

BA Core Concept Model (KA 2)

Business Analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

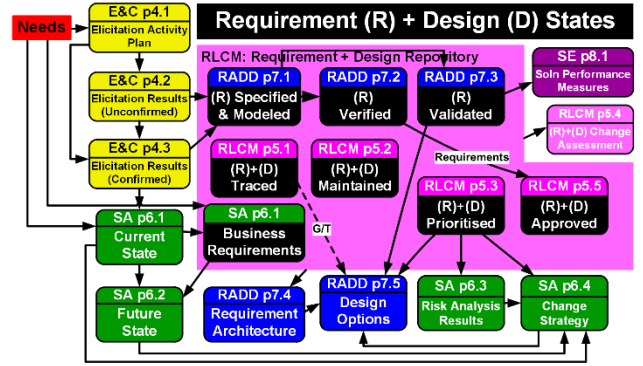
- Changes:** The steps involved in transforming 'Needs' into 'Solutions'.
- Needs:** Business problems that require solving or an opportunity that can be seized. 'Needs' are satisfied by 'Solutions'.
- Solutions:** The products and services that provide ways to take advantage of opportunities and satisfy needs. A solution is a specific way of satisfying one or more needs in context.
- Stakeholders:** Are individuals or groups that have 'Needs', an interest in the 'Solution', and/or are affected by the 'Changes'.
- Value:** 'Solutions' need to provide 'Value' to the organisation and 'Stakeholders'. If 'Solutions' do not provide 'Value', they have not met the 'Need'.
- Contexts:** The things that affect and are relevant to the 'Changes'. The environment in which the 'Solution' will be developed. E.g. Org. culture etc.

All of these Business Analysis Core Concepts interact with each other.

Exams: CCBA=130 questions in 180 mins, CBAP=120 questions in 210 mins

Other Terms (KA 2)

- BA Information:** The broad & diverse sets of info. that BA's analyze, transform, & report.
- Business Analyst:** Any person who performs BA tasks as described in BABOK.
- Design:** A usable representation of a solution focused on understanding how value might be realized by a solution.
- Domain:** Sphere of knowledge that defines a common set of requirements or terminology.
- Enterprise:** Combination of one or more organizations and the solutions they use to pursue a shared set of common goals.
- Organization:** An autonomous group of people under the management of a single individual or board, that works towards common goals and objectives.
- Plan:** A proposal for doing or achieving something. It describes a set of events, dependencies, expected sequence, schedule, results or outcomes, materials and resources needed, and stakeholders involved.
- Requirement:** A usable representation of a need.
- Risk:** The effect of uncertainty on value of a change, a solution, or the enterprise.
- Perspectives (KA 11):** 11.1 Agile, 11.2 Business Intelligence, 11.3 Information Technology, 11.4 Business Architecture, 11.5 Business Process Modelling



KA's (n) + Tasks (n.n) + Elements (n.n.n)

KA 3: BA Planning & Monitoring [BAPM]
p3.1 Plan BA Approach
<ul style="list-style-type: none"> 1 Planning Approach (Predictive or Adaptive) 2 Formality + level of detail of deliverables [N] 3 The BA Activities (to produce required deliverables) 4 Timing of BA activities (in required phases or iterations) 5 Complexity and Risk (high risk more difficult with Adaptive) 6 Acceptance (formal or less formal)
p3.2 Plan Stakeholder Engagement
<ul style="list-style-type: none"> 1 Stakeholder Analysis [N] 2 Define Stakeholder Collaboration 3 Stakeholder Communication Needs
p3.3 Plan BA Governance
<ul style="list-style-type: none"> 1 Decision Making (and roles of individual stakeholders) 2 Change Control Process [N] 3 Plan Prioritisation Approach [N] 4 Plan for Approvals
p3.4 Plan BA Information Management
<ul style="list-style-type: none"> 1 Organisation of BA Information Management 2 Level of Abstraction/Detail (considers complexity + risk) 3 Plan Traceability Approach (must add value) 4 Plan requirements Reuse (via a centralised repository) 5 Storage + Length of storage + Access 6 Requirement Attributes [N]
p3.5 Identify BA Performance Improvements
<ul style="list-style-type: none"> 1 Performance Analysis 2 Assessment Measures [N] 3 Analyse Results 4 Recommend Actions for Improvement

Exam % + [N] Addn Info + Acronyms

CCBA=12% (15 / 130) CBAP=14% (17 / 120)
3.1.2 Formality Considerations: Complex and High Risk • In highly regulated industry • Contracts with Vendors • Geographic location of stakeholders • Outsourced resources • High turnover/inexperienced staff • Need formal sign-off requirements • Permanence of documentation
3.2.1 Stakeholder Analysis:
<ul style="list-style-type: none"> • RACI matrix (Responsible, Accountable, Consulted, Informed) • Attitudes (to BA, Collaboration, The Sponsor, Team Members) • Authority levels • Level of power & influence
3.3.2 Change Control Process: How to control changes to requirements by defining process, elements of a change request, how to prioritise, document + communicate, who performs impact analysis, who authorises changes.
3.3.3 Prioritisation Factors:
<ul style="list-style-type: none"> • The formality and rigor required • Prioritisation process to follow • Technique to use (eg MoSCoW: Must, Should, Could, Would) • Criteria (Cost, risk, value etc)
3.4.6 IM Requirement Attributes (CARAS SOUPS): Complexity • Absolute Reference • Risks • Author • Source • Status • Ownership • Urgency • Priority • Stability
3.5.2 Assessment Measures: Timeliness + Accuracy + Completeness + Knowledge + Effectiveness + Organisational Support + Significance + Strategic.

