

BABOK Knowledge Areas with Everything

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Business Analysis Planning & Monitoring

Tasks and Purpose	Inputs	Elements	Guidelines & Tools	Stakeholders	Output
Plan BA Approach Purpose: To define an appropriate method to conduct BA activities	1. Needs	1. Planning Approach 2. Formality & Level of Detail of BA Deliverables 3. BA Activities 4. Timing of BA work 5. Complexity & Risk 6. Acceptance	1. BA Performance Assessment 2. Business Policies 3. Expert Judgement 4. Methodologies & Frameworks 5. Stakeholder Engagement Approach	1. Domain SME 2. Project Manager 3. Sponsor 4. Regulator	BA Approach
Plan Stakeholder Engagement Purpose: To plan an approach for establishing and maintaining effective working relationships with the stakeholders.	1. Needs 2. BA Approach	1. Perform Stakeholder Analysis 2. Define Stakeholders Collaboration 3. Stakeholder Communication Needs	1. BA Performance Assessment 2. Change Strategy 3. Current State Description	1. Domain SME 2. Project Manager 3. Sponsor 4. Regulator 5. Customer 6. End User 7. Supplier	Stakeholder Engagement Approach
Plan BA Governance Purpose: To define how decisions are made about requirements and designs, including reviews, change control, approvals, and prioritization.	1. BA Approach 2. Stakeholder Engagement Approach	1. Decision Making 2. Change Control Process 3. Plan Prioritization Approach 4. Plan for Approvals	1. BA Performance Assessment 2. Business Policies 3. Current State Descriptions 4. Legal/Regulatory Information	1. Domain SME 2. Project Manager 3. Sponsor 4. Regulator	Governance Approach
Plan BA Information Management Purpose: To develop an approach for how BA information will be stored and accessed.	1. BA Approach 2. Stakeholder Engagement Approach 3. Governance Approach	1. Organization of BA Information 2. Level of Abstraction 3. Plan Traceability Approach 4. Plan for Requirements Re-use 5. Storage & Access 6. Requirements Attributes	1. BA Performance Assessment 2. Business Policies 3. Information Management Tools 4. Legal/Regulatory Information	1. Domain SME 2. Sponsor 3. Regulator	Information Management Approach
Identify BA Performance Improvements Purpose: To assess BA work and to plan to improve processes where required.	1. BA Approach 2. Performance Objectives (External)	1. Performance Analysis 2. Assessment Measures 3. Analyse Results 4. Recommend Actions for Improvements	1. Organizational Performance Standards	1. Domain SME 2. Sponsor 3. Project Manager	BA Performance Assessment

Elicitation & Collaboration

Tasks and Purpose	Inputs	Elements	Guidelines & Tools	Stakeholders	Output
Prepare for Elicitation Purpose: To understand the scope of the elicitation activity, select appropriate techniques, and plan for (or procure) appropriate supporting materials and resources.	1. Needs 2. Stakeholder Engagement Approach	1. Understand the Scope of Elicitation 2. Select Elicitation Technique 3. Set up Logistics 4. Secure Supporting Material 5. Prepare Stakeholders 6. Acceptance	1. BA Approach 2. Business Objectives 3. Existing BA Information 4. Potential Value	1. Domain SME 2. Sponsor 3. Project Manager	Elicitation Activity Plan
Conduct Elicitation Purpose: To draw out, explore, and identify information relevant to the change	1. Elicitation Activity Plan	1. Guide Elicitation Activity 2. Capture Elicitation Outcome	1. BA Approach 2. Existing BA Information 3. Stakeholder Engagement Approach 4. Supporting Materials	1. Customer 2. Domain SME 3. End User 4. Sponsor 5. Implementation SME 6. Any Stakeholder	Elicitation Results (unconfirmed)
Confirm Elicitation Results Purpose: To check the information gathered during an elicitation session for accuracy and consistency with other information.	1. Elicitation Results (unconfirmed)	1. Compare Elicitation Results Against Source Information 2. Compare Elicitation Results Against Other Elicitation Results	1. Elicitation Activity Plan 2. Existing BA Information	1. Domain SME 2. Any Stakeholder	Elicitation Results (confirmed)
Communicate BA Information Purpose: To ensure stakeholders have a shared understanding of business analysis information.	1. BA Information 2. Stakeholder Engagement Approach	1. Determine Objectives and Format of Communication 2. Communicate BA Package	1. BA Approach 2. Information Management Approach	1. End User 2. Customer 3. Domain SME 4. Tester 5. Implementation SME 6. Any Stakeholder	BA Information (communicated)
Manage Stakeholder Collaboration Purpose: To encourage stakeholders to work towards a common goal.	1. Stakeholder Engagement Approach 2. Business Analysis Performance Assessment	1. Gain Agreement on Commitments 2. Monitor Stakeholder Engagement 3. Collaboration	1. BA Approach 2. Business Objectives 3. Future State Descriptions 4. Recommend Actions 5. Risk Analysis Results	All Stakeholders	Stakeholder Engagement

