An Overview of Version 2.0 of the BABOK® Guide
Vision and Mission

Vision
The world's leading association for Business Analysis professionals

Mission
Develop and maintain standards for the practice of business analysis and for the certification of its practitioners

IIBA is an international not-for-profit professional association for business analysis professionals.
IIBA Goals

Strategic Goals

- Create and develop awareness and recognition of the value and contribution of the role of the Business Analysis Professional
  - Define the Business Analysis Body of Knowledge™ (BABOK®)
  - Publicly recognize qualified practitioners through an internationally acknowledged certification program
  - Provide a forum for knowledge sharing

Operational Goals

- Ensure the long term viability of the organization
  - Enable sustainable growth to support the establishment of the IIBA as a worldwide organization
  - Ensure financial viability to support the implementation and sustainment of the IIBA operational and strategic priorities
  - Consistently demonstrate value of the organization to IIBA constituents
Why Define the BABOK®?

Create a shared understanding of business analysis.

- It defines the BA role
- It says what a BA needs to be able to do
- It describes the techniques that a BA should be able to use
- It describes the competencies that are required to be effective

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Definition of Business Analysis

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

It is about understanding:

- How an organization works
- Why the organization exists
- What are its goals and objectives
- How it accomplishes those objectives
- How it needs to change to better accomplish objectives or to meet new challenges

It is about meeting business needs.
It is about ensuring investment in the right solutions.

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Understanding Scope

Solution Scope

- The set of capabilities required to meet a business need

Project Scope

- The work required to implement the solution scope

Business analysis is required to define solution scope.
Who else is involved?

- Implementation SME
- Project Manager
- Regulator
- Sponsor
- Domain SME
- Supplier
- Customer
- Tester

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Identifies currently accepted practices
Recognizes business analysis is not synonymous with software requirements
Defined & enhanced by the professionals who apply it
Captures the sum of the knowledge required for the practice of business analysis as a profession

The set of tasks, knowledge, & techniques required to identify business needs & determine solutions to business problems.
What are the major changes?

- All content is complete
- 77 tasks consolidated into 32
- Applies to a wider range of methods including Agile, BPM
- Validated by practitioners and experts
- Surveys of BA community show that content is “generally accepted”
BA Planning & Monitoring

Purpose

Identifies tasks & stakeholders

Answers the Question

What do I need to do?

Value

Understand who needs to be engaged & what needs to be done; monitor progress; coordinate with others

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BAP&M Structure

Inputs
- * Business Analysis Performance Metrics
- 5.1 Business Need
- Enterprise Architecture
- Expert Judgement
- Organizational Process Assets

Tasks
- **2.1** Plan Business Analysis Approach
- **2.2** Conduct Stakeholder Analysis
- **2.3** Plan BA Activities
- **2.4** Plan BA Communication
- **2.5** Plan Req’ts Mgt. Process
- **2.6** Manage BA Performance

Outputs
- **2.1** Business Analysis Approach
- **2.2** Stakeholder List, Roles, and Responsibilities
- **2.3** Business Analysis Plan(s)
- **2.4** BA Communication Plan
- **2.5** Requirements Management Plan
- **2.6** BA Performance Assessment
- BA Process Assets
# Elicitation

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Answers the Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elicit req’s from stakeholder groups</td>
<td>What do Stakeholders need?</td>
</tr>
</tbody>
</table>

**Value**

Describes the various techniques used to elicit requirements
Elicitation Structure

- **Inputs**
  - 5.5 Business Case
  - 5.1 Business Need
  - 2.5 Requirements Management Plan
  - 5.4 Solution Scope
  - 2.2 Stakeholder List, Roles, and Responsibilities

- **Tasks**
  - 3.1 Prepare For Elicitation
  - 3.2 Conduct Elicitation Activity
  - 3.3 Document Elicitation Results
  - 3.4 Confirm Elicitation Results

- **Outputs**
  - 3.2 Elicitation Results
  - 3.1 Scheduled Resources
  - 3.3, 3.4 Stakeholder Concerns, Supporting Materials

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Req Management & Communication

Purpose
Communicate the outcome; Identify & manage change

Answers the Question
Does everyone understand & agree?