Task: Stakeholders + I/O Docs CRUD

Stakeholders	A	S	G	I	P
S:01 Business Analyst	Y	Y	Y	Y	Y
S:02 Customer	Y	Y	Y	Y	Y
S:03 Domain Subject Matter Expert	Y	Y	Y	Y	Y
S:04 End User	Y	Y	Y	Y	Y
S:05 Implementation Subject Matter Expert	Y	Y	Y	Y	Y
S:06 Operational Support	Y	Y	Y	Y	Y
S:07 Project Manager	Y	Y	Y	Y	Y
S:08 Regulator	Y	Y	Y	Y	Y
S:09 Sponsor	Y	Y	Y	Y	Y
S:10 Supplier	Y	Y	Y	Y	Y
S:11 Tester	Y	Y	Y	Y	Y
S:99 Any Stakeholder	Y	Y	Y	Y	Y

Input/Output Document CRUD	Source	A	S	G	I	P
D:07 Business Policies	External	r	r	r	r	r
D:22 Expert Judgement	External	r	r	r	r	r
D:29 Information Management Tools	External	r	r	r	r	r
D:30 Legal/Regulatory Information	External	r	r	r	r	r
D:31 Methodologies and Frameworks	External	r	r	r	r	r
D:35 Needs	External	r	r	r	r	r
D:36 Organizational Performance Standards	External	r	r	r	r	r
D:38 Performance Objectives (External)	External	r	r	r	r	r
D:11 Current State Description	p6.1	r	r	r	r	r
D:09 Change Strategy	p6.4	r	r	r	r	r
D:02 Business Analysis Approach	p3.1	r	r	r	r	r
D:56 Stakeholder Engagement Approach	p3.2	r	r	r	r	r
D:24 Governance Approach	p3.3	r	r	r	r	r
D:28 Information Management Approach	p3.4	r	r	r	r	r
D:04 Business Analysis Performance Assessment	p3.5	r	r	r	r	r

Task: Techniques

Technique ID + Name	A	S	G	I	P
Total Number of Techniques >	15	13	10	8	13
Number of Important Techniques >	11	10	9	8	8
T:10:05 Brainstorming [1]	Y	Y	Y	Y	Y
T:10:07 Business Cases [1]	Y	Y	Y	Y	Y
T:10:09 Business Rules Analysis	Y	Y	Y	Y	Y
T:10:18 Document Analysis [1]	Y	Y	Y	Y	Y
T:10:19 Estimation	Y	Y	Y	Y	Y
T:10:20 Financial Analysis [1]	Y	Y	Y	Y	Y
T:10:22 Functional Decomposition	Y	Y	Y	Y	Y
T:10:25 Interviews [1]	Y	Y	Y	Y	Y
T:10:26 Item Tracking [1]	Y	Y	Y	Y	Y
T:10:27 Lessons Learned [1]	Y	Y	Y	Y	Y
T:10:28 Metrics and Key Performance Indicators	Y	Y	Y	Y	Y
T:10:29 Mind Mapping [1]	Y	Y	Y	Y	Y
T:10:31 Observation	Y	Y	Y	Y	Y
T:10:32 Organizational Modeling [1]	Y	Y	Y	Y	Y
T:10:34 Process Analysis	Y	Y	Y	Y	Y
T:10:35 Process Modeling [1]	Y	Y	Y	Y	Y
T:10:37 Reviews	Y	Y	Y	Y	Y
T:10:38 Risk Analysis and Management [1]	Y	Y	Y	Y	Y
T:10:40 Root Cause Analysis	Y	Y	Y	Y	Y
T:10:41 Scope Modeling	Y	Y	Y	Y	Y
T:10:43 Stakeholder List, Map, or Personas	Y	Y	Y	Y	Y
T:10:45 Survey or Questionnaire [1]	Y	Y	Y	Y	Y
T:10:50 Workshops [1]	Y	Y	Y	Y	Y

KA 4: Elicitation & Collaboration [E&C]

Elicitation – To 'call forth or draw out' requirements from and with stakeholders.
Collaboration – Working together with stakeholders to achieve a mutual goal.
p4.1 Prepare for Elicitation
<ul style="list-style-type: none"> 1 Understand scope of Elicitation 2 Select Elicitation techniques [N] 3 Set up Logistics (People + Resources + Locations) 4 Secure Supporting Material [N] 5 Prepare Stakeholders (Educate in elicitation techniques)
p4.2 Conduct Elicitation [N]
<ul style="list-style-type: none"> 1 Guide elicitation activity 2 Capture Elicitation Outcomes
p4.3 Confirm Elicitation Results
<ul style="list-style-type: none"> 1 Compare elicitation results against source info 2 Compare elicitation results against other elicitation results
p4.4 Communicate BA Information [N]
<ul style="list-style-type: none"> 1 Determine objectives and format of communication 2 Communicate BA package (so stakeholders understand content and implications)
p4.5 Manage Stakeholder Collaboration
<ul style="list-style-type: none"> 1 Gain agreement on commitments (E.g. Time+Resources) 2 Monitor Stakeholder engagement [N] 3 Collaboration (regular, frequent + bi-directional comms + Maintain comm channels + Promote shared responsibility)

CCBA=20% (26 / 130) CBAP=12% (14 / 120)

4.1.2 Factors when selecting Techniques: Cost & time constraints • Type of sources available • Culture • Desired outcomes • Techniques used in similar projects • Techniques suited to situation • Work needed to finish a technique
4.1.4 Secure Supporting Material: People • Systems • Historical Data • Materials • Documents • WIP Analysis outputs)
4.2 Types of Elicitation:
<ul style="list-style-type: none"> • COLLABORATIVE (Directly with Stakeholders) • RESEARCH (Non Stakeholder sources + data analysis) • EXPERIMENTS (e.g. Observation + Proof of concept + Prototypes)
4.4 Communication Objectives & Format:
<ul style="list-style-type: none"> • Communication Objectives • Package Considerations (Who is audience + what will they need + What is important to communicate) • Package Format (Formal + Informal + Presentations) • Communication Platform (Group + Individual + Written)
4.5.2 Monitor Stakeholder engagement contributing effectively not just perfunctorily, ensure interest levels have not declined, timely turnaround is occurring, monitor negative attitudes + risks + stakeholders not diverted to other work.

