4.3 Elicitation Results

4.4 BA Information

(communicated)

4.5 Stakeholder

Engagement

The core content of the BABOK® Guide is composed of business analysis tasks organised into knowledge areas. Knowledge areas are a collection of

logically (but not sequentially) related tasks. These tasks describe specific activities that accomplish the purpose of their associated knowledge area.

Business Analysis Beyond Projects

Stakeholders

- Business Analyst
- Customer
- Domain Subject Matter Expert
- End User
- Implementation Subject Matter expert
- Operational Support
- Project Manager
- Regulator
- Sponsor
- Supplier
- Tester

Note: This is not an exhaustive list. In most cases there will be multiple stakeholder roles found within each category. Similarly, a single individual may fill more than one role.

BABOK® Guide does not mandate these roles to be filled for any initiative.

KA 1: Business Analysis Planning & Monitoring (BAPM) Inputs Tasks **Outputs**

Approach Approach 3.2 Plan Stakeholder 3.2 Stakeholder

Engagement ngagement Approa Plan Business Analy 3 Governance Approac Governance

> ormation Managem Management Approac 3.5 Business Analysis Analysis Performance

3.4 Information

Techniques

 Brainstorming Business Case

Guidelines & Tools

• BA Performance Assessment

• Information Management Tools

• Legal / Regulatory Information

Methodologies and Framework

Organisational Performance Standards

• Stakeholder Engagement Approach

• Current State Description

Business Policies

Change Strategy

Expert Judgement

 Business Rules Analysis Document Analysis

Outputs

Techniques

- Financial Analysis Functional Decomposition Interviews
- Item Tracking Lessons Learned
- Metrics and KPIs Mind Map Observation
- Organisation Mode Process Analysis Process Modelling

6.2 Define Future State

6.4 Define Change Strateg

.1 Business Requirements

6.2 Future State Description

6.3 Risk Analysis Results

6.4.2 Solution Scope

Mind Mapping

Process Analysis

Process Modelling

Root Cause Analysis

Survey / Questionnair

Scope Modelling

SWOT Analysis

Workshops

Vendor Assessment

Organisation Modelling

Risk analysis and Management

Observation

4 Plan Business Analy

Objectives

- Risk Analysis and Management Root Cause Analysis Scope Modellir
- Stakeholder List, Map or Personas Survey / Questionnair
- Workshops

KA 2: Elicitation and Collaboration (EC)

Estimation

Focus Groups

Outputs Tasks Inputs 4.1 Elicitation Activity Pla **Prepare For Elicitation** 4.2 Elicitation Results 4.2 Conduct Elicitation

4.3 Confirm Elicitation

Results

4 Communicate Busine

Analysis Informatio

4.5 Stakeholder

Engagement

Guidelines & Tools

- BA Approach Business Objectives Elicitation Activity Plan
- Existing BA Information Future State Description Information Management Approach
- Potential Value Recommended Actions
- Risk Analysis Results • Stakeholder Engagement Approach Supporting Materials

Document Analysis

 Benchmarking and Market Brainstorming

Data Modelling

 Interface Analysis Business Rules Analysis Interviews Collaborative Games Lessons Learned Concept Model Mind Map Data Mining

Techniques Observation

- Process Analysis Process Modelling Prototyping
- Reviews Risk Analysis and Management • Stakeholder List, Map, or Personas Workshops

Outputs Inputs Tasks 1 Trace Requirements (traced) Requirements / Desig 2 Maintain Requireme Requirements / Design 3 Prioritise Requireme **Guidelines & Tools** Change StrategyBusiness Constraints .4 Assess Requiremen 5.4 Requirements / Design Changes Domain Knowledge Governance Approach Requirements / Desig • Information Management Approach .5 Approve Requireme (approved) • Legal / Regulatory Information

KA 3: Requirements Lifecycle Management (RLCM)

Techniques

- Acceptance and Evaluation Document Analysis Estimation Financial Analysis Backlog Management
- Functional Decomposition Business Case Business Rules Analysis Interviews • Data Flow Diagrams Item Tracking

• Requirements Management Tools /

• Requirements Architecture

Solution Scope

 Data Modelling Interface Analysi Prioritisation Decision Analysis

Process Modelling • Risk Analysis and Management

Survey / Questionnaire

Use Cases / Scenarios

User Stories

Workshops

(BACCM)

