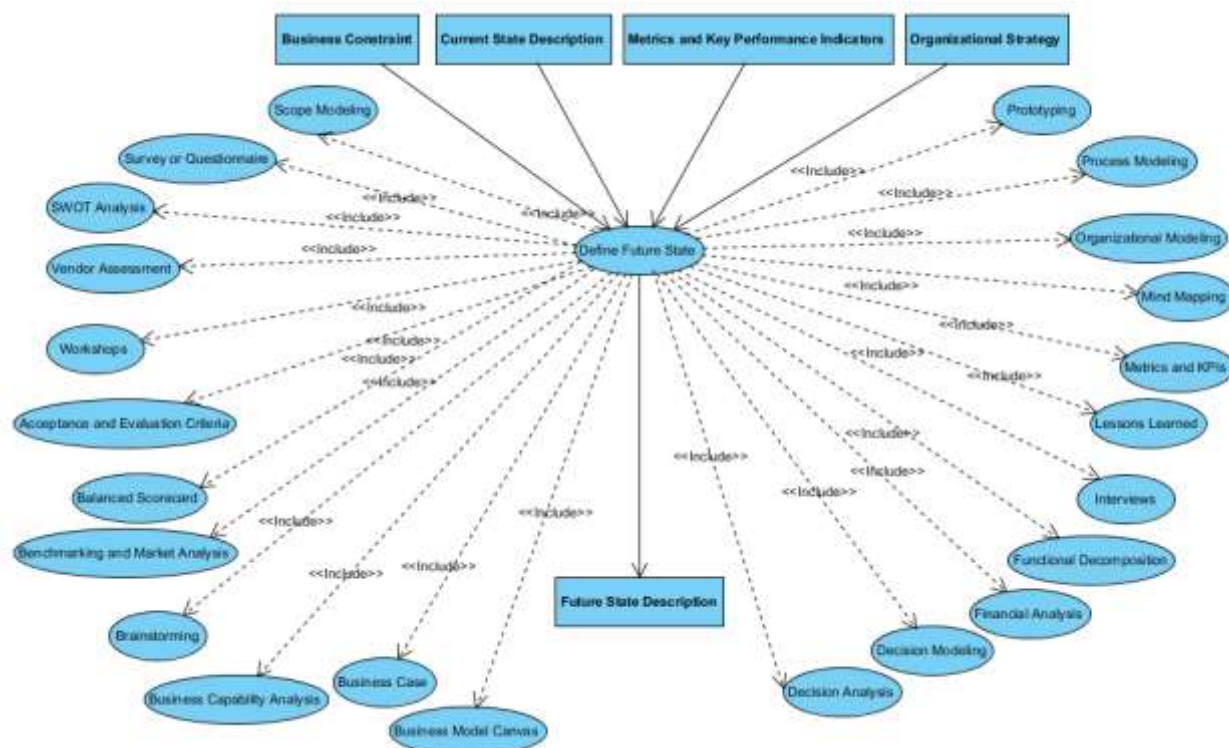
Figure 71: Plan Governance Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Plan Governance task in the BABOK for more information.

2.3.12.2.2 Workers

Figure 72: shows the stakeholders that are involved with the Plan Governance task.

Figure 72: Plan Governance Workers

See the stakeholders section of the Plan Governance task in the BABOK for more information.

2.3.13 Information Management Approach

An Information Management Approach defines how the business analysis information (including requirements and models) will be stored, accessed and utilized during the change and after the change is complete. It provides decisions from planning activities concerning the traceability approach, indicates how requirements will be managed for reuse and helps determine how business analysis information will be packaged and communicated to stakeholders.

2.3.13.1 Usage

Figure 73: shows the inputs to and artifacts using the Information Management Approach artifact.
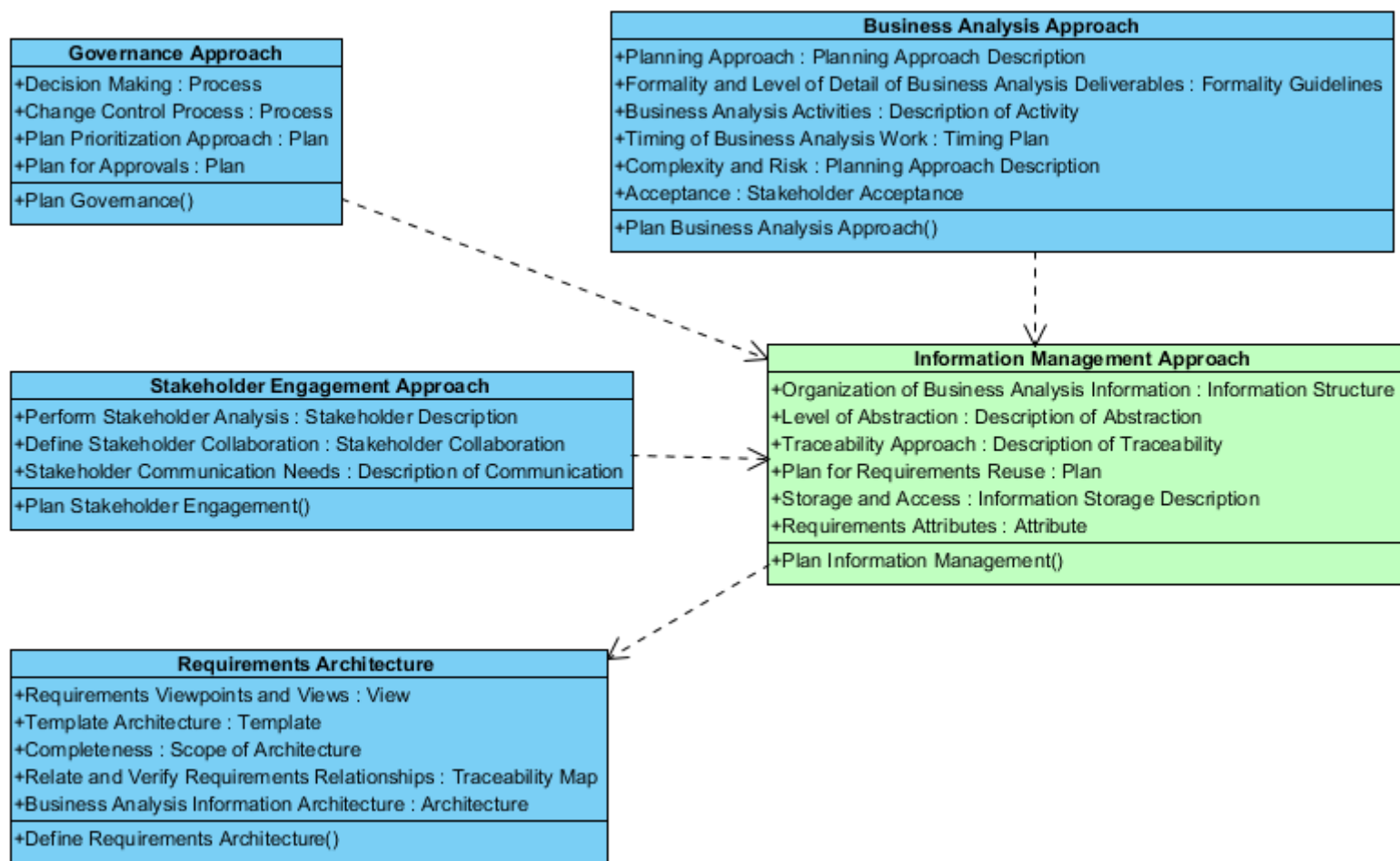
Figure 73: Information Management Approach Usage

Information Management Approach comprises 6 elements and 1 task, as follows:

- Organization of Business Analysis Information - In the form of a definition of the information tructure.
- Level of Abstraction – In the form of a description of the abstraction level.
- Traceability Approach – In the form of a definition of the traceability approach.
- Plan for Requirements Reuse – in the form of a reuse plan.
- Storage and Access – in the form of information storage plan.
- Requirements Attributes – in the form of an attribute

The Information Management Approach artifact is created by the Plan Information Management task described below.

2.3.13.2 Plan Information Management

The purpose of Plan Business Analysis Information Management is to develop an approach for how business analysis information will be stored and accessed.

2.3.13.2.1 Guidelines, Tools and Techniques

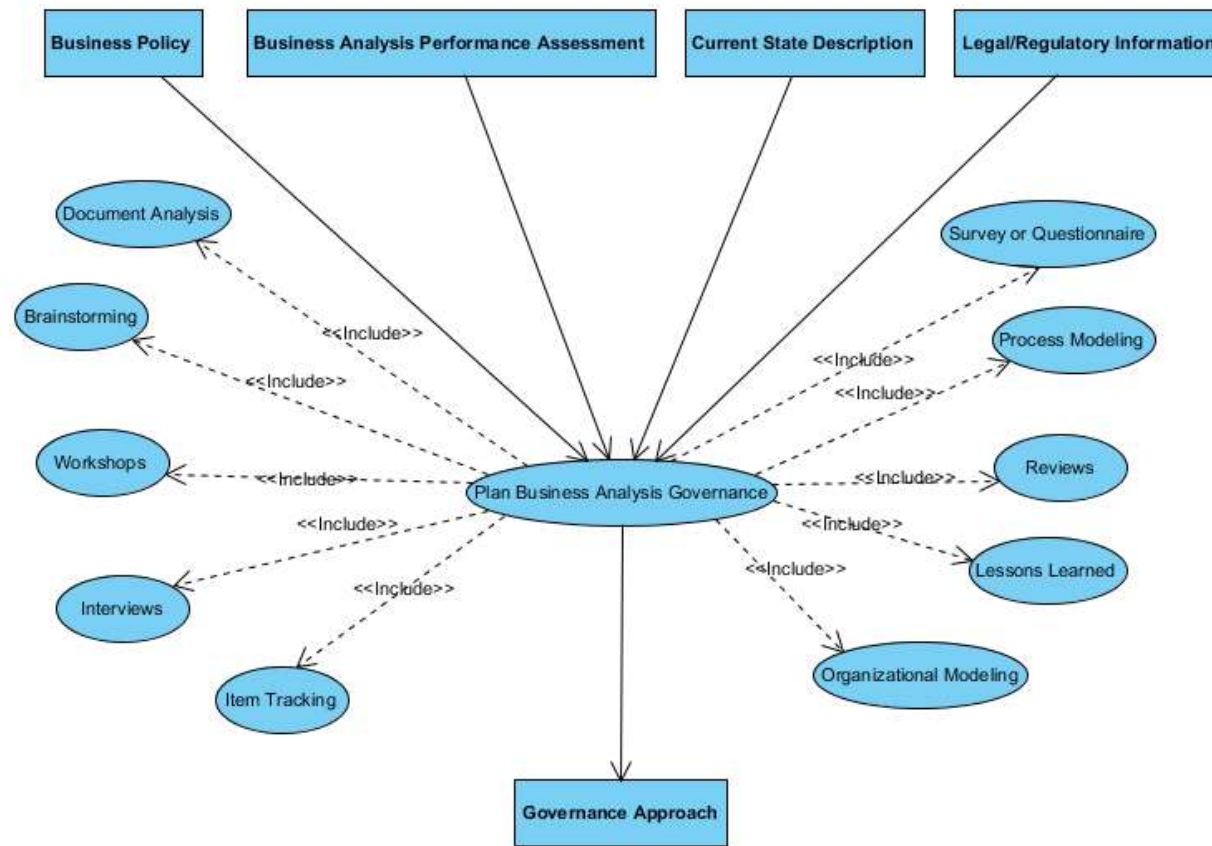Figure 74: shows the guidelines and tools and the techniques that are used by the Plan Information Management task, to produce the Information Management Approach.
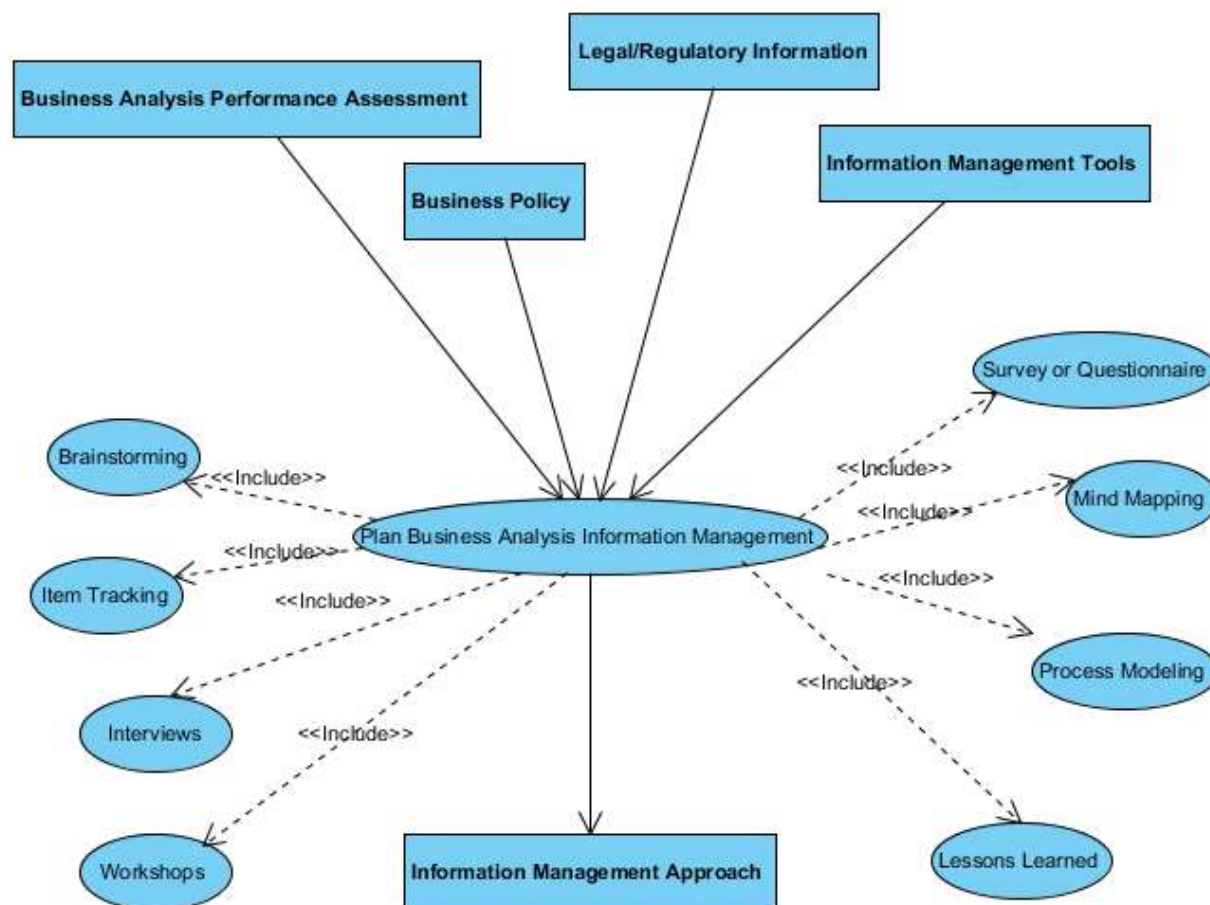
Figure 74: Plan Information Management Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Plan Information Management task in the BABOK for more information.