Task: Stakeholders + I/O Docs CRUD

Stakeholders	P	C	C	C	C
S:01 Business Analyst	Y	Y	Y	Y	Y
S:02 Customer	Y	Y	Y	Y	Y
S:03 Domain Subject Matter Expert	Y	Y	Y	Y	Y
S:04 End User	Y	Y	Y	Y	Y
S:05 Implementation Subject Matter Expert	Y	Y	Y	Y	Y
S:06 Operational Support	Y	Y	Y	Y	Y
S:07 Project Manager	Y	Y	Y	Y	Y
S:08 Regulator	Y	Y	Y	Y	Y
S:09 Sponsor	Y	Y	Y	Y	Y
S:10 Supplier	Y	Y	Y	Y	Y
S:11 Tester	Y	Y	Y	Y	Y
S:99 Any Stakeholder	Y	Y	Y	Y	Y

Input/Output Document CRUD	Source	P	C	C	C	C
D:03 1 Business Analysis Information	External	r	r	r	r	r
D:20 Existing Business Analysis Information	External	r	r	r	r	r
D:35 Needs	External	r	r	r	r	r
D:57 Supporting Materials	External	r	r	r	r	r
D:02 Business Analysis Approach	p3.1	r	r	r	r	r
D:56 Stakeholder Engagement Approach	p3.2	r	r	r	r	r
D:28 Information Management Approach	p3.4	r	r	r	r	r
D:04 Business Analysis Performance Assessment	p3.5	r	r	r	r	r
D:06 Business Objectives	p6.2	r	r	r	r	r
D:23 Future State Description	p6.2	r	r	r	r	r
D:39 Potential Value	p6.2	r	r	r	r	r
D:46 Risk Analysis Results	p6.3	r	r	r	r	r
D:41 Recommended Actions	p6.5	r	r	r	r	r
D:17 Elicitation Activity Plan	p4.1	r	r	r	r	r
D:18 1 Elicitation Results (Unconfirmed)	p4.2	r	r	r	r	r
D:18 2 Elicitation Results (Confirmed)	p4.3	r	r	r	r	r
D:03 2 Business Analysis Information (Commun)	p4.4	r	r	r	r	r
D:55 Stakeholder Engagement	p4.5	r	r	r	r	r

Task: Techniques

Technique ID + Name	T	M	P	C	A
Total Number of Techniques >	4	8	10	11	5
Number of Important Techniques >	1	2	7	8	4
T:10:04 Benchmarking and Market Analysis [1]	Y	Y	Y	Y	Y
T:10:05 Brainstorming [1]	Y	Y	Y	Y	Y
T:10:09 Business Rules Analysis	Y	Y	Y	Y	Y
T:10:10 Collaborative Games	Y	Y	Y	Y	Y
T:10:11 Concept Modeling	Y	Y	Y	Y	Y
T:10:14 Data Mining	Y	Y	Y	Y	Y
T:10:15 Data Modeling	Y	Y	Y	Y	Y
T:10:18 Document Analysis [1]	Y	Y	Y	Y	Y
T:10:19 Estimation	Y	Y	Y	Y	Y
T:10:21 Focus Groups	Y	Y	Y	Y	Y
T:10:24 Interface Analysis	Y	Y	Y	Y	Y
T:10:25 Interviews [1]	Y	Y	Y	Y	Y
T:10:27 Lessons Learned [1]	Y	Y	Y	Y	Y
T:10:29 Mind Mapping [1]	Y	Y	Y	Y	Y
T:10:31 Observation	Y	Y	Y	Y	Y
T:10:34 Process Analysis	Y	Y	Y	Y	Y
T:10:35 Process Modeling [1]	Y	Y	Y	Y	Y
T:10:36 Prototyping	Y	Y	Y	Y	Y
T:10:37 Reviews	Y	Y	Y	Y	Y
T:10:38 Risk Analysis and Management [1]	Y	Y	Y	Y	Y
T:10:43 Stakeholder List, Map, or Personas	Y	Y	Y	Y	Y
T:10:45 Survey or Questionnaire [1]	Y	Y	Y	Y	Y
T:10:50 Workshops [1]	Y	Y	Y	Y	Y

KA 5: Requirement Lifecycle Management [RLCM]

Describes how requirements and designs are managed and maintained from the time they are created until they are retired (deleted, archived, stored for re-use etc)
p5.1 Trace Requirements [N]
<ul style="list-style-type: none"> 1 Level of Formality (Complex is harder to maintain) 2 Relationships [N] 3 Traceability Repository (Automated for complex)
p5.2 Maintain Requirements [N]
<ul style="list-style-type: none"> 1 Maintain Requirements (accuracy + traced relationships) 2 Maintain Attributes (In Plan BA Information Management) 3 Re-using Requirements [N]
p5.3 Prioritise Requirements (May change over time)
<ul style="list-style-type: none"> 1 Basis for Prioritisation [N] 2 Challenges of Prioritisation [N] 3 Continual Prioritisation (Shifting priorities + basis)
p5.4 Assess Requirement Changes
<ul style="list-style-type: none"> 1 Assessment Formality [N] 2 Impact Analysis [N] 3 Impact Resolution (Approved, Denied, Deferred)
p5.5 Approve Requirements
<ul style="list-style-type: none"> 1 Understand Stakeholder Roles 2 Conflict and Issue Management (from Governance Plan) 3 Gain Consensus 4 Track and Communicate Approval [N]

CCBA=18% (23 / 130) CBAP=15% (18 / 120)

5.1 Trace Requirements: To manage scope + risk of scope creep + help identify gaps + analyse impact + determine status + allocate
5.1.2 Trace Requirement Relationships:
<ul style="list-style-type: none"> • DERIVE (E.g. Business Reqmt > Stakeholder Reqmt > Solution Reqmt) • DEPENDS (Necessity + Effort) • SATISFY (Component/Implementation element) • VALIDATE (Test case confirms Solution fulfills requirement)
5.2 Maintain Requirements: To ensure continue to be accurate and consistent and support re-use.
5.2.2 Maintain Attributes: Source + Priority + Complexity
5.2.3 Re-using Requirements: Re-used on current efforts • similar initiatives • similar business domains • enterprise-wide)
5.3.1 Basis for Prioritisation x BAPM: Cost • Risk • Dependencies • Benefit • Penalty • Regulatory Compliance • Time Sensitivity • Stability
5.3.2 Challenges of Prioritisation: Conflicts + trade-offs
5.4.1 Assessment Formality of Change: Predictive (more formal) • Adaptive (less formal)
5.4.2 Evaluate Implications: Aligned to strategy, delivers value, time & resources required, risks, opportunities or constraints
5.4.2 Impact Analysis Factors: Cost • Benefit • Urgency • Schedule • Impact
5.5.4 Track and Communicate Approval: Record the decisions • Communicate the status • Maintain an Audit History
5.5.4 Baseline Approved Requirements: For predictive approach, requirements are baselined after approval, establishing the point where change control begins.