Value
Bring stakeholders to a common understanding; formalizes agreement

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RM&C Structure

**Inputs**
- 2.4 BA Communication Plan
- 2.5 Requirements Management Plan
- 5.4 Solution Scope
- 2.2 Stakeholder List, Roles, and Responsibilities
- * Requirements

**Tasks**
- 4.1 Manage Solution Scope and Req'ts
- 4.2 Manage Req'ts Traceability
- 4.3 Maintain Req'ts for Re-use
- 4.4 Prepare Req'ts Package
- 4.5 Communicate Requirements

**Outputs**
- 4.1 Requirements [Approved]
- 4.2 Requirements [Communicated]
- 4.3 Requirements [Maintained & Reusable]
- 4.4 Requirements Package

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Enterprise Analysis

Purpose
Understand the Big Picture

Answers the Question
Why are we doing this?

Value
Provides a context and/or foundation on which to evaluate all future issues & challenges
Enterprise Analysis Structure

Inputs
- 6.4 Assumptions and Constraints
- Business Goals and Objectives
- Enterprise Architecture
- Requirements [Stated]
- Solution Performance Assessment
- Stakeholder Concerns

Tasks
- 5.1 Define Business Need
- 5.2 Assess Capability Gaps
- 5.3 Determine Solution Approach
- 5.4 Define Solution Scope
- 5.5 Define Business Case

Outputs
- 5.1 Business Need
- 5.2 Required Capabilities
- 5.3 Solution Approach
- 5.4 Solution Scope
- 5.5 Business Case

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## Requirements Analysis

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Answers the Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analyze the data</td>
<td>What must the Solution do?</td>
</tr>
</tbody>
</table>

### Value

Transforms the business need into clearly described capabilities
Requirements Analysis Structure

Inputs
- 5.5 Business Case
- 5.1 Business Need
- 3.3 Stakeholder Concerns
- 2.5 Stakeholder List, Roles, and Responsibilities
- 5.4 Solution Scope

Tasks
- 6.1 Prioritize Requirements
- 6.2 Organize Requirements
- 6.3 Specify and Model Requirements
- 6.4 Define Assumptions and Constraints
- 6.5 Verify Requirements
- 6.6 Validate Requirements

Outputs
- 6.4 Assumptions and Constraints
- 6.2 Requirements Structure
- 6.1 Requirements [Prioritized]
- 6.6 Requirements [Validated]
- 6.5 Requirements [Verified]
- 6.3 Stakeholder or Solution Requirements
Solution Assessment & Validation

**Purpose**

Ensure the best solution is chosen

**Answers the Question**

Does it do what it was supposed to?

**Value**

Evaluate and choose among alternatives; assess tradeoffs and options

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SA&V Structure

**Inputs**
- Assumptions and Constraints
- Enterprise Architecture
- Requirements
- Solution Option(s)
- Solution Performance Metrics
- Solution Scope

**Tasks**
- 7.1 Assess Proposed Solution
- 7.2 Allocate Requirements
- 7.3 Assess Org. Readiness
- 7.4 Define Transition Requirements
- 7.5 Validate Solution
- 7.6 Evaluate Solution Performance

**Outputs**
- Assessment of Proposed Solution
- Identified Defects
- Mitigating Actions
- Organizational Readiness Assessment
- Requirements (Allocated)
- Transition Requirements
- Solution Performance Assessment
- Solution Validation Assessment

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Underlying Competencies

Analytical Thinking and Problem Solving
- Creative Thinking
- Decision Making
- Learning
- Problem Solving
- Systems Thinking

Behavioral Characteristics
- Ethics
- Personal Organization
- Trustworthiness

Business Knowledge
- Business Principles and Practices
- Industry Knowledge
- Organization Knowledge
- Solution Knowledge

Communication Skills
- Oral Communications
- Teaching
- Written Communications

Interaction Skills
- Facilitation and Negotiation
- Leadership and Influencing
- Teamwork

Software Applications
- General Purpose Applications
- Specialized Applications

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Techniques

Techniques consolidated in their own chapter

- 34 techniques described in 2.0
- All techniques listed are performed by a majority of BAs today
- Includes all commonly used elicitation and analysis techniques
- Cover most situations a BA is likely to encounter