2.3.13.2.2 Workers

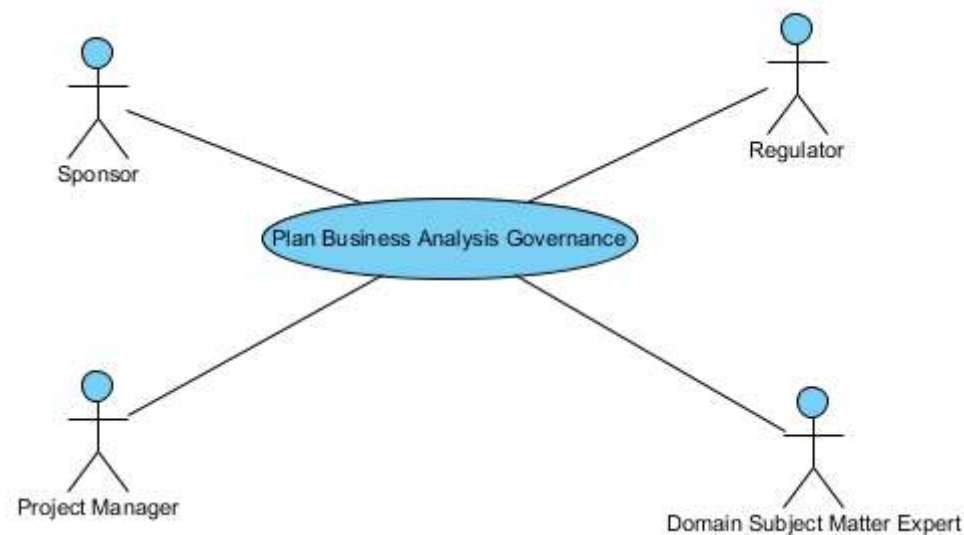Figure 75: shows the stakeholders that are involved with the Plan Information Management task.
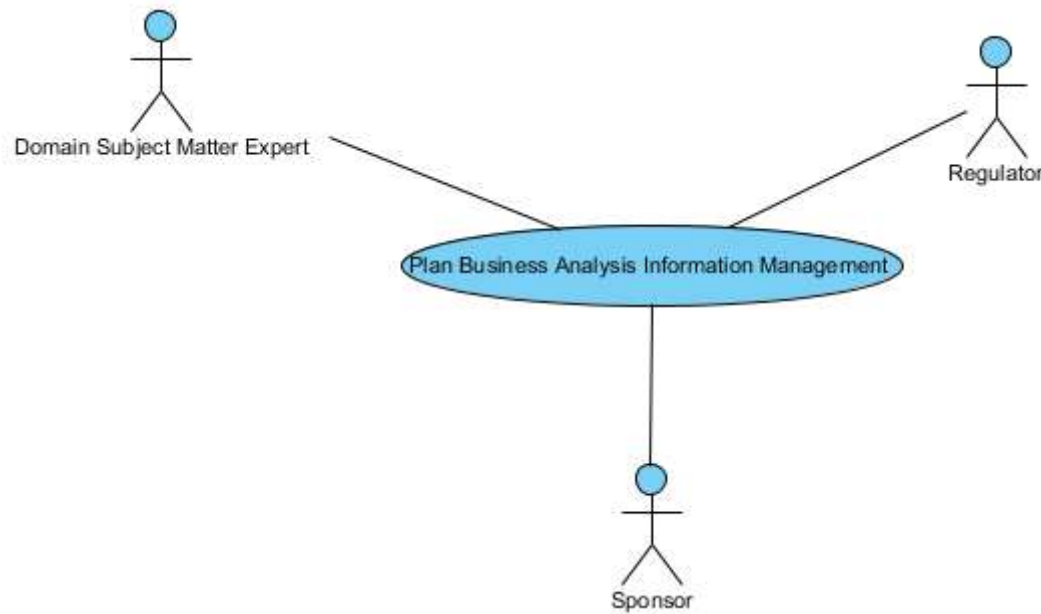
Figure 75: Plan Information Management Workers

See the stakeholders section of the Plan Information Management task in the BABOK for more information.

2.3.14 Potential Value

Potential Value describes the value that may be realized by implementing the proposed future state.

2.3.14.1 Usage

Figure 76: shows the inputs to and artifacts using the Potential Value artifact.
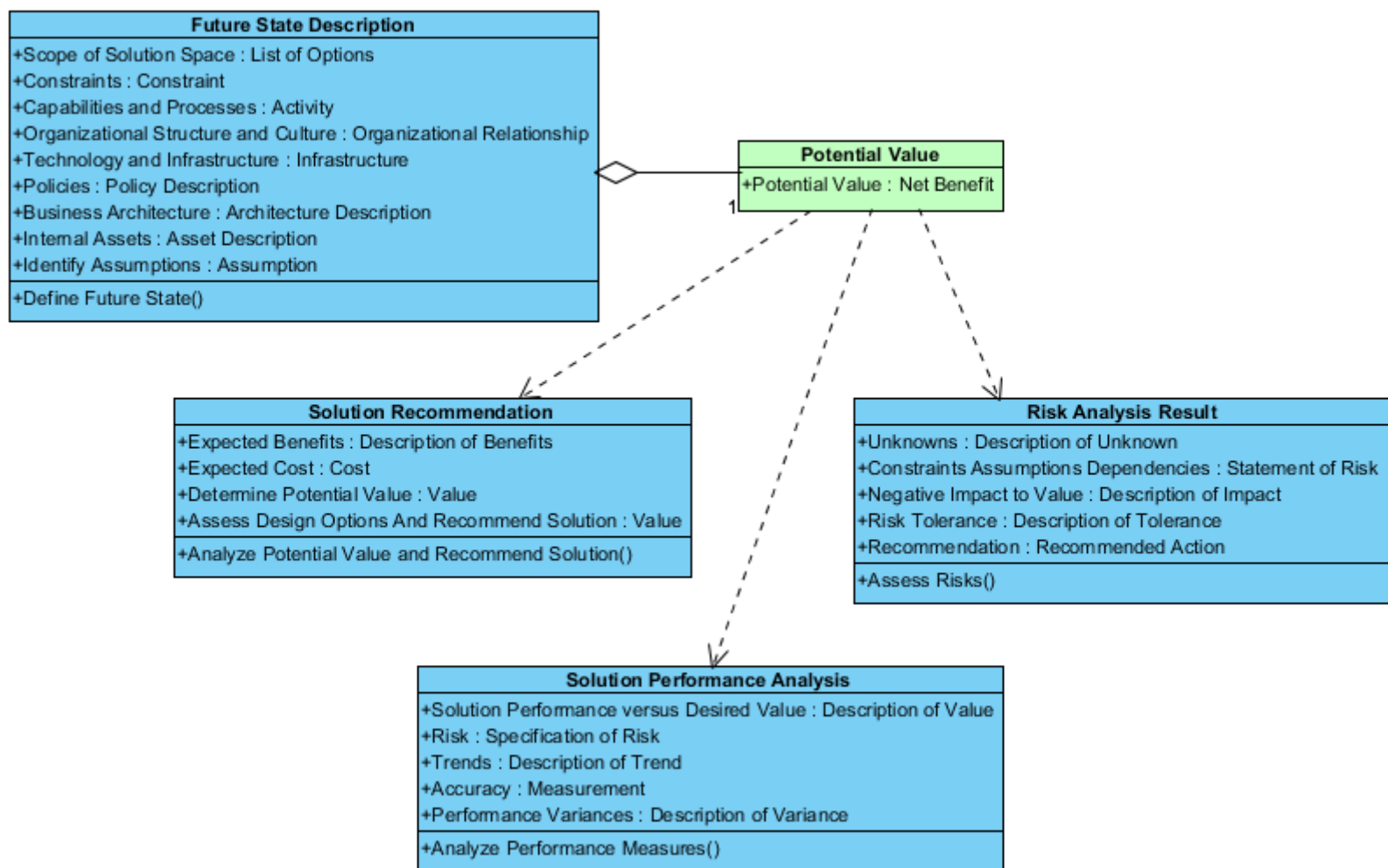
Figure 76: Potential Value Usage

Potential Value comprises 1 element; Potential Value - In the form of a net benefit description.

Potential Value is produced as part of the Future State Description.

2.3.15 Requirements Architecture

Requirements Architecture is the interrelationships between requirements s any contextual information that is recorded.

2.3.15.1 Usage

Figure 77: shows the inputs to and artifacts using the Requirements Architecture artifact.

Information Management Approach

+Organization of Business Analysis Information : Information Structure
+Level of Abstraction : Description of Abstraction
+Traceability Approach : Traceability Approach Definition
+Plan for Requirements Reuse : Plan
+Storage and Access : Information Storage Plan
+Requirements Attributes : Attribute

+Plan Information Management()

Solution Scope

+Solution Scope : Scope Description

Requirement

+Identify Assumptions : Requirement Assumption
+Define Measurable Evaluation Criteria : Acceptance Criteria
+Evaluate Alignment with Solution Scope : Statement of Benefit
+Characteristics of Requirements and Designs Quality : Description of Requirement
+Verification Activities : Formalized Requirement
+Checklist : Checklist
+Model Requirements : Requirements Model
+Analyze Requirements : Analysis results
+Represent Requirements and Attributes : Requirement Attribute
+Implement the Appropriate Levels of Abstraction : Requirement Overview
+Maintain Requirements : Change to Requirement
+Maintain Attributes : Change to Requirement Attribute
+Reusing Requirements : Source of Requirement
+Basis for Prioritization : Priority
+Challenges of Prioritization : Justification of Priority
+Continual Prioritization : Record of Priority
+Understand Stakeholder Roles : Requirement RACI
+Conflict and Issue Management : Requirement Issue Description
+Gain Consensus : Approval
+Track and Communicate Approval : Record of Approval

+Specify and Model Requirement()
+Verify Requirement()
+Validate Requirement()
+Maintain Requirements()
+Prioritize Requirements()
+Approve Requirements()

Requirements Architecture

+Requirements Viewpoints and Views : View
+Template Architecture : Template
+Completeness : Scope of Architecture
+Relate and Verify Requirements Relationships : Traceability Map
+Business Analysis Information Architecture : Architecture Model

+Define Requirements Architecture()

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 : Relationship To Requirement

+Define Design Options()

Figure 77: Requirements Architecture Usage

Requirements Architecture comprises 5 elements and 1 task, as follows:

- Requirements Viewpoints and Views - In the form of a view.
- Template Architecture – In the form of an architecture template.
- Completeness – In the form of the scope of the architecture description.
- Relate and Verify Requirements Relationships – In the form of a traceability map.
- Business Analysis Information Architecture – In the form of a model of the architecture.

The Requirements Architecture artifact is created by the Define Requirements Architecture task described below.

2.3.15.2 Define Requirements Architecture

The purpose of Define Requirements Architecture is to ensure that the requirements collectively support one another to fully achieve the objectives.

2.3.15.2.1 Guidelines, Tools and Techniques

Figure 78: shows the guidelines and tools and the techniques that are used by the Define Requirements Architecture task, to produce the Requirements Architecture.

Architecture Management Software **Legal/Regulatory Information** **Methodologies and Frameworks**

Data Modeling

Workshops

<<Include>>

<<Include>>

Functional Decomposition <<Include>> Define Requirements Architecture <<Include>> Scope Modeling

<<Include>> <<Include>>

Interviews

Organizational Modeling

Requirements Architecture

Figure 78: Define Requirements Architecture Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Define Requirements Architecture task in the BABOK for more information.