Task: Stakeholders + I/O Docs CRUD

Stakeholders	T	M	P	C	A
S:01 Business Analyst	Y	Y	Y	Y	Y
S:02 Customer	Y	Y	Y	Y	Y
S:03 Domain Subject Matter Expert	Y	Y	Y	Y	Y
S:04 End User	Y	Y	Y	Y	Y
S:05 Implementation Subject Matter Expert	Y	Y	Y	Y	Y
S:06 Operational Support	Y	Y	Y	Y	Y
S:07 Project Manager	Y	Y	Y	Y	Y
S:08 Regulator	Y	Y	Y	Y	Y
S:09 Sponsor	Y	Y	Y	Y	Y
S:10 Supplier	Y	Y	Y	Y	Y
S:11 Tester	Y	Y	Y	Y	Y
S:99 Any Stakeholder	Y	Y	Y	Y	Y

Input/Output Document CRUD	Source	T	M	P	C	A
D:05 Business Constraints	External	r	r	r	r	r
D:10 Domain Knowledge	External	r	r	r	r	r
D:30 Legal/Regulatory Information	External	r	r	r	r	r
D:40 Proposed Change	External	r	r	r	r	r
D:45 2 Requirements Management Tools/Repository	External	r	r	r	r	r
D:24 Governance Approach	p3.3	r	r	r	r	r
D:28 Information Management Approach	p3.4	r	r	r	r	r
D:09 Change Strategy	p6.4	r	r	r	r	r
D:52 Solution Scope	p6.4	r	r	r	r	r
D:13 1 Designs	p7.n	r	r	r	r	r
D:42 1 Requirements	p7.n	r	r	r	r	r
D:42 8 Requirements (Verified)	p7.2	r	r	r	r	r
D:43 Requirements Architecture	p7.4	r	r	r	r	r
D:13 5 Designs (Traced)	p5.1	r	r	r	r	r
D:42 6 Requirements (Traced)	p5.1	r	r	r	r	r
D:13 3 Designs (Maintained)	p5.2	r	r	r	r	r
D:42 3 Requirements (Maintained)	p5.2	r	r	r	r	r