Requirements Life Cycle Management

Tasks and Purpose	Inputs	Elements	Guidelines & Tools	Stakeholders	Output
Trace Requirements & Designs Purpose: To ensure that requirements and designs at different levels are aligned with one another and to manage the effects of a change to one level on related requirements.	1. Requirements 2. Designs	1. Level of Formality 2. Relationships 3. Traceability Repository	1. Domain Knowledge 2. Information Management Approach 3. Legal/Regulatory Information 4. Requirements Management Tools/Repository	1. Customers 2. Domain SME 3. End User 4. Implementation SME 5. Operational Support 6. Project Manager 7. Sponsor 8. Suppliers	1. Requirements (traced) 2. Designs (traced)
Maintain Requirements Purpose: To retain requirement and design accuracy and consistency throughout and beyond the change initiative during the entire requirements lifecycle and to support the reuse of requirements and designs in other solutions.	1. Requirements 2. Designs	1. Maintain Requirements 2. Maintain Attributes 3. Reusing Requirements	1. Information Management Approach	1. Domain SME 2. Implementation SME 3. Operational Support 4. Regulator 5. Tester	1. Requirements (maintained) 2. Designs (maintained)
Prioritize Requirements Purpose: To rank requirements and designs in the order of relative importance.	1. Requirements 2. Designs	1. Basis for Prioritization 2. Challenges of Prioritization 3. Continual Prioritization	1. Business Constraints 2. Change Strategy 3. Domain Knowledge 4. Governance Approach 5. Requirements Architecture 6. Requirements Management Tools/Repository 7. Solution Scope	1. Customers 2. End User 3. Implementation SME 4. Project Manager 5. Regulator 6. Sponsor	1. Requirements (prioritized) 2. Designs (prioritized)
Assess Requirements & Design Changes Purpose: To evaluate the implications of proposed changes to requirements and designs.	1. Requirements 2. Designs 3. Proposed Change	1. Assessment Formality 2. Impact Analysis 3. Impact Resolution	1. Change Strategy 2. Domain Knowledge 3. Governance Approach 4. Legal/Regulatory Information 5. Requirements Architecture 6. Solution Scope	1. Customer 2. Domain SME 3. End User 4. Operational Support 5. Project Manager 6. Regulator 7. Sponsor 8. Tester	1. Requirements Change Assessment 2. Designs Change Assessment
Approve Requirements Purpose: To obtain approval of requirements and designs to continue with subsequent activities.	1. Requirements (verified) 2. Designs	1. Understand Stakeholders roles 2. Conflict & Issue Management 3. Gain Consensus 4. Track & Communicate Approval	1. Change Strategy 2. Governance Approach 3. Legal/Regulatory Information 4. Requirements Management Tools/Repository 5. Solution Scope	1. Customer 2. Domain SME 3. End User 4. Operational Support 5. Project Manager 6. Regulator 7. Sponsor 8. Tester	1. Requirements (approved) 2. Designs (approved)