Business Analysis Core Concept Mode

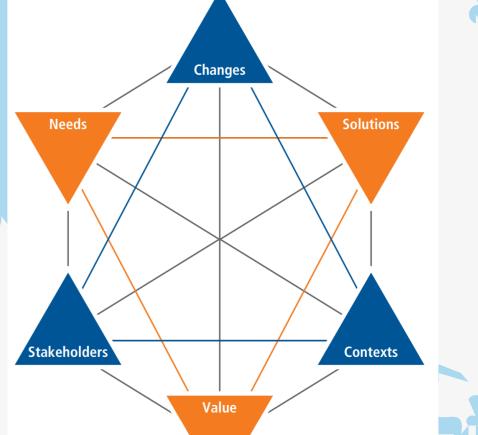
Elicitation and Collaboration

Relationships Between Knowledge Areas

Requirements Analysis and Desigr Definition

Requirements Life Cycle Managemen

Planning and Monitoring



Business

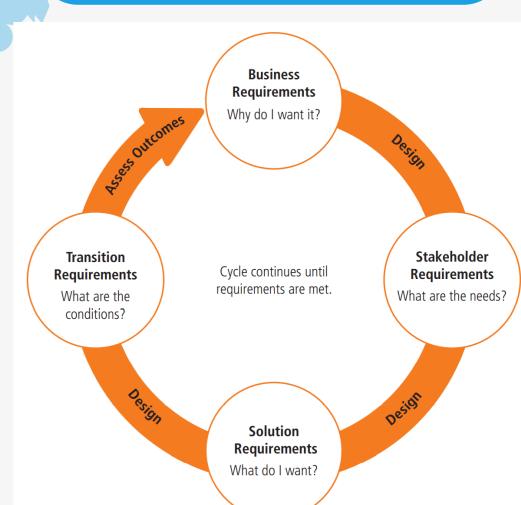
Process

Management

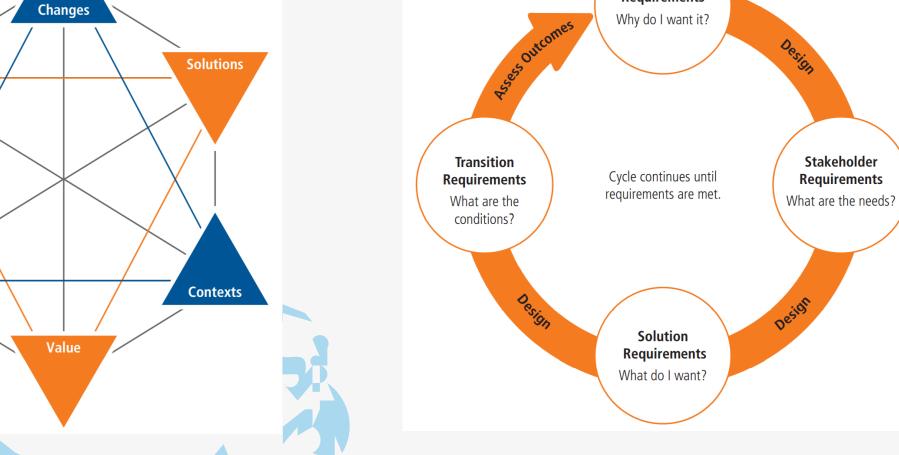
Business

Intelligence

Project → Post-Project Project Strategy Analysis RADD **Solution Evaluation**



Requirements and Design Cycle



Agile

Business

Architecture

Five Perspectives

Information Technology

Perspectives



1 Analyse Current Sta

6.3 Assess Risks

6.2 Business Objectiv

6.4.1 Change Strated

Acceptance and Evaluation Criteria
 Item Tracking





Guidelines & Tools

 Business Objectives Change Strategy Constraints

BA Approach

- Current State Description Enterprise Limitations
- Design Options Future State Descrip Identified Risks
- Metrics and KPIs Organisational Strategy Solution Limitations
- Solution Performance Solution Performance

Approach

- Solution Recommendati

- Balanced Scorecard
- Stakeholder Analysis Resul Stakeholder Engagemen
- Benchmarking and Market Analysis
 Metrics and KPIs Brainstormii Business Capability Analysis Business Case Business Model Canvas Concept Modelling Data Mining
- Decision Analysis Document Analysis Financial Analysis