KA's (n) + Tasks (n.n) + Elements (n.n.n)	Exam % + [N] Addn Info + Acronyms	Task: Stakeholders + I/O Docs CRUD	Task: Techniques																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
KA 7: Requirement Analysis+Design Defn [RADD] This describes how requirements discovered during elicitation are organised, specified, modelled, designed, verified and validated. This KA is where different solution options ability to meet business needs are explored, potential value is estimated and a recommendation on most effective solution is proposed. p7.1 Specify & Model Requirements .1 Model Requirements (via diagrams and matrices etc) [N] .2 Analyse Requirements [N] .3 Represent requirements & attributes .4 Implement appropriate levels of abstraction (Level of detail or the 'views' stakeholders require) p7.2 Verify Requirements (Meets quality standards) .1 Characteristics of requirements & design quality [N] .2 Verification Activities [N] .3 Checklists p7.3 Validate Requirements (Provides required value) .1 Identify Assumptions .2 Define Measurable Evaluation Criteria for assessing success of change after implementation .3 Evaluate Alignment with Solution Scope p7.4 Define Requirement Architecture .1 Requirements Viewpoints [N] .2 Template Architecture .3 Completeness .4 Relate and verify quality of requirement relationships [N] .5 BA Information Architecture p7.5 Define Design Options (Solution Options) .1 Define Solution Approaches (Create/Buy/Hybrid) .2 Identify Improvement Opportunities .3 Requirements Allocation .4 Describe Design Options [N] p7.6 Analyse Potential Value and Recommend Solution .1 Expected Benefits (Reduce risk • Compliance • Improved user experience • Benefit (+ve, Cost –ve, Other value)) .2 Expected Costs [N] .3 Determine Value (from stakeholders viewpoint) .4 Assess Design Options and Recommend Solution	CCBA=32% (42 / 130) CBAP=30% (36 / 120) 7.1.1 Model Types: Matrices (Text Only) • Diagrams (graphical + text) with Diagram Types of (RAPCD): Rationale • Activity Flow • People & Roles • Capability • Data & Information 7.1.1 Requirement Types: • BUSINESS: goals, objectives, and outcomes that describe why a change has been initiated. • STAKEHOLDER: describes the needs of stakeholders that must be met. • SOLUTION: describe capabilities of a solution that meets the stakeholder requirements. • FUNCTIONAL: describe functional behaviour and data capabilities that a solution must have. • NON FUNCTIONAL like quality of service requirements for overall solution • TRANSITION: describe capabilities required to get from current state to future state, but are not needed once change is complete. E.g. Data migration etc. 7.1.2 Analyse Requirements: Split something large into smaller components until appropriate for examination 7.2.1 Characteristics of Requirements (FAC CUP CUT): Feasible • Atomic • Complete • Consistent • Unambiguous • Prioritised • Concise • Understandable • Testable 7.2.2 Verification Activities: Completeness • Comparison • Correctness • Compliance with Stds • Missing or inaccurate cross references • Clear terminology • Examples to clarify 7.4.1 Requirement Viewpoints: How modelled e.g. data v process • VIEWS = what is presented to specific shareholders 7.4.4 Relationship Quality: Relationship is Actual, Necessary, Correct, Unambiguous, Consistent 7.5.4 Design Option Elements: Business policies and rule • Business Processes • Affected stakeholders • Operational business decisions • Software applications • Organisational structures 7.5.4 Design Option Output: Solution Approach • Improvement provided • Option components 7.6.2 Expected Costs: Schedule & effort • Support • Purchase and/or Implementation • Resources • Opportunity Cost (value best option not selected)	The highlighted KA task letters <table><tr><th>Stakeholders</th><th>S</th><th>E</th><th>A</th><th>R</th><th>O</th><th>R</th></tr><tr><td>S:01 Business Analyst</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>S:02 Customer</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>S:03 Domain Subject Matter Expert</td><td></td><td></td><td>Y</td><td>Y</td><td>Y</td><td></td></tr><tr><td>S:04 End User</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>S:05 Implementation Subject Matter Expert</td><td></td><td></td><td>Y</td><td>Y</td><td>Y</td><td></td></tr><tr><td>S:06 Operational Support</td><td></td><td></td><td></td><td></td><td>Y</td><td></td></tr><tr><td>S:07 Project Manager</td><td></td><td></td><td>Y</td><td>Y</td><td>Y</td><td></td></tr><tr><td>S:08 Regulator</td><td></td><td></td><td></td><td></td><td>Y</td><td></td></tr><tr><td>S:09 Sponsor</td><td></td><td></td><td>Y</td><td>Y</td><td>Y</td><td></td></tr><tr><td>S:10 Supplier</td><td></td><td></td><td></td><td></td><td>Y</td><td></td></tr><tr><td>S:11 Tester</td><td></td><td></td><td></td><td></td><td>Y</td><td></td></tr><tr><td>S:99 Any Stakeholder</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td></td></tr></table> <table><tr><th>Input/Output Document CRUD</th><th>Source</th><th>S</th><th>E</th><th>A</th><th>R</th><th>O</th><th>R</th></tr><tr><td>D:01 Architecture Management Software</td><td>External</td><td></td><td></td><td></td><td>r</td><td></td><td></td></tr><tr><td>D:21 Existing Solutions</td><td>External</td><td></td><td></td><td></td><td></td><td>r</td><td></td></tr><tr><td>D:30 Legal/Regulatory Information</td><td>External</td><td></td><td></td><td></td><td>r</td><td></td><td></td></tr><tr><td>D:31 Methodologies and Frameworks</td><td>External</td><td></td><td></td><td></td><td>r</td><td></td><td></td></tr><tr><td>D:33 Modelling Notations/Standards</td><td>External</td><td>r</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>D:34 Modelling Tools</td><td>External</td><td>r</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>D:42.1 Requirements</td><td>External</td><td></td><td></td><td></td><td>R</td><td></td><td></td></tr><tr><td>D:45.1 Requirement Life Cycle Management Tool</td><td>External</td><td>r</td><td>r</td><td></td><td></td><td></td><td></td></tr><tr><td>D:28 Information Management Approach</td><td></td><td></td><td></td><td></td><td></td><td>R</td><td></td></tr><tr><td>D:18.1 Elicitation Results (Unconfirmed)</td><td>p4.2</td><td>R</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>D:18.2 Elicitation Results (Confirmed)</td><td>p4.3</td><td>R</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>D:42.6 Requirements (Traced)</td><td>p5.1</td><td></td><td></td><td></td><td></td><td>r</td><td></td></tr><tr><td>D:42.4 Requirements (Prioritised)</td><td>p5.3</td><td></td><td></td><td></td><td></td><td>R</td><td></td></tr><tr><td>D:11 Current State Description</td><td>p6.1</td><td></td><td></td><td></td><td></td><td></td><td>r</td></tr><tr><td>D:06 Business Objectives</td><td>p6.2</td><td></td><td></td><td>r</td><td></td><td></td><td>r</td></tr><tr><td>D:23 Future State Description</td><td>p6.2</td><td></td><td></td><td>r</td><td></td><td>r</td><td>r</td></tr><tr><td>D:39 Potential Value</td><td>p6.2</td><td></td><td></td><td>r</td><td></td><td></td><td>R</td></tr><tr><td>D:46 Risk Analysis Results</td><td>p6.3</td><td></td><td></td><td></td><td></td><td></td><td>R</td></tr><tr><td>D:09 Change Strategy</td><td>p6.4</td><td></td><td></td><td></td><td></td><td></td><td>R</td></tr><tr><td>D:52 Solution Scope</td><td>p6.4</td><td>r</td><td></td><td>r</td><td>r</td><td>R</td><td>r</td></tr><tr><td>D:42.5 Requirements (Specified and Modelled)</td><td>p7.1</td><td>C</td><td>R</td><td>R</td><td></td><td></td><td></td></tr><tr><td>D:42.8 Requirements (Verified)</td><td>p7.2</td><td></td><td>C</td><td></td><td></td><td></td><td></td></tr><tr><td>D:42.7 Requirements (Validated)</td><td>p7.3</td><td></td><td></td><td>C</td><td></td><td>R</td><td></td></tr><tr><td>D:43 Requirements Architecture</td><td>p7.4</td><td>r</td><td></td><td></td><td>C</td><td>R</td><td></td></tr><tr><td>D:12 Design Options</td><td>p7.5</td><td></td><td></td><td></td><td></td><td>C</td><td>R</td></tr><tr><td>D:51 Solution Recommendation</td><td>p7.6</td><td></td><td></td><td></td><td></td><td></td><td>C</td></tr></table>	Stakeholders	S	E	A	R	O	R	S:01 Business Analyst	Y	Y	Y	Y	Y	Y	S:02 Customer							S:03 Domain Subject Matter Expert			Y	Y	Y		S:04 End User							S:05 Implementation Subject Matter Expert			Y	Y	Y		S:06 Operational Support					Y		S:07 Project Manager			Y	Y	Y		S:08 Regulator					Y		S:09 Sponsor			Y	Y	Y		S:10 Supplier					Y		S:11 Tester					Y		S:99 Any Stakeholder	Y	Y	Y	Y	Y		Input/Output Document CRUD	Source	S	E	A	R	O	R	D:01 Architecture Management Software	External				r			D:21 Existing Solutions	External					r		D:30 Legal/Regulatory Information	External				r			D:31 Methodologies and Frameworks	External				r			D:33 Modelling Notations/Standards	External	r						D:34 Modelling Tools	External	r						D:42.1 Requirements	External				R			D:45.1 Requirement Life Cycle Management Tool	External	r	r					D:28 Information Management Approach						R		D:18.1 Elicitation Results (Unconfirmed)	p4.2	R						D:18.2 Elicitation Results (Confirmed)	p4.3	R						D:42.6 Requirements (Traced)	p5.1					r		D:42.4 Requirements (Prioritised)	p5.3					R		D:11 Current State Description	p6.1						r	D:06 Business Objectives	p6.2			r			r	D:23 Future State Description	p6.2			r		r	r	D:39 Potential Value	p6.2			r			R	D:46 Risk Analysis Results	p6.3						R	D:09 Change Strategy	p6.4						R	D:52 Solution Scope	p6.4	r		r	r	R	r	D:42.5 Requirements (Specified and Modelled)	p7.1	C	R	R				D:42.8 Requirements (Verified)	p7.2		C					D:42.7 Requirements (Validated)	p7.3			C		R		D:43 Requirements Architecture	p7.4	r			C	R		D:12 Design Options	p7.5					C	R	D:51 Solution Recommendation	p7.6						C	<table><tr><th>Technique ID + Name</th><th>S</th><th>E</th><th>A</th><th>R</th><th>O</th><th>R</th></tr><tr><td>Total Number of Techniques ></td><td>24</td><td>4</td><td>7</td><td>6</td><td>10</td><td>15</td></tr><tr><td>Number of Important Techniques ></td><td>3</td><td>2</td><td>5</td><td>3</td><td>8</td><td>9</td></tr><tr><td>T:10.01 Acceptance and Evaluation Criteria [1]</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td></td><td>Y</td></tr><tr><td>T:10.02 Backlog Management</td><td></td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.04 Benchmarking and Market Analysis [1]</td><td></td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.05 Brainstorming 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Matrix</td><td>Y</td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.40 Root Cause Analysis</td><td>Y</td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.41 Scope Modelling</td><td>Y</td><td></td><td></td><td>Y</td><td></td><td></td></tr><tr><td>T:10.42 Sequence