2.3.15.2.2 Workers

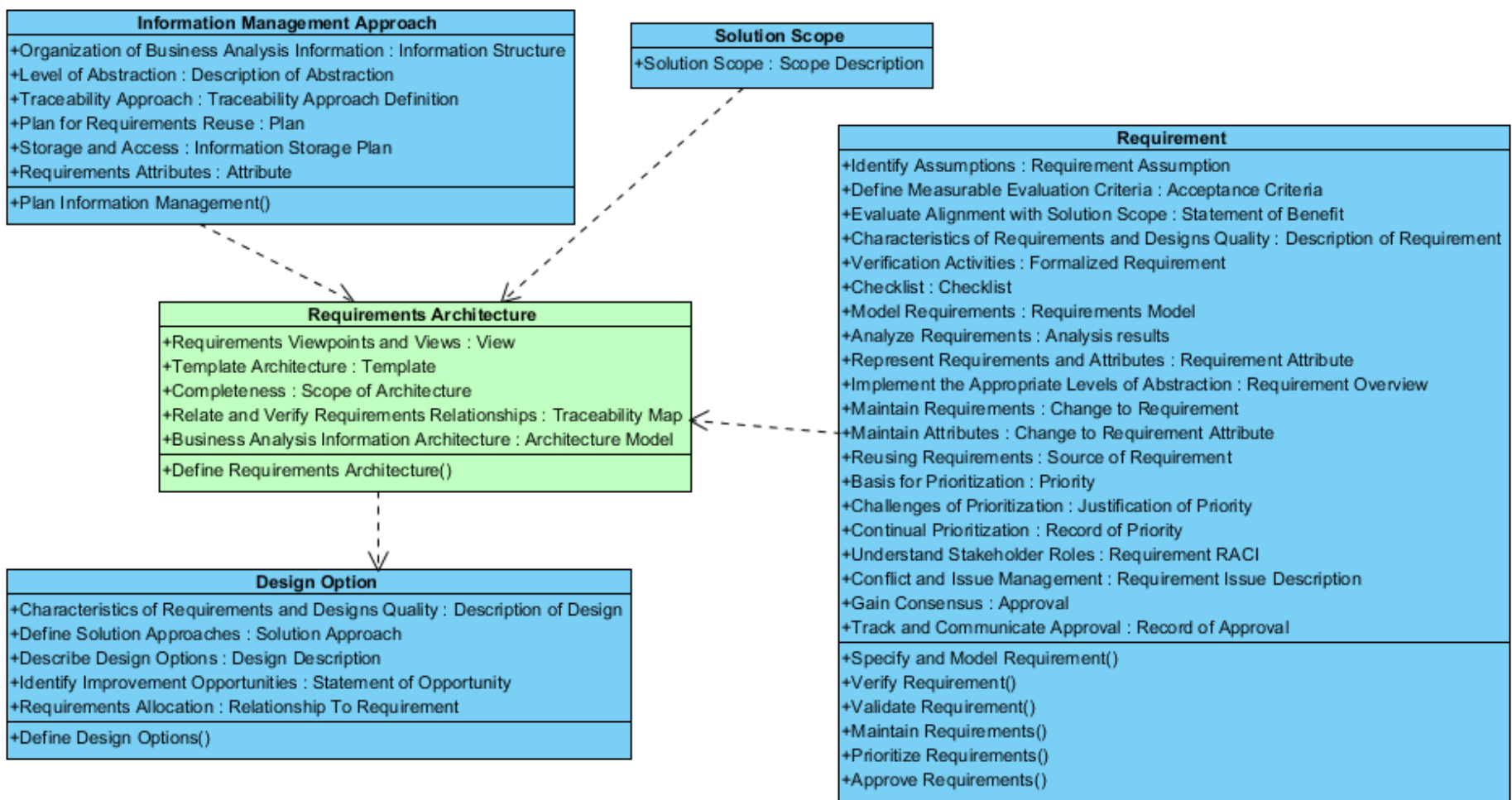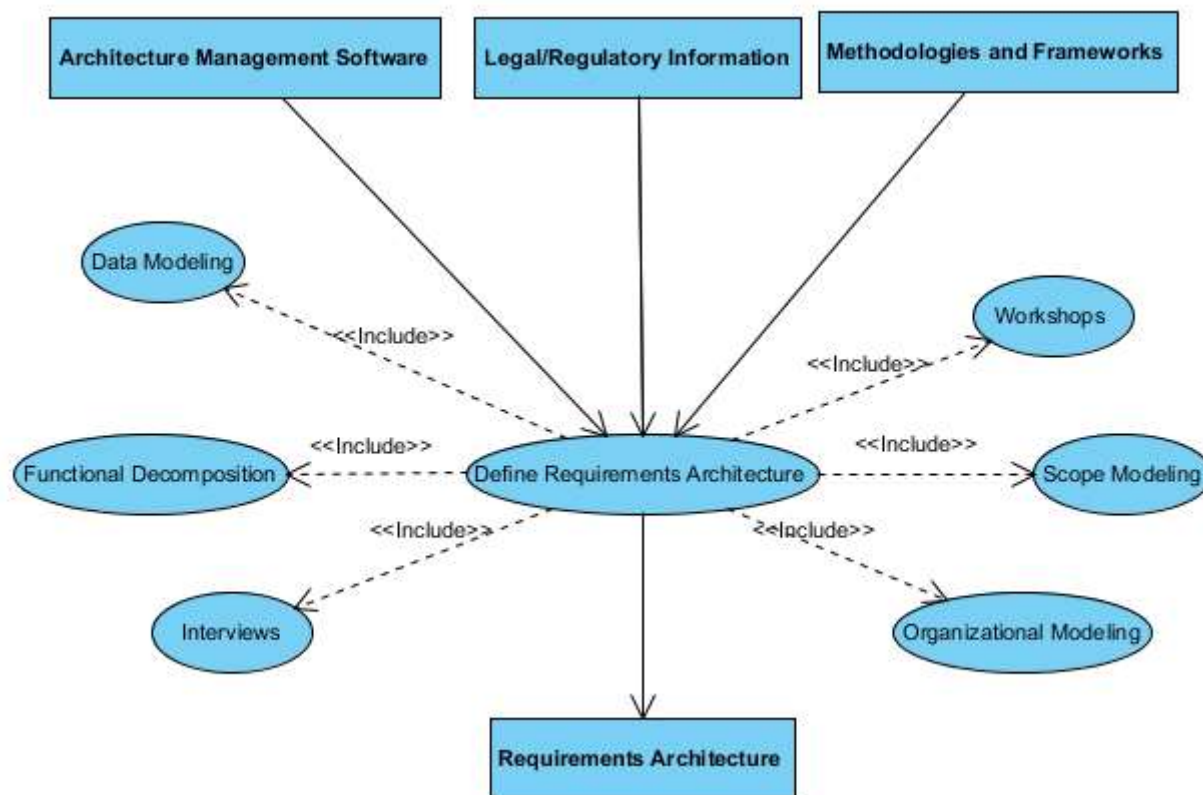Figure 79: shows the stakeholders that are involved with the Define Requirements Architecture task.
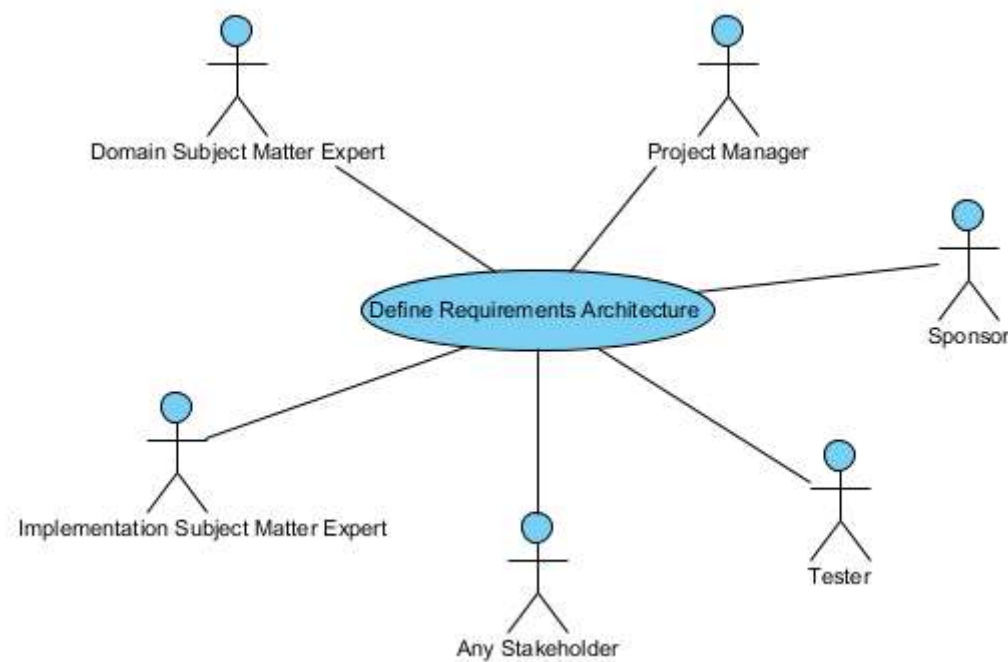
Figure 79: Define Requirements Architecture Workers

See the stakeholders section of the Define Requirements Architecture task in the BABOK for more information.

2.3.16 Solution Limitation

A Solution Limitation is a description of the current limitations of the solution including constraints and defects.

2.3.16.1 Usage

Figure 80: shows the inputs to and artifacts using the Solution Limitation artifact.
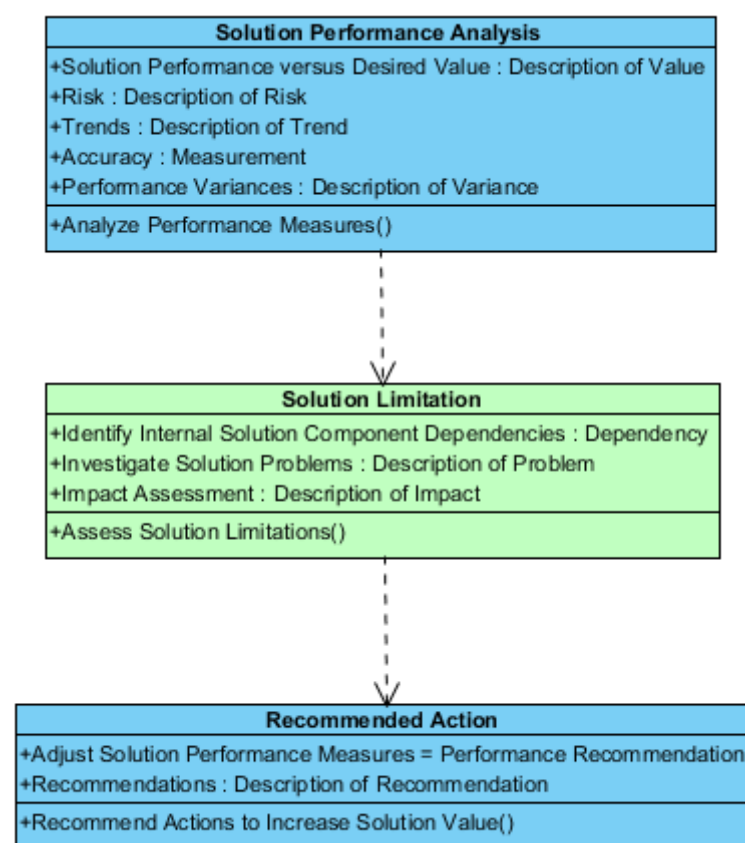

Figure 80: Solution Limitation Usage

Solution Limitation comprises 3 elements and 1 task, as follows:

- Identify Internal Solution Component Dependencies - In the form of dependencies.
- Investigate Solution Problems – In the form of a description of the problem.
- Impact Assessment – In the form of a description of the impact.

The Solution Limitation artifact is created by the Assess Solution Limitations task described below.

2.3.16.2 Assess Solution Limitations

The purpose of Assess Solution Limitations is to determine the factors internal to the solution that restrict the full realization of value.

2.3.16.2.1 Guidelines, Tools and Techniques

Figure 81: shows the guidelines and tools and the techniques that are used by the Assess Solution Limitations task, to produce the Solution Limitation.
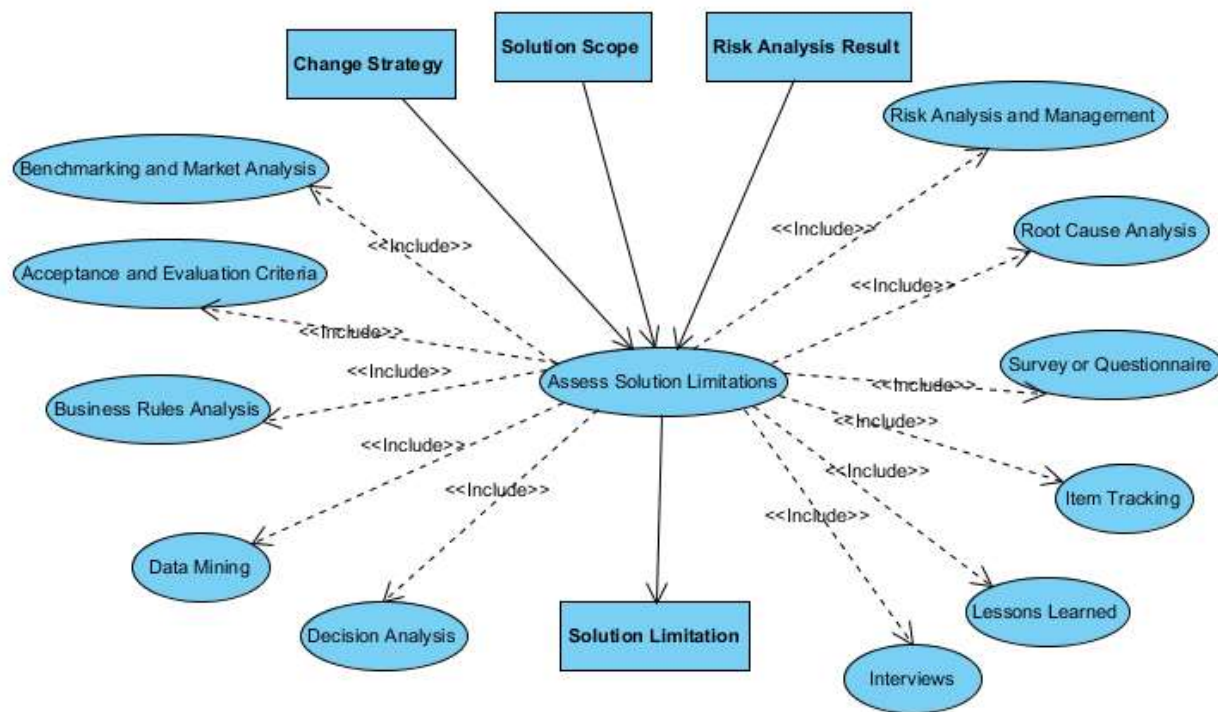
Figure 81: Assess Solution Limitations Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Assess Solution Limitations task in the BABOK for more information.

2.3.16.2.2 Workers

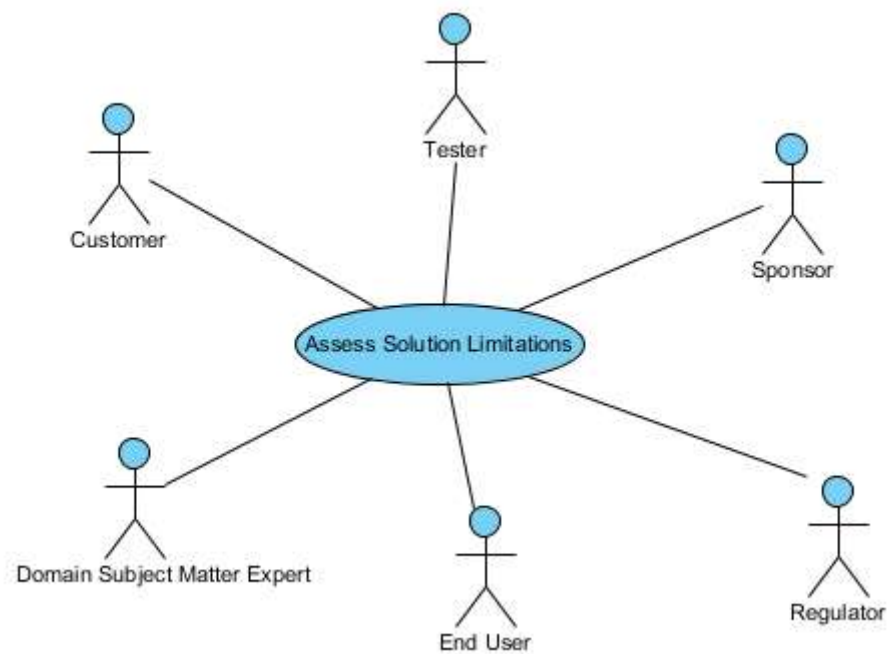Figure 82: shows the stakeholders that are involved with the Assess Solution Limitations task.

Figure 82: Assess Solution Limitations Workers

See the stakeholders section of the Assess Solution Limitations task in the BABOK for more information.

2.3.17 Solution Performance Analysis

Solution Performance Analysis is the results of the analysis of measurements collected and recommendations to solve performance gaps and leverage opportunities to improve value.