Contact The BA Practice

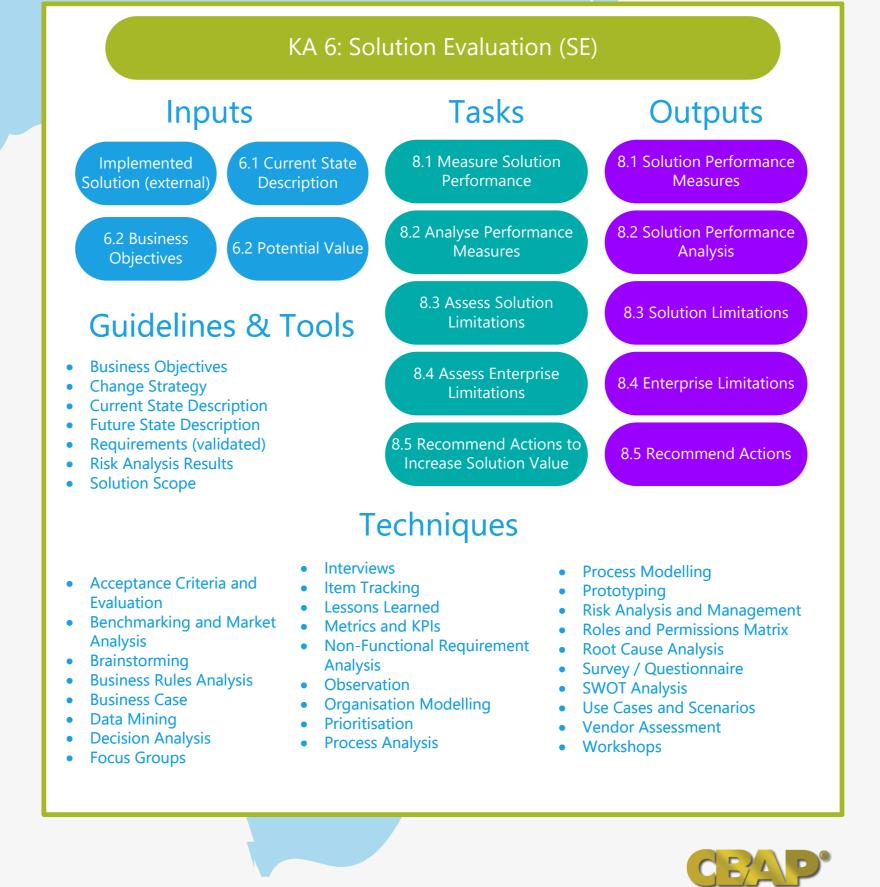
Focus Group

Functional Decomposition

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KA 5: Requirements Analysis and Design Definition (RADD) Outputs Tasks Inputs .1 Specify and Model Requirements Requirements (specif and modelled) Manageme Approach .2 Verify Requiremen Requirements (verifie 2 Potential Val 7.3 Requirements 3 Validate Requiremen validated) 6.4.2 Chang Strategy 4 Define Requiremen 7.4 Requirements Architecture 5 Define Design Optic 7.5 Design Options **Guidelines & Tools** .6 Analyse Potential Valu and Recommend Solutic Architecture Management Software Recommendation **Business Objectives** Current State Description **Existing Solutions Techniques** Future State Description Legal / Regulatory Information Methodologies and Framework Acceptance and Evaluation Criteria Item Tracking Backlog Management Benchmarking and Market Analysis Modelling Tools Metrics and KPIs Brainstormi Potential Value Mind Mapping Requirements Architectur Business Capability Analys Non-Functional Requirement Analysi Requirement Lifecycle Business Rules Analysis Organisation Modelling **Management Tools** Business Case Process Modelling Requirements (traced Business Model Canvas Prototyping Risk Analysis Results Concept Modelling Reviews Solution Scope Data Dictionary Risk analysis and Management Data Flow Diagram Root Cause Analysis Data Modelling Scope Modelling Decision Analysis Sequence Diagrams Decision Modelling • Stakeholder List, Map or Personas Document Analysis State Modelling Estimation Survey / Questionnair Financial Analysis SWOT Analysis Focus Group Use Cases and Scenarios Functional Decompositio User Stories Glossary Vendor Assessment Interface Analysis Workshops Interviews











The Business Analysis Practice (The BA Practice) is a

professional training and consultancy organisation that strives to foster excellence in best practice business analysis learning at both an individual and organisational level.

About The BA Practice



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