Strategy Analysis

Tasks and Purpose	Inputs	Elements	Guidelines & Tools	Stakeholders	Output
Analyze Current State Purpose: To understand the reasons why an enterprise needs to change some aspect of how it operates and what would be directly or indirectly affected by the change.	1. Elicitation Results 2. Needs	1. Business Needs 2. Organizational Structure & Culture 3. Capabilities & Processes 4. Technology & Infrastructure 5. Policies 6. Business Architecture 7. Internal Assets 8. External Influencers	1. BA Approach 2. Enterprise Limitation 3. Organizational Strategy 4. Solution Limitation 5. Solution Performance Goals 6. Solution Performance Measures 7. Stakeholder Analysis Results	1. Customers 2. Domain SME 3. End User 4. Implementation SME 5. Organizational Support 6. Project Manager 7. Regulator 8. Sponsor 9. Supplier 10. Tester	1. Current State Description 2. Business Requirements
Define Future State Purpose: To determine the necessary conditions to meet the business need.	1. Business Requirements	1. Business Goals & Objectives 2. Scope of Solution Space 3. Constraints 4. Organizational Structure & Culture 5. Capabilities & Processes 6. Technology & Infrastructure 7. Policies 8. Business Architecture 9. Internal Assets 10. Identify Assumptions 11. Potential Value	1. Current State Description 2. Metrics & KPIs 3. Organizational Strategy	1. Customer 2. Domain SME 3. End User 4. Implementation SME 5. Operational Support 6. Project Manager 7. Regulator 8. Sponsor 9. Supplier 10. Tester	1. Business Objectives 2. Future State Description 3. Potential Value
Assess Risks Purpose: To understand the undesirable consequences of internal and external forces on the enterprise during a transition to, or in the future state, and to recommend a course of action.	1. Business Objectives 2. Elicitation Results (confirmed) 3. Influences 4. Potential Value 5. Requirements (prioritized)	1. Unknowns 2. Constraints, Assumptions, and Dependencies 3. Negative Impact to Value 4. Risk Tolerance 5. Recommendation	1. BA Approach 2. Business Policies 3. Change Strategy 4. Current State Description 5. Future State Description 6. Identified Risks 7. Stakeholder Engagement Approach	1. Domain SME 2. Implementation SME 3. Operational Support 4. Project Manager 5. Regulator 6. Sponsor 7. Supplier 8. Tester	Risk Analysis Results
Define Change Strategy Purpose: To develop and assess alternative approaches to the change, and select the recommended approach.	1. Current State Description 2. Future State Description 3. Risk Analysis Results 4. Stakeholder Engagement Approach	1. Solution Scope 2. Gap Analysis 3. Enterprise Readiness Assessment 4. Change Strategy 5. Transition States & Release Planning	1. BA Approach 2. Design Options 3. Solution Recommendations	1. Customer 2. Domain SME 3. End User 4. Implementation SME 5. Operational Support 6. Project Manager 7. Regulator 8. Sponsor 9. Supplier 10. Tester	1. Change Strategy 2. Solution Scope