Diagrams</td><td>Y</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.43 Stakeholder List, Map, or Personas</td><td>Y</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.44 State Modelling</td><td>Y</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.45 Survey or Questionnaire [1]</td><td></td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.46 SWOT Analysis</td><td></td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.47 Use Cases and Scenarios</td><td>Y</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.48 User Stories</td><td></td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.49 Vendor Assessment</td><td></td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.50 Workshops [1]</td><td></td><td></td><td></td><td></td><td></td><td>Y</td></tr></table>	Technique ID + Name	S	E	A	R	O	R	Total Number of Techniques >	24	4	7	6	10	15	Number of Important Techniques >	3	2	5	3	8	9	T:10.01 Acceptance and Evaluation Criteria [1]	Y	Y	Y	Y		Y	T:10.02 Backlog Management						Y	T:10.04 Benchmarking and Market Analysis [1]						Y	T:10.05 Brainstorming [1]						Y	T:10.06 Business Capability Analysis	Y						T:10.07 Business Cases [1]						Y	T:10.08 Business Model Canvas	Y					Y	T:10.09 Business Rules Analysis	Y						T:10.11 Concept Modelling	Y						T:10.12 Data Dictionary	Y						T:10.13 Data Flow Diagrams	Y						T:10.15 Data Modelling	Y			Y			T:10.16 Decision Analysis [1]						Y	T:10.17 Decision Modelling	Y						T:10.18 Document Analysis [1]			Y			Y	T:10.19 Estimation						Y	T:10.20 Financial Analysis [1]			Y			Y	T:10.21 Focus Groups						Y	T:10.22 Functional Decomposition	Y			Y			T:10.23 Glossary	Y						T:10.24 Interface Analysis	Y						T:10.25 Interviews [1]				Y	Y	Y	T:10.26 Item Tracking [1]			Y	Y			T:10.27 Lessons Learned [1]						Y	T:10.28 Metrics and Key Performance Indicators		Y	Y			Y	T:10.29 Mind Mapping [1]						Y	T:10.30 Non-Functional Requirements Analysis	Y						T:10.32 Organizational Modelling [1]	Y				Y		T:10.35 Process Modelling [1]	Y						T:10.36 Prototyping	Y						T:10.37 Reviews		Y	Y			Y	T:10.38 Risk Analysis and Management [1]						Y	T:10.39 Roles and Permissions Matrix	Y					Y	T:10.40 Root Cause Analysis	Y					Y	T:10.41 Scope Modelling	Y			Y			T:10.42 Sequence Diagrams	Y						T:10.43 Stakeholder List, Map, or Personas	Y						T:10.44 State Modelling	Y						T:10.45 Survey or Questionnaire [1]						Y	T:10.46 SWOT Analysis						Y	T:10.47 Use Cases and Scenarios	Y						T:10.48 User Stories							T:10.49 Vendor Assessment						Y	T:10.50 Workshops [1]						Y
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KA 8: Solution Evaluation [SE] Assess performance and value of an existing solution. Discover & recommend removing barriers or constraints preventing realisation of solution benefits and value. Existing solution can apply to various stages: Prototypes, Pilots and Operational Releases. p8.1 Measure Solution Performance .1 Define Solution Performance Metrics [N] .2 Validate Performance Measures (Soundness/usefulness) .3 Collect Performance Measures [N] p8.2 Analyse Solution Performance .1 Solution Performance vs Desired Value [N] .2 Risks (manage newly discovered risks) .3 Trends (identified after ensuring quality of data) .4 Accuracy (accurate and reproducible and repeatable) .5 Performance Variances (If large do root cause analysis) p8.3 Assess Solution Limitation [N] .1 Identify Internal Solution Component Dependencies .2 Investigate Solution Problems .3 Impact Assessment [N] p8.4 Assess Enterprise Limitation .1 Enterprise Culture Assessment [N] .2 Stakeholder Impact Analysis (Function, Location, Concerns) .3 Organisational Structure Changes (Formal + Relationships) .4 Operational Assessment (Is organisation able to adapt?) p8.5 Recommend Action to Increase Solution Value [N] .1 Adjust Solution Performance Measures .2 Recommendations [N]	CCBA=6% (8 / 130) CBAP=14% (17 / 120) 8.1.1 Define Solution Performance Metrics: Quantitative – contains numbers • Qualitative – Subjective measures 8.1.3 Collect Performance Measures: Considerations • Volume+sample size • Frequency+timing • Currency (recent is more representative) 8.2.1 Insufficient measures: Collect more data • Note lack of measures as a risk 8.3 Assess Solution Limitation: Identify factors internal to solution that prevent realisation of intended value. • During development • Prior to full implementation • When solution is in use 8.3.3 Impact Assessment: Severity • Probability of occurrence • Impact on operations • Capacity to absorb impact • Impact Assessment Action: Must be resolved • Might be mitigated • Can be accepted 8.4.1 Enterprise Considerations: Culture + Operations + Technical components + Stakeholder interests + Reporting structures + External factors 8.5 Sunk Cost: Effort + money already committed to an initiative. Sometimes incorrectly seen as more important than future investment and benefits 8.5.2 Recommendations: Do nothing • Organisational change • Reduce Complexity of Interfaces • Eliminate Redundancy • Avoid Waste • Identify Additional Capabilities • Retire the Solution	<table><tr><th>Stakeholders</th><th>M</th><th>A</th><th>S</th><th>E</th><th>R</th></tr><tr><td>S:01 Business Analyst</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>S:02 Customer</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>S:03 Domain Subject Matter Expert</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>S:04 End User</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>S:05 Implementation Subject Matter Expert</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>S:06 Operational Support</td><td></td><td></td><td></td><td></td><td></td></tr><tr><td>S:07 Project Manager</td><td>Y</td><td>Y</td><td></td><td></td><td></td></tr><tr><td>S:08 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Description</td><td>p6.2</td><td>r</td><td>r</td><td></td><td>r</td><td>r</td></tr><tr><td>D:39 Potential Value</td><td>p6.2</td><td></td><td>R</td><td></td><td></td><td></td></tr><tr><td>D:46 Risk Analysis Results</td><td>p6.3</td><td></td><td></td><td>r</td><td>r</td><td>r</td></tr><tr><td>D:09 Change Strategy</td><td>p6.4</td><td>r</td><td>r</td><td></td><td>r</td><td>r</td></tr><tr><td>D:52 Solution Scope</td><td>p6.4</td><td>r</td><td>r</td><td>r</td><td>r</td><td>r</td></tr><tr><td>D:42.7 Requirements (Validated)</td><td>p7.3</td><td>r</td><td></td><td></td><td></td><td></td></tr><tr><td>D:50 Solution Performance Measures</td><td>p8.1</td><td>C</td><td>R</td><td></td><td></td><td></td></tr><tr><td>D:48 Solution Performance Analysis</td><td>p8.2</td><td></td><td>C</td><td>R</td><td>R</td><td></td></tr><tr><td>D:47 Solution Limitation</td><td>p8.3</td><td></td><td></td><td>C</td><td></td><td>R</td></tr><tr><td>D:19 Enterprise Limitation</td><td>p8.4</td><td></td><td></td><td></td><td>C</td><td>R</td></tr><tr><td>D:41 Recommended Actions</td><td>p8.6</td><td></td><td></td><td></td><td></td><td>C</td></tr></table>	Stakeholders	M	A	S	E	R	S:01 Business Analyst	Y	Y	Y	Y	Y	S:02 Customer	Y	Y	Y	Y	Y	S:03 Domain Subject Matter Expert	Y	Y	Y	Y	Y	S:04 End User	Y	Y	Y	Y	Y	S:05 Implementation Subject Matter Expert						S:06 Operational Support						S:07 Project Manager	Y	Y				S:08 Regulator	Y	Y	Y	Y	Y	S:09 Sponsor	Y	Y	Y	Y	Y	S:10 Supplier						S:11 Tester				Y		S:99 Any Stakeholder						Input/Output Document CRUD	Source	M	A	S	E	R	D:26.1 Implemented Solution (External)	External	R				R	D:26.2 Implemented (or Constructed) Solution (Internal)	External					R	D:11 Current State Description	p6.1				R	r	D:06 Business Objectives	p6.2	R					D:23 Future State Description	p6.2	r	r		r	r	D:39 Potential Value	p6.2		R				D:46 Risk Analysis Results	p6.3			r	r	r	D:09 Change Strategy	p6.4	r	r		r	r	D:52 Solution Scope	p6.4	r	r	r	r	r	D:42.7 Requirements (Validated)	p7.3	r					D:50 Solution Performance Measures	p8.1	C	R				D:48 Solution Performance Analysis	p8.2		C	R	R		D:47 Solution Limitation	p8.3			C		R	D:19 Enterprise Limitation	p8.4				C	R	D:41 Recommended Actions	p8.6					C	<table><tr><th>Technique ID + Name</th><th>M</th><th>A</th><th>S</th><th>E</th><th>R</th></tr><tr><td>Total Number of Techniques ></td><td>13</td><td>9</td><td>11</td><td>18</td><td>9</td></tr><tr><td>Number of Important Techniques ></td><td>5</td><td>5</td><td>8</td><td>12</td><td>5</td></tr><tr><td>T:10.01 Acceptance and Evaluation Criteria [1]</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>T:10.04 Benchmarking and Market Analysis [1]</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>T:10.05 Brainstorming [1]</td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.07 Business Cases [1]</td><td>Y</td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.09 Business Rules 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[1]</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td><td>Y</td></tr><tr><td>T:10.46 SWOT Analysis</td><td></td><td></td><td></td><td></td><td>Y</td></tr><tr><td>T:10.47 Use Cases and Scenarios</td><td>Y</td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.49 Vendor Assessment</td><td>Y</td><td></td><td></td><td></td><td></td></tr><tr><td>T:10.50 Workshops [1]</td><td></td><td></td><td></td><td></td><td>Y</td></tr></table>	Technique ID + Name	M	A	S	E	R	Total Number of Techniques >	13	9	11	18	9	Number of Important Techniques >	5	5	8	12	5	T:10.01 Acceptance and Evaluation Criteria [1]	Y	Y	Y	Y	Y	T:10.04 Benchmarking and Market Analysis [1]	Y	Y	Y	Y	Y	T:10.05 Brainstorming [1]					Y	T:10.07 Business Cases [1]	Y					T:10.09 Business Rules Analysis			Y			T:10.14 Data Mining	Y	Y	Y	Y	Y	T:10.16 Decision Analysis [1]	Y	Y	Y	Y	Y	T:10.18 Document Analysis [1]					Y	T:10.20 Financial Analysis [1]					Y	T:10.21 Focus Groups	Y				Y	T:10.25 Interviews [1]		Y	Y	Y	Y	T:10.26 Item Tracking [1]			Y	Y		T:10.27 Lessons Learned [1]				Y	Y	T:10.28 Metrics and Key Performance Indicators	Y	Y				T:10.30 Non-Functional Requirements Analysis	Y					T:10.31 Observation	Y	Y		Y		T:10.32 Organizational Modelling [1]				Y	Y	T:10.33 Prioritization					Y	T:10.34 Process Analysis					Y	T:10.35 Process Modelling [1]					Y	T:10.36 Prototyping	Y					T:10.38 Risk Analysis and Management [1]		Y	Y	Y	Y	T:10.39 Roles and Permissions Matrix					Y	T:10.40 Root Cause Analysis		Y	Y	Y		T:10.45 Survey or Questionnaire [1]	Y	Y	Y	Y	Y	T:10.46 SWOT Analysis					Y	T:10.47 Use Cases and Scenarios	Y					T:10.49 Vendor Assessment	Y					T:10.50 Workshops [1]					Y																																																																																																																																																																																																																																																														
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Underlying Competencies (KA 9)