2.3.17.1 Usage

Figure 83: shows the inputs to and artifacts using the Solution Performance Analysis.
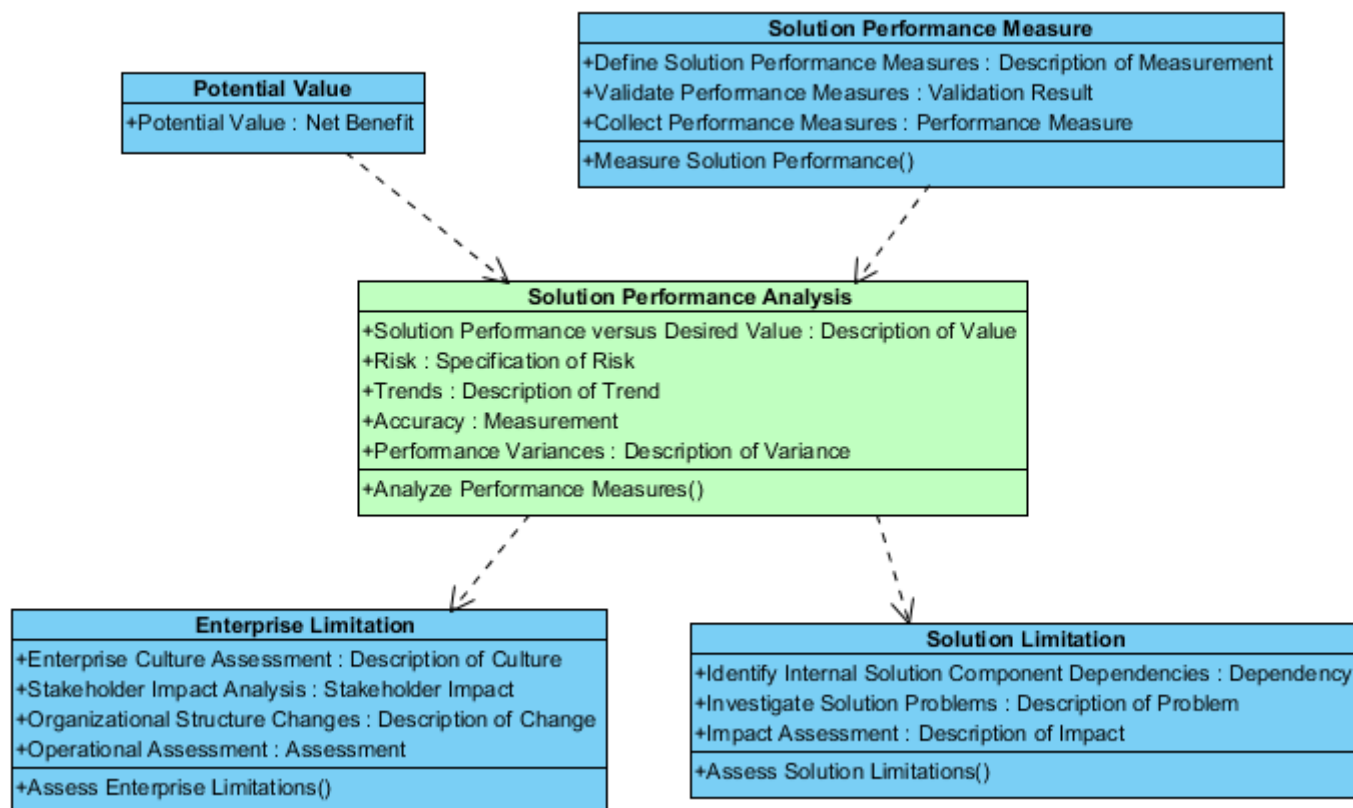
Figure 83: Solution Performance Analysis Usage

Solution Performance Analysis comprises 5 elements and 1 task, as follows:

- Solution Performance versus Desired Value - In the form of a description of value.
- Risk – In the form of a specification of the risk.
- Trends – In the form of a description of the trend.
- Accuracy – In the form of a measurement.
- Performance Variances – In the form of a description of the variance.

The Solution Performance Analysis artifact is created by the Analyze Performance Measures task described below.

2.3.17.2 Analyze Performance Measures

The purpose of Analyze Performance Measures is to provide insights into the performance of a solution in relation to the value it brings.

2.3.17.2.1 Guidelines, Tools and Techniques

Figure 84: shows the guidelines and tools and the techniques that are used by the Analyze Performance Measures task, to produce the Solution Performance Analysis.
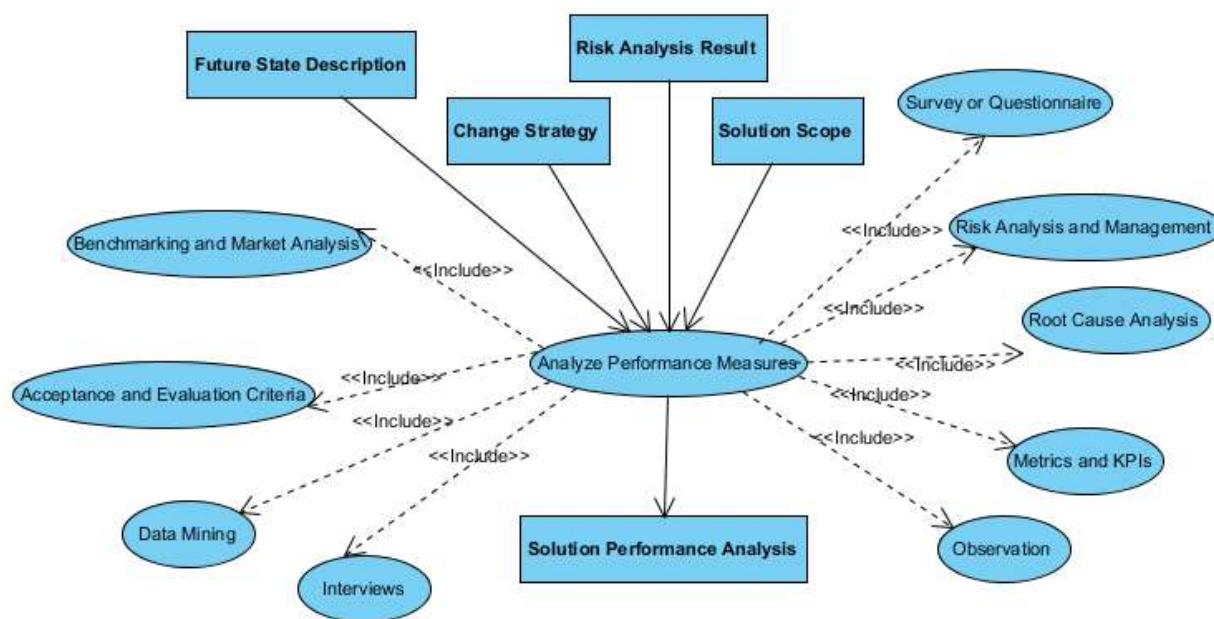

Figure 84: Analyze Performance Measures Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Analyze Performance Measures task in the BABOK for more information.

2.3.17.2.2 Workers

Figure 85: shows the stakeholders that are involved with the Analyze Performance Measures task.
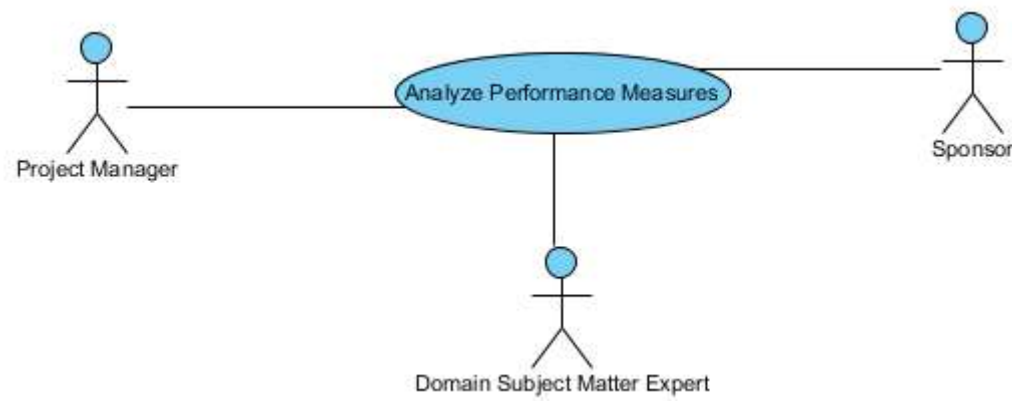
Figure 85: Analyze Performance Measures Workers

See the stakeholders section of the Analyze Performance Measures task in the BABOK for more information.

2.3.18 Solution Performance Measure

A Solution Performance Measure measures and provides information on how well the solution is performing or potentially could perform.

2.3.18.1 Usage

Figure 86: shows the inputs to and artifacts using the Solution Performance Measure artifact.
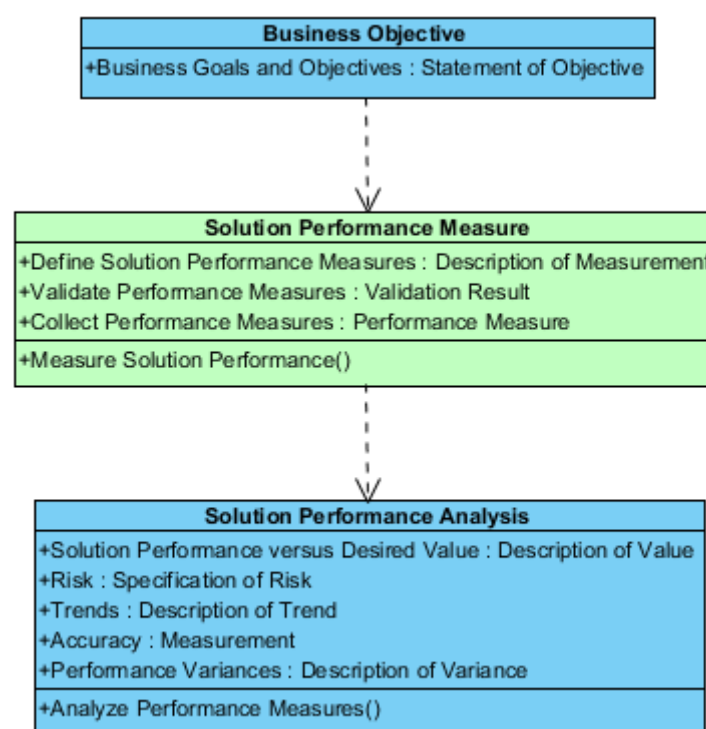

Figure 86: Solution Performance Measure Usage

Solution Performance Measure comprises 3 elements and 1 task, as follows:

- Define Solution Performance Measures - In the form of a description of the measurement.
- Validate Performance Measures – In the form of a validation result.
- Collect Performance Measures – In the form of the measurements.

The Solution Performance Measure artifact is created by the Measure Solution Performance task described below.

2.3.18.2 Measure Solution Performance

The purpose of Measure Solution Performance is to define performance measures and use the data collected to evaluate the effectiveness of a solution in relation to the value it brings.

2.3.18.2.1 Guidelines, Tools and Techniques

Figure 87: shows the guidelines and tools and the techniques that are used by the Measure Solution Performance task, to produce the Solution Performance Measure.
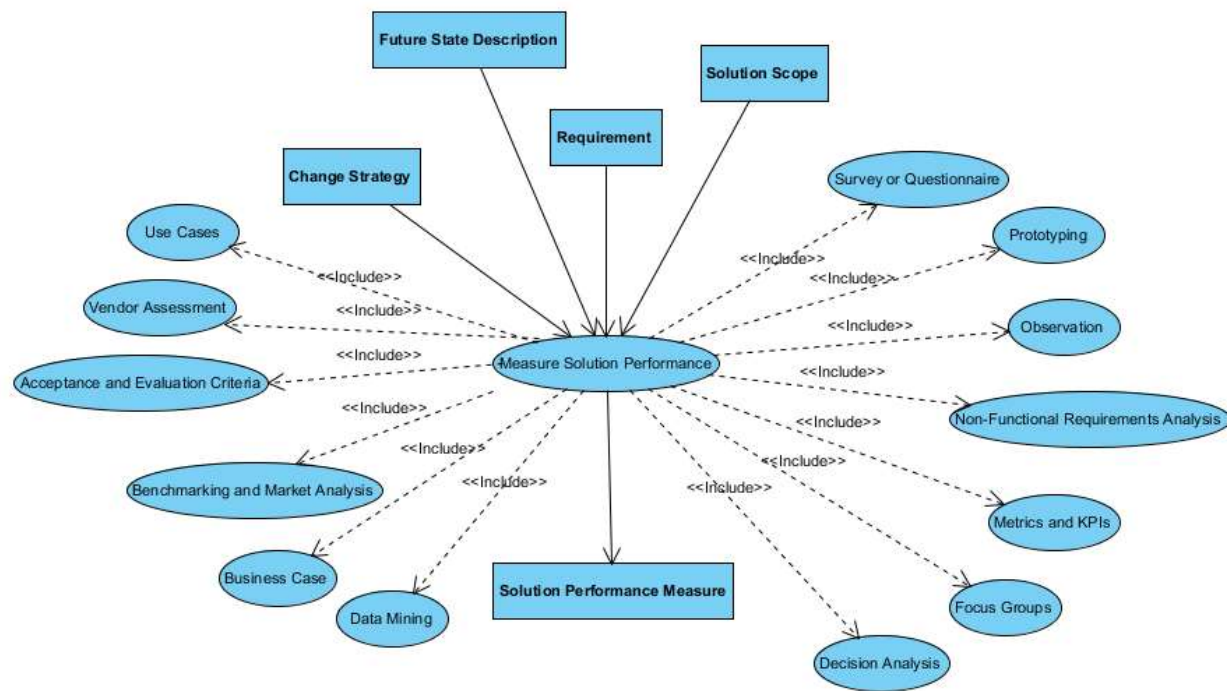
Figure 87: Measure Solution Performance Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Measure Solution Performance task in the BABOK for more information.

2.3.18.2.2 Workers

Figure 88: shows the stakeholders that are involved with the Measure Solution Performance task.