Requirements Analysis & Design Definition

Tasks and Purpose	Inputs	Elements	Guidelines & Tools	Stakeholders	Output
Specify and Model Requirements and Designs Purpose: To analyze, synthesize, and refine elicitation results into requirements and designs.	1. Elicitation Results (any state)	1. Model Requirements 2. Analyze Requirements 3. Represent Requirements & Attributes 4. Implement the Appropriate Levels of Abstraction	1. Modelling Notations/Standards 2. Modelling Tools 3. Requirements Architecture 4. Requirements Life Cycle Management Tools 5. Solution Scope	Any Stakeholder	Requirements (specified & modelled)
Verify Requirements Purpose: To ensure that requirements and designs specifications and models meet quality standards and are usable for the purpose they serve.	Requirements (specified & modelled)	1. Characteristics of Requirements and Designs Quality 2. Verification Activities 3. Checklists	1. Requirements Life Cycle Management Tools	All Stakeholders	Requirements (verified)
Validate Requirements Purpose: To ensure that all requirements and designs align with the business requirements and support the delivery of needed value.	Requirements (specified & modelled)	1. Identify Assumptions 2. Define Measurable Evaluation Criteria 3. Evaluate Alignment with Solution Scope	1. Business Objectives 2. Future State Description 3. Potential Value 4. Solution Scope	All Stakeholders	Requirements (validated)
Define Requirements Architecture Purpose: To ensure that the requirements and designs collectively support one another to achieve the objectives fully.	1. Information Management Approach 2. Requirements (any state) 3. Solution Scope	1. Requirements Viewpoints and Views 2. Template Architectures 3. Completeness 4. Relate and Verify Requirements Relationships 5. Business Analysis Information Architecture	1. Architecture Management Software 2. Legal/Regulatory Information 3. Methodologies & Frameworks	1. Domain SME 2. Implementation SME 3. Project Manager 4. Sponsor 5. Tester 6. Any Stakeholder	Requirements Architecture
Define Design Options Purpose: 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.	1. Change Strategy 2. Requirements (validated, prioritized) 3. Requirements Architecture	1. Define Solution Approaches 2. Identify Improvement Opportunities 3. Requirements Allocation 4. Describe Design Options	1. Existing Solutions 2. Future State Descriptions 3. Requirements (traced) 4. Solution Scope	1. Domain SME 2. Implementation SME 3. Project Manager 4. Operational Support 5. Supplier	Design Options
Analyze Potential Value and Recommend Solution Purpose: To estimate the potential value for each design option and to establish which one is most appropriate to meet the enterprise's requirements.	1. Potential Value 2. Design Options	1. Expected Benefits 2. Expected Costs 3. Determine Value 4. Assess Design Options and Recommend Solution	1. Business Objectives 2. Current State Description 3. Future State Description 4. Risk Analysis Results 5. Solution Scope	1. Customer 2. Domain SME 3. End User 4. Implementation SME 5. Project Manager 6. Regulator 7. Sponsor	Solution Recommendation

Solution Evaluation

Tasks and Purpose	Inputs	Elements	Guidelines & Tools	Stakeholders	Output
Measure Solution Performance Purpose: To define performance measures and use the data collected to evaluate the effectiveness of a solution in relation to the value it brings.	1. Business Objectives 2. Implemented Solution (External)	1. Define Solution Performance Measures 2. Validate Performance Measures 3. Collect Performance Measures	1. Change Strategy 2. Future State Description 3. Requirements (validated) 4. Solution Scope	1. Customer 2. Domain SME 3. End User 4. Project Manager 5. Regulator 6. Sponsor	Solution Performance Measures
Analyze Performance Measures Purpose: To provide insights into the performance of a solution in relation to the value it brings.	1. Potential Value 2. Solution Performance Measures	1. Solution Performance versus Desired Value 2. Risks 3. Trends 4. Accuracy 5. Performance Variances	1. Change Strategy 2. Future State Description 3. Risk Analysis Results 4. Solution Scope	1. Domain SME 2. Project Manager 3. Sponsor	Solution Performance Analysis
Assess Solution Limitations Purpose: To determine the factors internal to the solution that restrict the full realization of value.	1. Implemented Solution (external) 2. Solution Performance Analysis	1. Identify Internal Solution Component Dependencies 2. Investigate Solution Problems 3. Impact Assessment	1. Change Strategy 2. Risk Analysis Results 3. Solution Scope	1. Customer 2. Domain SME 3. End User 4. Tester 5. Regulator 6. Sponsor	Solution Limitation
Assess Enterprise Limitations Purpose: To determine how factors external to the solution are restricting value realization.	1. Current State Description 2. Implemented (or Constructed) Solution (external) 3. Solution Performance Analysis	1. Enterprise Culture Assessment 2. Stakeholder Impact Analysis 3. Organizational Structure Changes 4. Operational Assessment	1. Business Objectives 2. Change Strategy 3. Future State Descriptions 4. Risk Analysis Results 5. Solution Scope	1. Customer 2. Domain SME 3. End User 4. Regulator 5. Sponsor	Enterprise Limitation
Recommend Actions to Increase Solution Value Purpose: To understand the factors that create differences between the potential and actual value and to recommend a course of action to align them.	1. Enterprise Limitation 2. Solution Limitation	1. Adjust Solution Performance Measures 2. Recommendations	1. Business Objectives 2. Current State Descriptions 3. Solution Scope	1. Customer 2. Domain SME 3. End User 4. Regulator 5. Sponsor	Recommended Actions