- Analytical Thinking & Problem Solving:** Creative thinking (generate new ideas & concepts) • Decision Making (Gather, Analyze, Compare, Choose) • Learning (Gain & apply knowledge) • Problem Solving (Root cause) • Systems Thinking (View 'problems' as part of overall 'system') • Conceptual Thinking (Connect large amounts of detailed & seemingly disparate info to find patterns) • Visual Thinking (Create understandable visual/graphical representations to get deeper understanding than possible with text alone)
- Behavioral Characteristics:** Ethics (fairness, morality) • Personal Accountability (timely + quality) • Trustworthy (Gain confidence of stakeholders) • Organisation & Time Management (Plan + Prioritise + Efficient + Focus on risk) • Adaptable
- Business Knowledge:** Bus. Acumen (fundamental principles & best practice) • Of Industry (Trends, market forces, products, processes, customers) • Of Organisation (Source of profit, Org Structure, Stakeholders) • Of Solution • Of Methodology (align to Org. maturity)
- Communication Skills:** Verbal Communication • Non-verbal Communication (impact of body language, posture, facial expressions, eye contact) • Written Communication (effective use of text & models) • Listening (Active listening, paraphrasing, summarising, repeating)
- Interaction Skills:** Facilitation (Neutral moderation of discussions) • Leadership & Influencing (The vision & inspiration to guide & motivate) • Teamwork (Team dynamics & adapt) • Negotiation and Conflict Resolution • Teaching (ensure clear understanding is reached)
- Tools & Technology:** Office Productivity (E.g. Word, Excel, Powerpoint, Comms/Email, Collaboration, Hardware) • Business Analysis (RM, modelling, Tracking, Comms) • Communications (Virtual + Co-located, Voice & Video, IM + Chat + Email + Other)