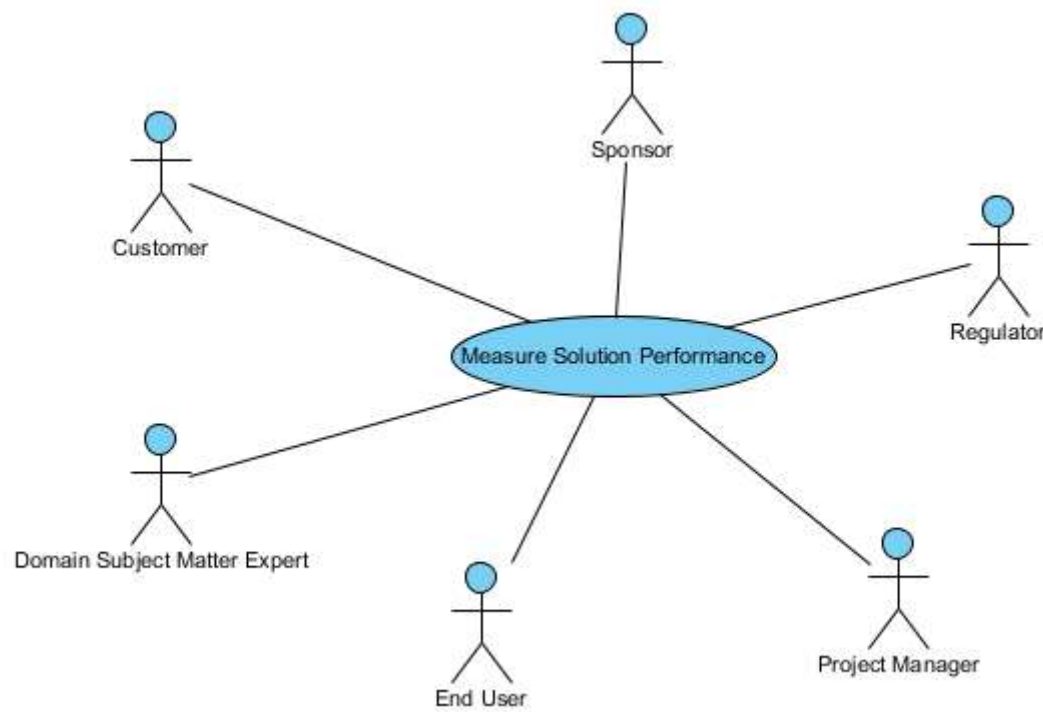

Figure 88: Measure Solution Performance Workers

See the stakeholders section of the Measure Solution Performance task in the BABOK for more information.

2.3.19 Solution Scope

A Solution Scope is the set of capabilities that a solution must deliver in order for it to meet the business need.

2.3.19.1 Usage

Figure 89: shows the inputs to and artifacts using the Solution Scope artifact.
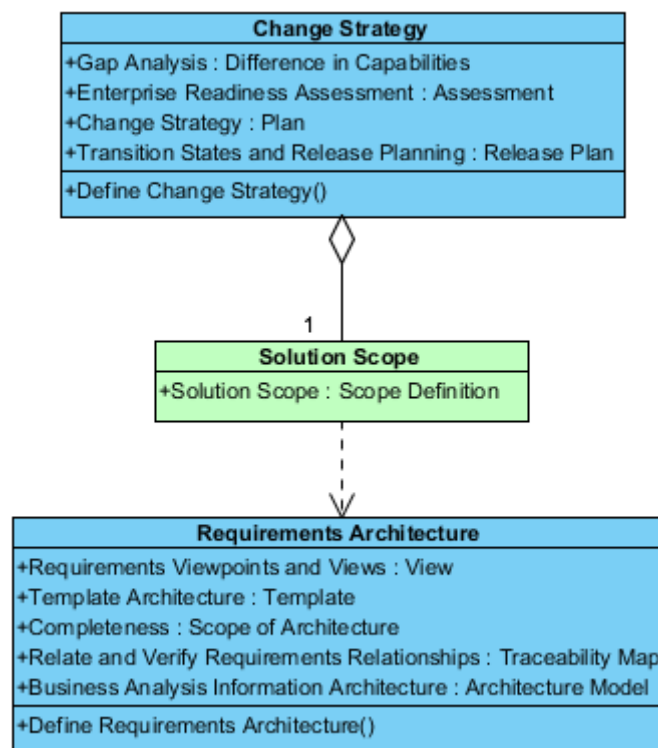
Figure 89: Solution Scope Usage

Solution Scope comprises 1 element; Solution Scope – In the form of a definition of the scope.

Solution Scope is produced as part of the Change Strategy artifact.

2.3.20 Stakeholder Engagement Approach

A Stakeholder Engagement Approach contains a list of the stakeholders, their characteristics which were analyzed, and a listing of roles and responsibilities for the change. It also identifies the collaboration and communication approaches the business analyst will utilize during the initiative and describes the types of expected stakeholder engagement and how they might need to be managed.

2.3.20.1 Usage

Figure 90: shows the inputs to and artifacts using the Stakeholder Engagement Approach artifact.
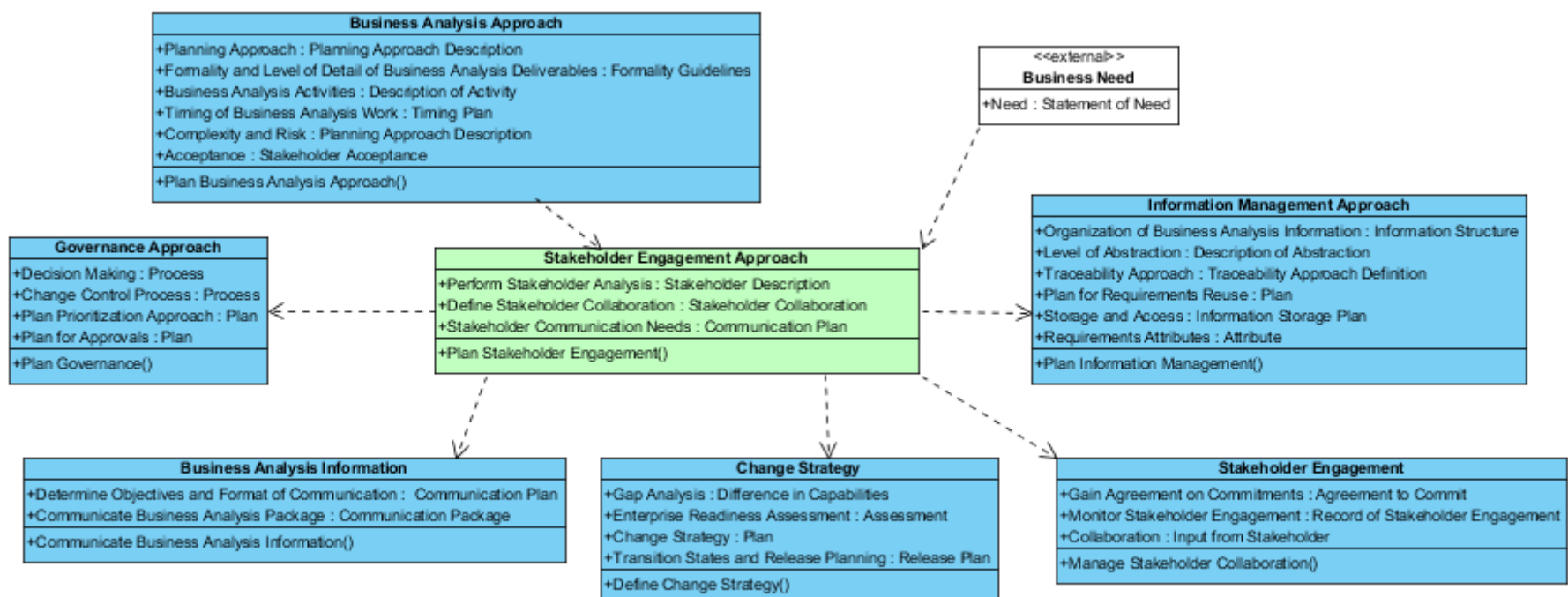

Figure 90: Stakeholder Engagement Approach Usage

Stakeholder Engagement Approach comprises 3 elements and 1 task, as follows:

- Perform Stakeholder Analysis - In the form of a description of the stakeholder.
- Define Stakeholder Collaboration – In the form of a collaboration method.
- Stakeholder Communication Needs – In the form of a communication plan.

The Stakeholder Engagement Approach artifact is created by the Plan Stakeholder Engagement task described below.

2.3.20.2 Plan Stakeholder Engagement

The purpose of Plan Stakeholder Engagement is to plan an approach for establishing and maintaining effective working relationships with the stakeholders.

2.3.20.2.1 Guidelines, Tools and Techniques

Figure 91: shows the guidelines and tools and the techniques that are used by the Plan Stakeholder Engagement task, to produce the Stakeholder Engagement Approach.
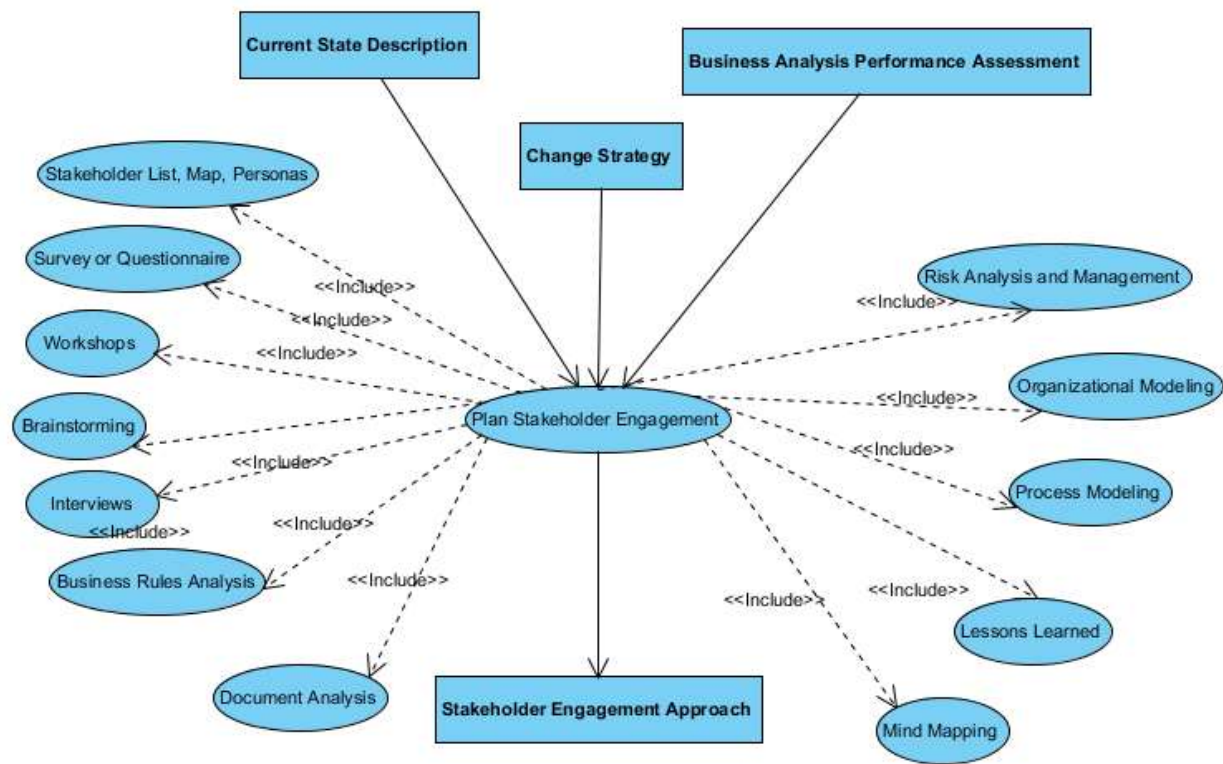
Figure 91: Plan Stakeholder Engagement Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Plan Stakeholder Engagement task in the BABOK for more information.

2.3.20.2.2 Workers

Figure 92: shows the stakeholders that are involved with the Plan Stakeholder Engagement task.

Figure 92: Plan Stakeholder Engagement Workers

See the stakeholders section of the Plan Stakeholder Engagement task in the BABOK for more information.

2.3.21 Traceability

Traceability is the tracking the relationships between sets of requirements and designs from the original stakeholder.

2.3.21.1 Usage

Figure 93: shows the inputs to and artifacts using the Traceability artifact.

Requirement

+Identify Assumptions : Requirement Assumption
+Define Measurable Evaluation Criteria : Acceptance Criteria
+Evaluate Alignment with Solution Scope : Statement of Benefit
+Characteristics of Requirements and Designs Quality : Description of Requirement
+Verification Activities : Formalized Requirement
+Checklist : Checklist
+Model Requirements : Requirements Model
+Analyze Requirements : Analysis results
+Represent Requirements and Attributes : Requirement Attribute
+Implement the Appropriate Levels of Abstraction : Requirement Overview
+Maintain Requirements : Change to Requirement
+Maintain Attributes : Change to Requirement Attribute
+Reusing Requirements : Source of Requirement
+Basis for Prioritization : Priority
+Challenges of Prioritization : Justification of Priority
+Continual Prioritization : Record of Priority
+Understand Stakeholder Roles : Requirement RACI
+Conflict and Issue Management : Requirement Issue Description
+Gain Consensus : Approval
+Track and Communicate Approval : Record of Approval

+Specify and Model Requirement()
+Verify Requirement()
+Validate Requirement()
+Maintain Requirements()
+Prioritize Requirements()
+Approve Requirements()

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 : Relationship To Requirement

+Define Design Options()

Traceability

+Level of Formality : Model of Traceability
+Relationship : Trace Relationship
+Traceability Repository : Repository of Relationships

+Trace Requirements()

Figure 93: Traceability Usage

Traceability is a combination of both Requirements and Design Options. It is updated as a result of tasks operating on those artifacts.

Traceability comprises 3 elements and 1 task, as follows:

- Level of Formality – In the form of a traceability model.
- Relationship – In the form of a trace connections.
- Traceability Repository – In the form of a repository for traced relationships.

The Traceability artifact is created by the Trace Requirements task described below.

2.3.21.2 Trace Requirements

The purpose of Trace Requirements is to ensure that requirements and designs at different levels are aligned to one another, and to manage the effects of change to one level on related requirements.

2.3.21.2.1 Guidelines, Tools and Techniques

Figure 94: shows the guidelines and tools and the techniques that are used by the Trace Requirements task, to produce Traceability.
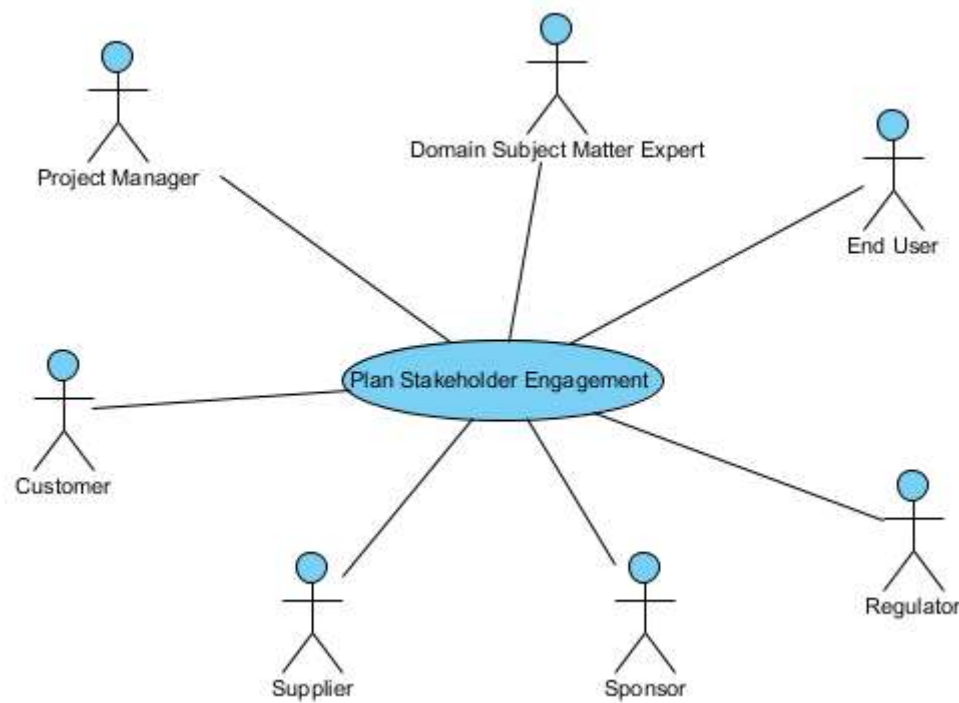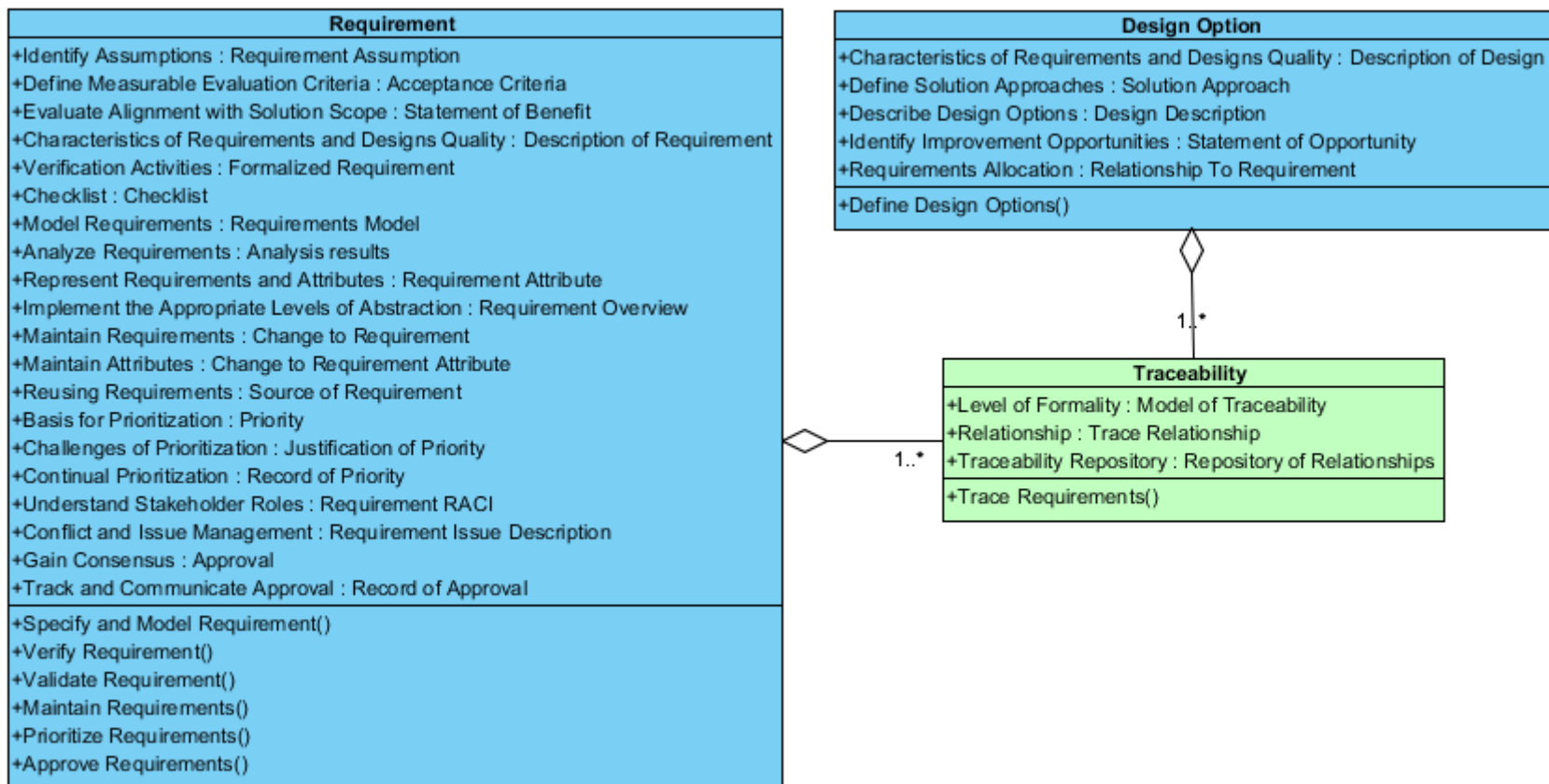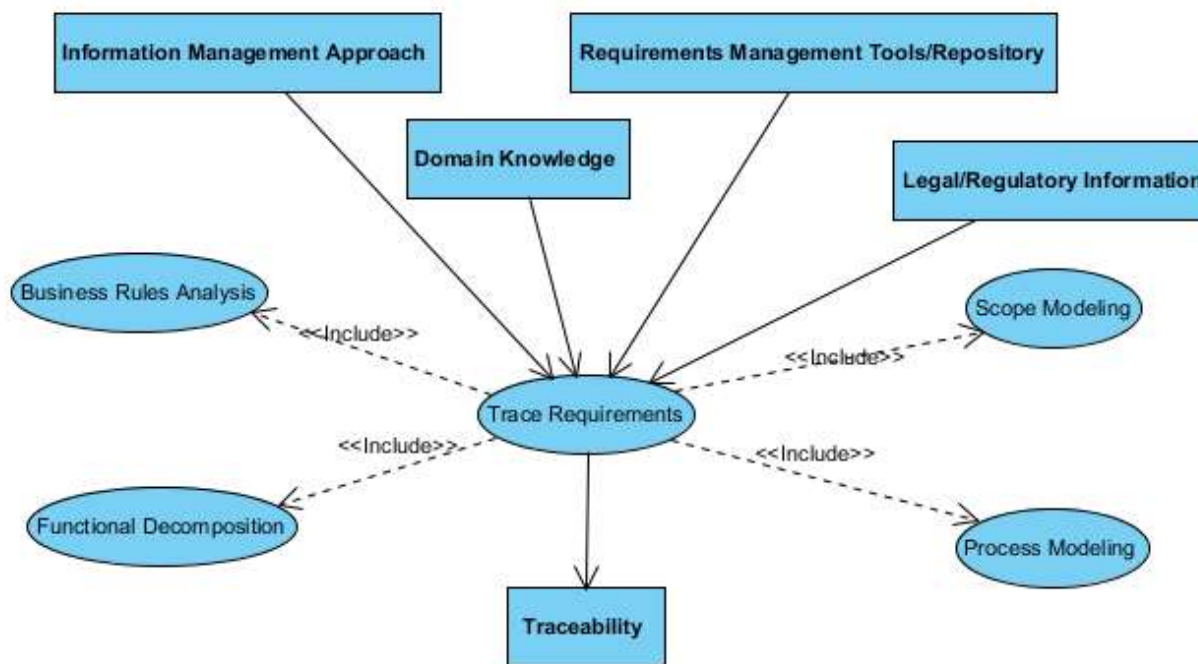

Figure 94: Trace Requirements Guidelines, Tools and Techniques

See the guidelines, tools and techniques sections of the Trace Requirements task in the BABOK for more information.

2.3.21.2.2 Workers

Figure 95: shows the stakeholders that are involved with the Trace Requirements task.
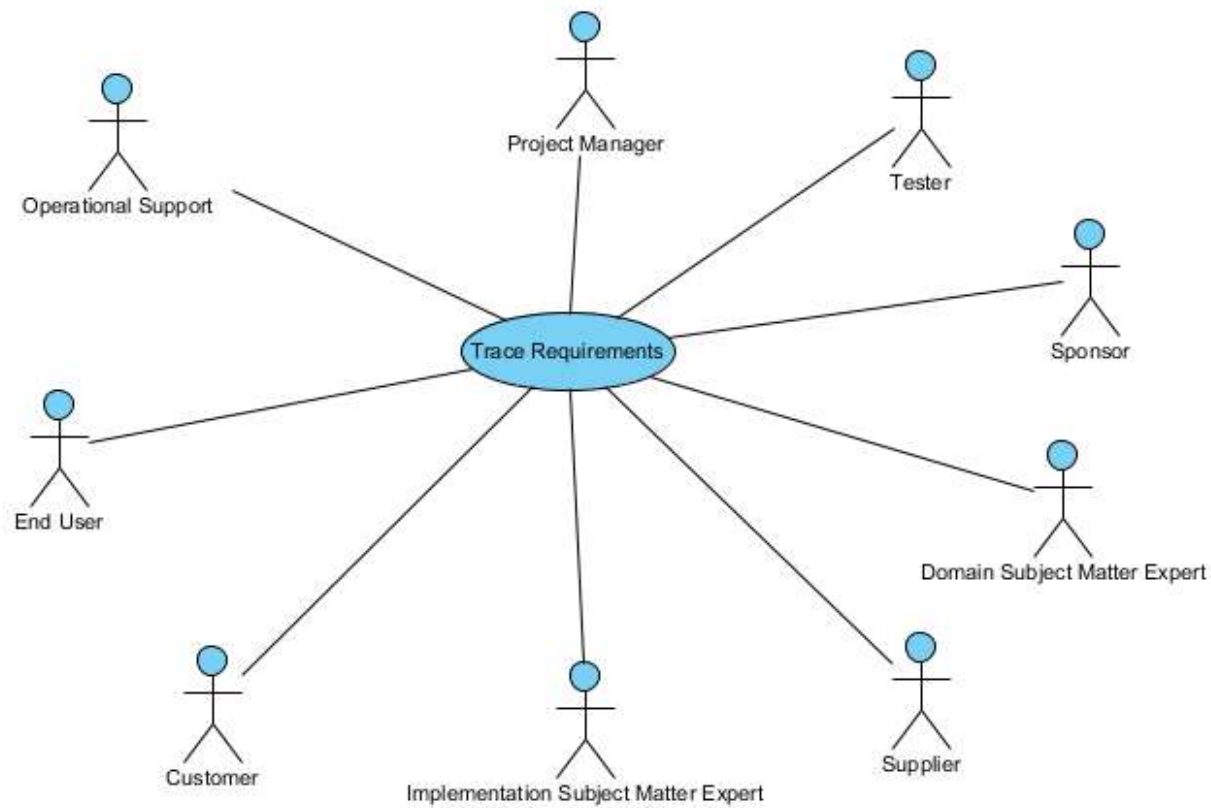
Figure 95: Trace Requirements Workers

See the stakeholders section of the Trace Requirements task in the BABOK for more information.

[Note that in reality only the BA performs traceability. Stakeholders that are interested in the results might be the Project Manager and possibly a Quality Assurance person. End Users, Suppliers Sponsors and Operational Support have no interest in traceability.]

2.4 External Input Artifacts

These are the 'inputs' to the BA process. The BA receives these external artifacts from stakeholders.

The 'Usage' diagram shows which BABOK Artifacts use these external inputs.

2.4.1 Business Need

A problem or opportunity of strategic or tactical importance to be addressed. See Business Need in part 3 for a full description.

2.4.1.1 Usage

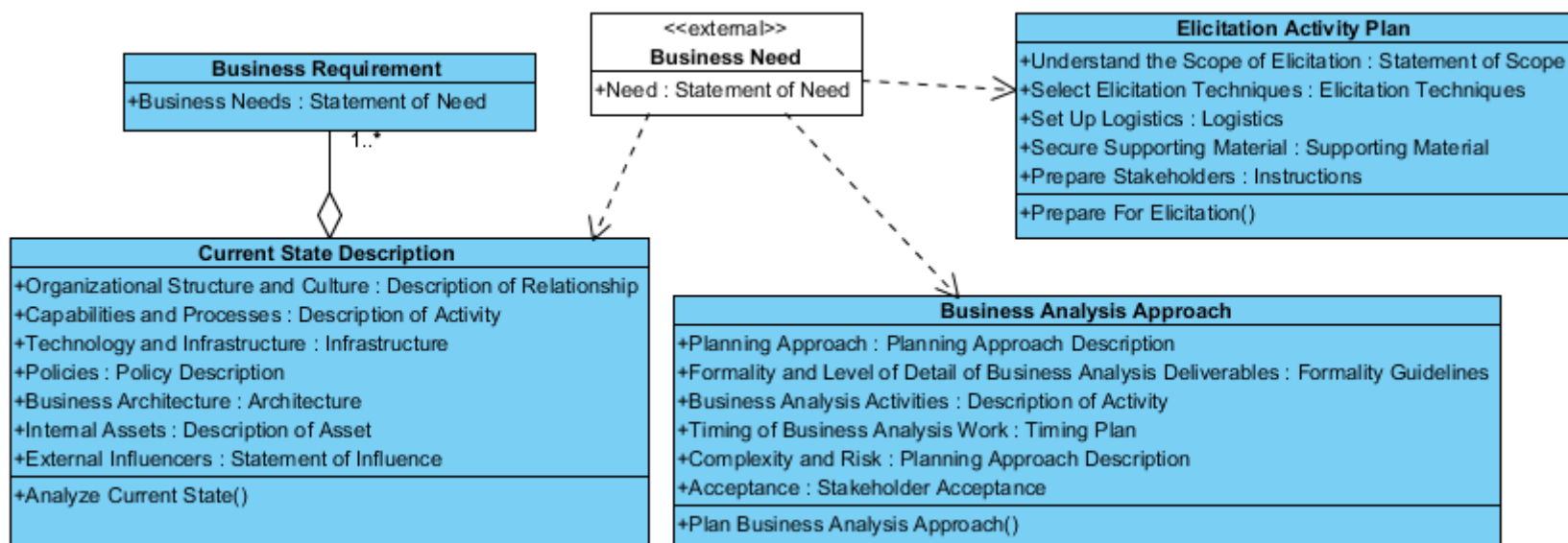Figure 96: shows the artifacts that use Business Need.

Figure 96: Business Need Usage

The Business Requirement, Current State Description, Elicitation Activity Plan, Business Analysis Approach artifacts use the Business Needs as inputs.

A Business Need contains 1 element, which is a Statement of the business need. A statement may be text or take the form of a formal language.

2.4.2 Influence

Influences are factors inside of the enterprise (internal) and outside of the enterprise (external) which will impact the realization of the desired future state. See Influence in part 3 for a full description.

2.4.2.1 Usage
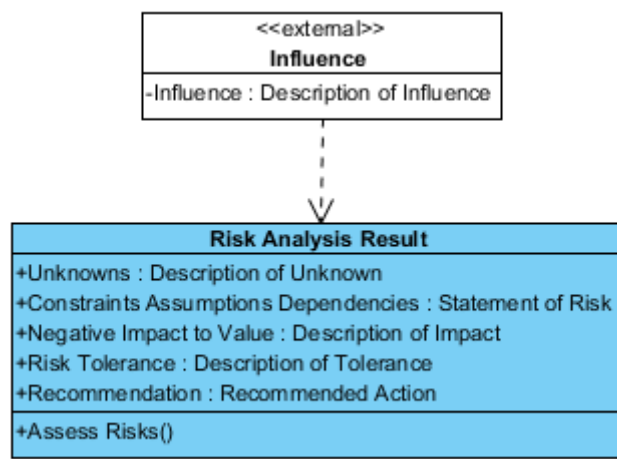
Figure 97: shows the artifacts that use Influences.

Figure 97: Influence Usage

Influences are used when creating Risk Analysis Results. Influence contains 1 element, which is a description of the influence. See the Influence artifact in part 3 for a full description.

2.4.3 Performance Objective

A performance objective describes the desired performance outcomes that an enterprise or organization is hoping to achieve. See Performance Objective in part 3 for a full description.

2.4.3.1 Usage

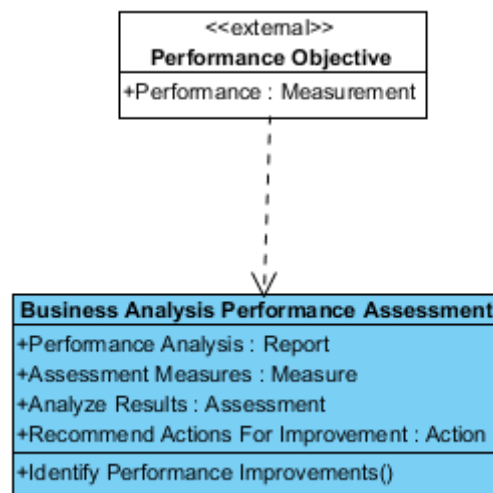Figure 98: shows the artifacts that use Performance Objectives.

Figure 98: Performance Objective Usage

The Business Analysis Performance Assessment artifact takes the Performance Objective as an input. The Performance Objective contains 1 element, which is a measurement of the objective. The measurement allows the business to determine if the performance objective was met. It may take any form that can be validated.

2.4.4 Proposed Change

An impact on any aspect of business analysis work or deliverables completed to date. See Proposed Change in part 3 for a full description.

2.4.4.1 Usage

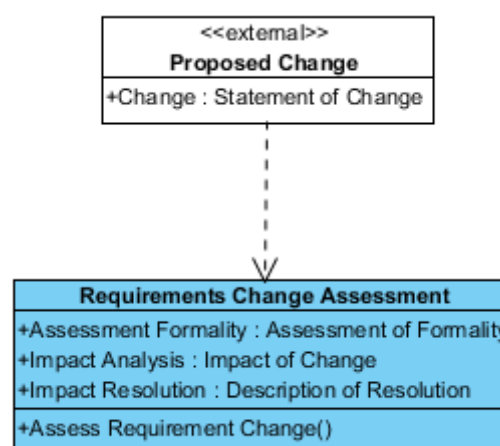Figure 99: shows where Proposed Changes are used in the BABOK.

Figure 99: Proposed Change Usage

The Proposed Change is input to the Requirements Change Assessment artifact. It takes 1 element which is a description 0f the proposed change.

2.4.5 Implemented Solution Change

An Implemented Solution is a solution (or component of a solution) that exists in some form. It may be an operating solution, a prototype, or a pilot or beta solution.

2.4.5.1 Usage

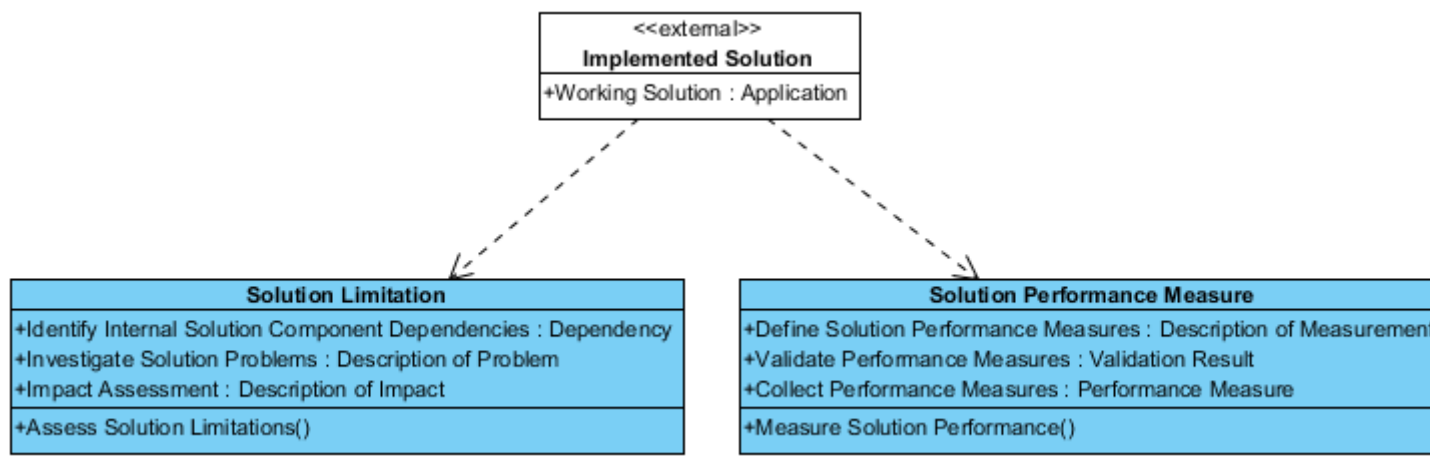Figure 100: shows where Implemented Solutions are used in the BABOK.

Figure 100: Implemented Solution Usage

The Implemented Solution is used as an input to Solution Limitations and to Solution Performance Measures. It takes 1 element which is a working application.

2.5 Knowledge Areas

This section demonstrates the artifacts that are produced or updated, within each knowledge area. Since knowledge areas are organized by function (tasks), some artifacts are found in multiple knowledge areas.

Artifacts are assigned to knowledge areas as follows. Each diagram shows the artifacts produced by that knowledge area and the artifacts that are consumed by (inputs to), the knowledge area.

2.5.1 Business Analysis Planning and Monitoring

The Business Analysis Planning and Monitoring knowledge area 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.
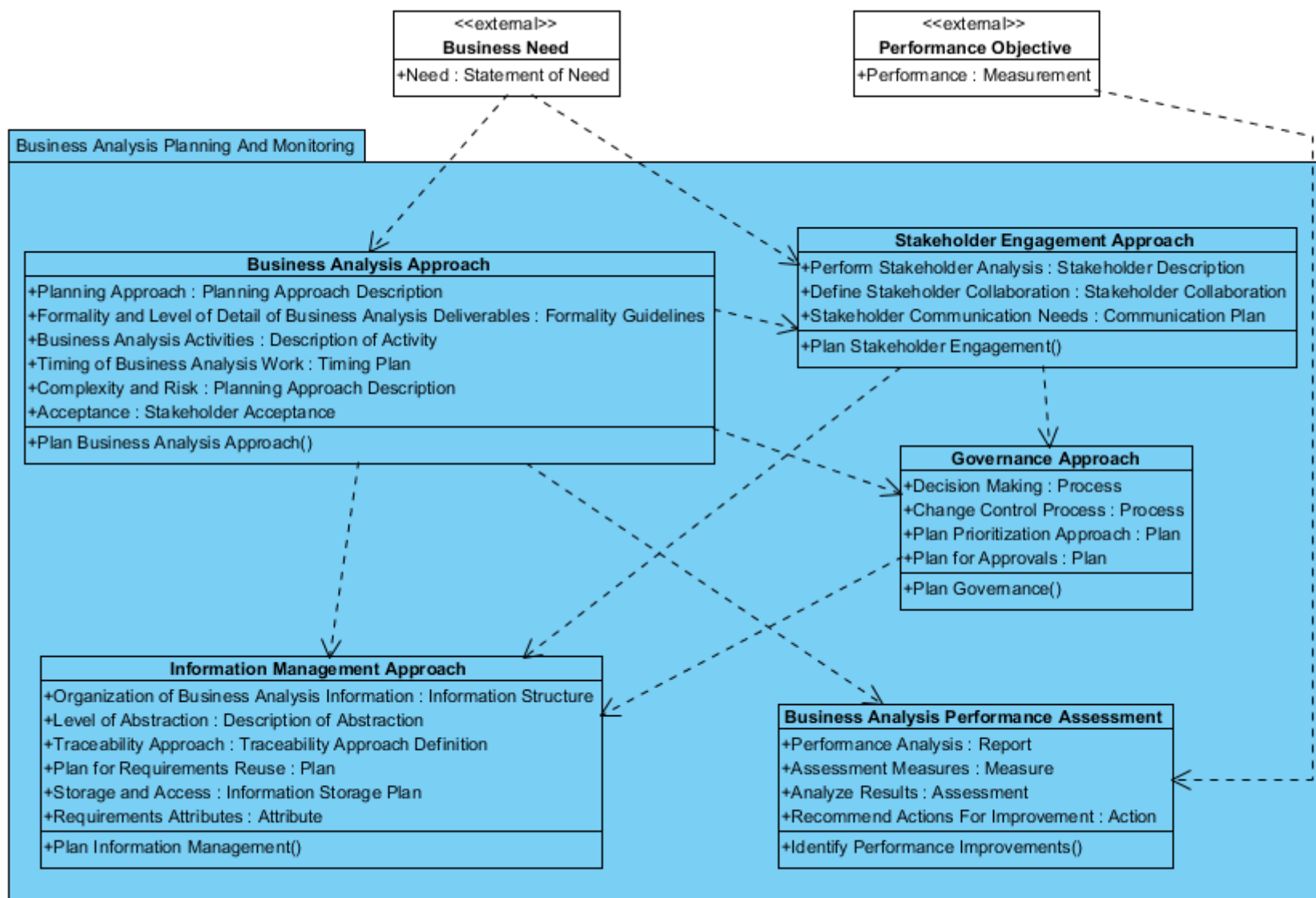

Figure 101: Business Analysis Planning and Monitoring Artifacts

There are 2 inputs to Business Analysis Planning and Monitoring; Business Needs and Performance Objectives.

2.5.2 Elicitation and Collaboration

The Elicitation and Collaboration knowledge area 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.
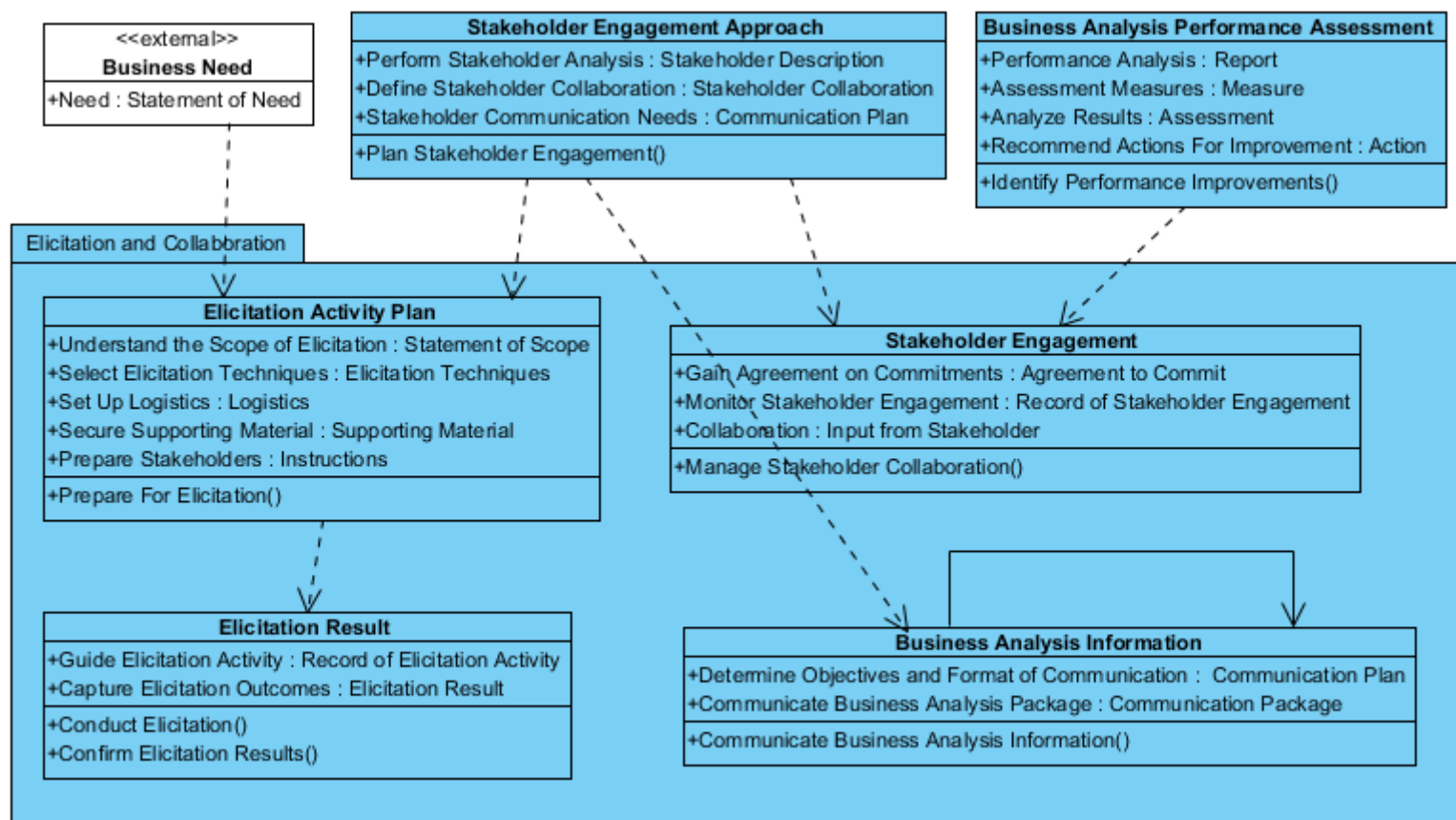
Figure 102: Elicitation and Collaboration Artifacts

There are 4 inputs to Elicitation and Collaboration; Business Needs, Stakeholder Engagement Approach, Business Analysis Performance Assessment and Business Analysis Information. in the BABOK Business Analysis Information is shown as both an input to and produced by Elicitation and Collaboration.

2.5.3 Requirements Life-Cycle Management

The Requirements Life-Cycle Management knowledge area 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.
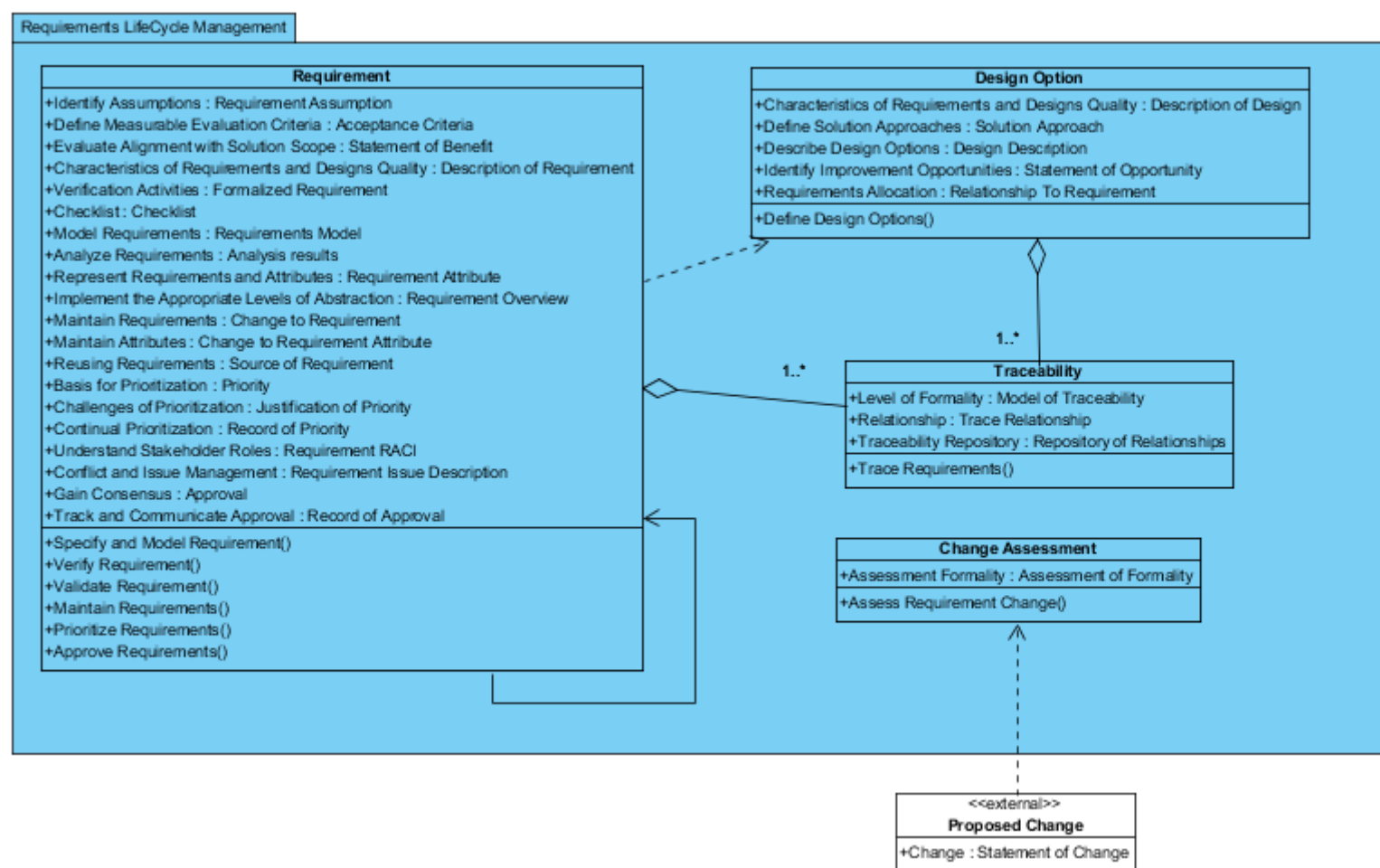

Figure 103: Requirements Life-Cycle Management Artifacts

The BABOK shows 3 inputs to Requirements Life-Cycle Management; Proposed Change, Requirements and Design Options. Requirements and Design Options are also produced by Requirements Life-Cycle Management.

2.5.4 Strategy Analysis

The Strategy Analysis knowledge area 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.

Figure 104: Strategy Analysis Artifacts

There are 6 inputs to Strategy Analysis; Business Needs, Influences, Elicitation Results, Design Options, Requirements and the Stakeholder Engagement Approach.

2.5.5 Requirements Analysis and Design Definition

The Requirements Analysis and Design Definition knowledge area 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.
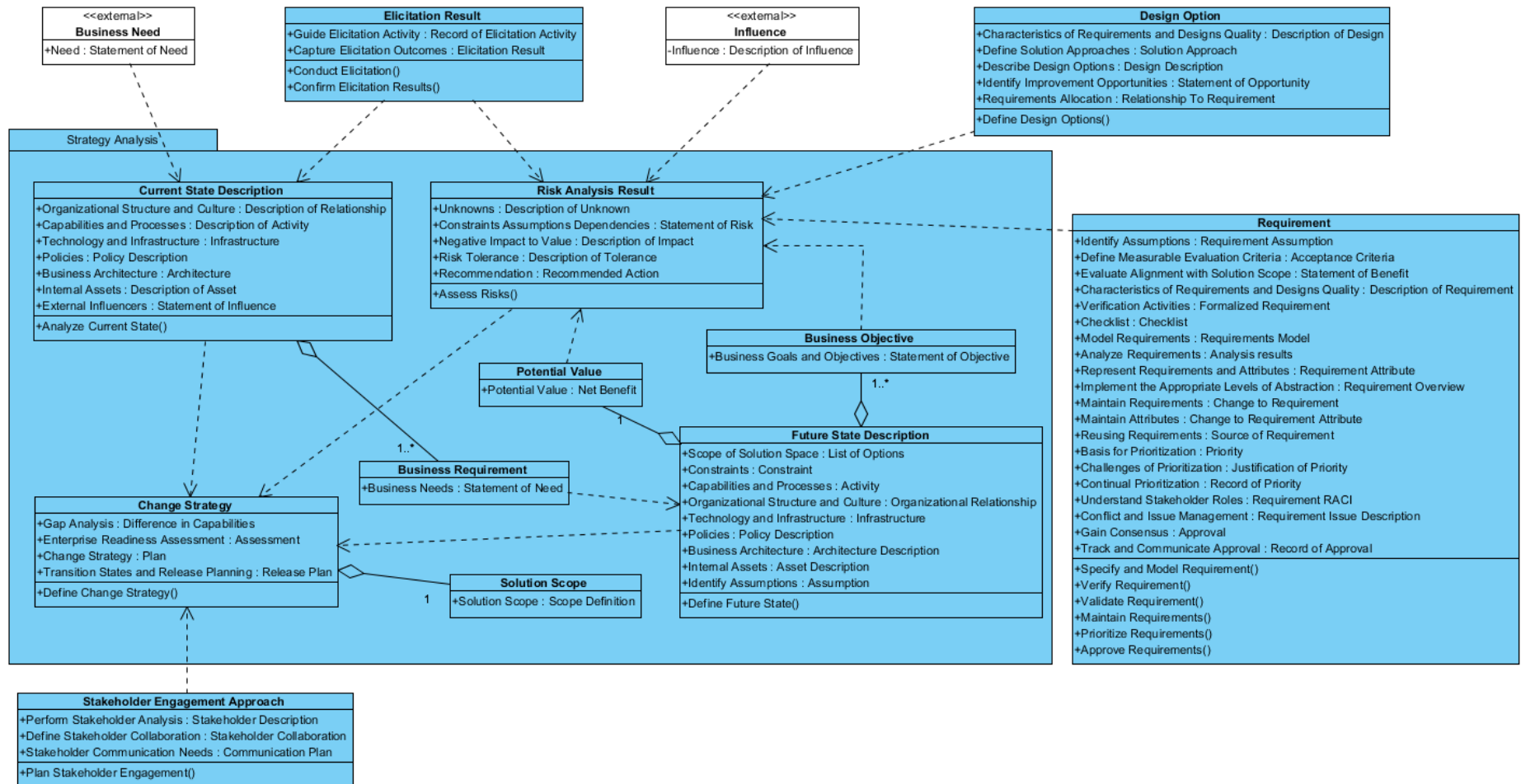

Figure 105: Requirements Analysis and Design Definition Artifacts

There are 6 inputs to Requirements Analysis and Design Definition; Potential Value, Solution Scope, Change Strategy, the Information Management Approach, Elicitation Results and Requirements. Requirements are also produced by Requirements Analysis and Design Definition.

2.5.6 Solution Evaluation

The Solution Evaluation knowledge area 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.
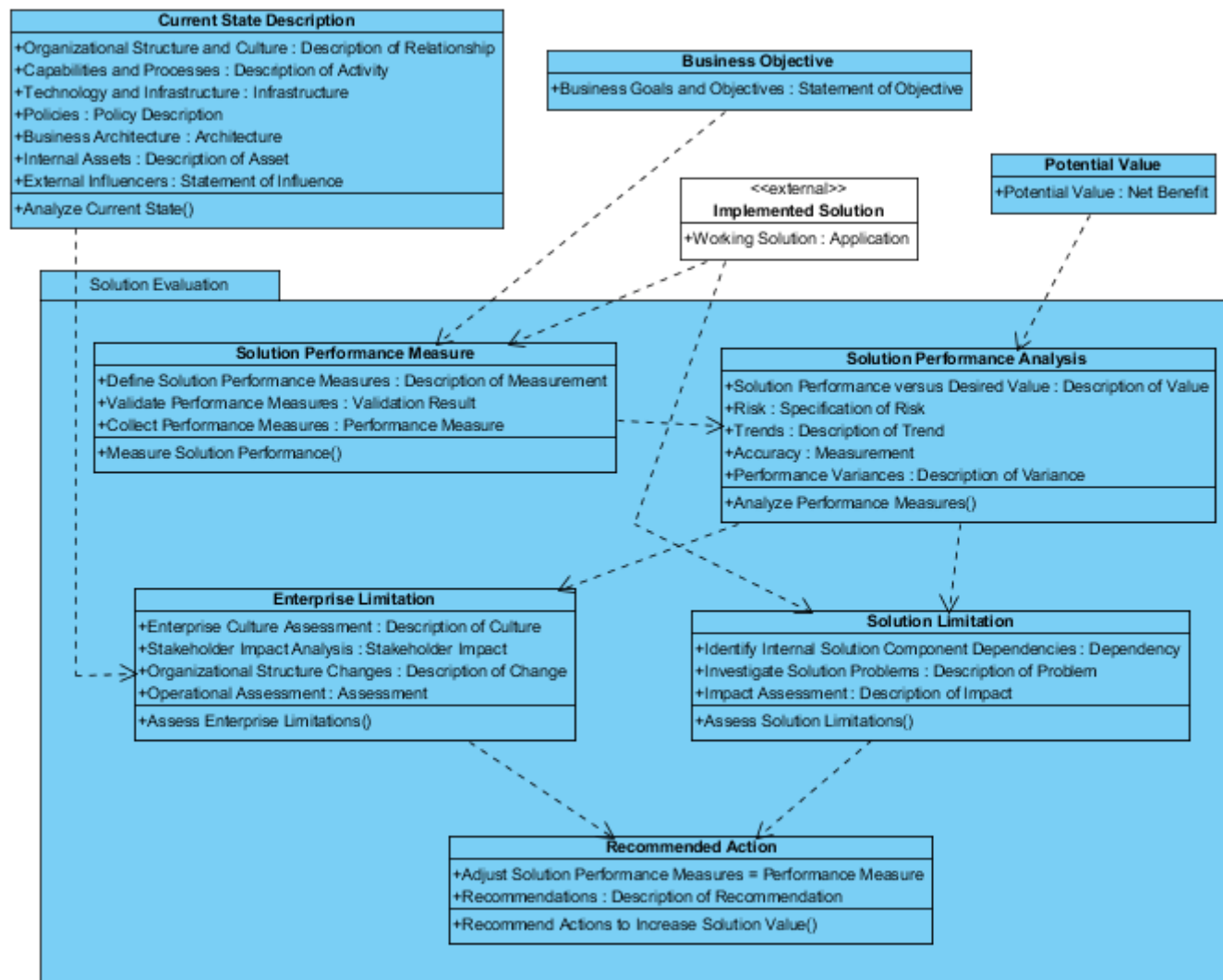

Figure 106: Solution Evaluation Artifacts

There are 4 inputs to Solution Evaluation; Current State Description, Business Objectives, Potential Value and Implemented Solution.

2.6 Summary

This part 2 of the BABOK analysis, demonstrated all the artifacts that are discussed in the BABOK, what their elements are and what are the tasks that produce that artifact.

It shows what are the inputs to the artifact, what tools, guidelines and techniques are used to produce the artifact and what artifacts use this artifact as an input. It also shows who are the stakeholders (or interested parties), for each artifact, allowing the reader to create a RACI chart for each artifact.

Artifacts that are not used as an input to the production of another artifact, must be deliverables to an external consumer (otherwise their information is not used).

Artifacts that have no input from the list of BABOK artifacts, must be external deliverables that are produced outside of the control of the BA.

2.6.1 Using This Document

Since the BABOK is a framework and as such is intended to be customized for each specific project, these diagrams will assist with customizing a process. Since each diagram described above is shown with a complete set of inputs and outputs, the reader can determine what the impacts are on the BABOK, of changing or removing an artifact.

Starting with the external deliverables, the BA will determine if every deliverable is required and who the stakeholders are that will take delivery of the artifact. For every deliverable artifact, the BA will confirm its contents and format with those stakeholders.

Once the external deliverables have been determined, the BA will identify which artifacts are used specifically to create the remaining deliverables and trim the process to include only those dependencies.

Now the BA will investigate their own consumable artifacts in order to identify any artifacts, or elements, that are unnecessary. When these have been removed their dependencies can be investigated in order to understand the consequences of these changes to their input and output artifacts.

Eventually a series of complete dependency trees is drawn up, which show the generation of all external deliverable from external inputs and all artifacts produced in between. A list of deliverable artifacts is compiled, their inputs, outputs, guidelines, tools, techniques and stakeholders identified.

This will result in a customized process that is compliant with the BABOK.

2.6.2 Next Steps

TBD(Part 3 of this series of articles about an analysis of the BABOK, contains a complete definition of each of the Artifacts, Stakeholders, Guidelines and Tools and Techniques.)