#	Technique Details (KA 10) (Grey = Important Techniques)	KA's >	3	4	5	6	7	8
1	Acceptance + Evaluation Criteria: What conditions must be met for solution to be acceptable to key stakeholders. [1 Value attributes (Acceptance=Applies to one Solution, Evaluation=Ranks alternative solutions), 2 Assessment]				Y	Y	Y	Y
2	Backlog Management: This is used to record, track and prioritise outstanding work. [1 Items in the backlog, 2 Prioritisation, 3 Estimation, 4 Manage changes to backlog]				Y		Y	
3	Balanced Scorecard: To manage performance in any business model, organisational structure or business process. [1 Learning & growth, 2 Business Process, 3 Customer, 4 Financial, 5 Measures or indicators (Lagging, Leading)]					Y		
4	Benchmarking and Market Analysis: [1 Benchmarking (compares organisation v industry v competitors), 2 Market Analysis (research customers for products or services they need or want, influence factors, who are competitors)]		Y			Y	Y	Y
5	Brainstorming: Non-judgemental/divergent thinking - produce broad/diverse set of options in short period of time. Promote divergent thinking & problem solving using creative power of group. [1 Preparation, 2 Session, 3 Wrap up]	Y	Y			Y	Y	Y
6	Business Capability Analysis: What the organisation does. Framework for scoping & aligning with strategy. [1 Capabilities, 2 Using capabilities, 3 Performance expectations, 4 Risk Model, 5 Strategic Planning, 6 Capability Maps]						Y	Y
7	Business Case: Business justification for project or change initiative by comparing benefits and value to costs and effort to create solution. [1 Needs assessment, 2 Desired Outcomes, 3 Assess alternatives, 4 Recommend Solution]	Y			Y	Y	Y	Y
8	Business Model Canvas: How enterprise creates, delivers, captures customer value. [1 Key partnerships + Activities + Resources + Value proposition + Cust. relationships + Channels + Segments + Cost Structure + Revenue Streams]						Y	Y
9	Business Rules Analysis: BR is a specific testable directive and criterion to guide behaviour, shape judgements, make decisions. To identify, express, validate, refine & organise business rules. [1 Definitional rules, 2 Behavioural rules]	Y	Y	Y	Y			Y
10	Collaborative Games: Activities like moving sticky notes, drawing pictures etc to build a joint understanding of problem or solution. E.g. Product Box, Affinity Map Fishbowl. [1 Game purpose, 2 Process, 3 Outcome]		Y					
11	Concept Model: Organise business vocabulary to better communicate knowledge of a domain. Starts with a Glossary & primary objects like: customer, policy, claim. [1 Noun concepts, 2 Verb concepts, 3 Other connections]			Y		Y	Y	
12	Data Dictionary: Standardised definitions of data elements to enable common interpretations. Often used in conjunction with an ERD. [1 Data Elements, 2 Primitive Data Elements, 3 Composite Elements]						Y	Y
13	Data Flow Diagrams: Show how info flows through system, the source, what processes it, and if output is stored or used elsewhere. LO is Context Diagram. [1 External (Entities, Source, Sink), 2 Data Store, 3 Process, 4 Data Flow]					Y		Y
14	Data Mining: Process large data sets to identify new patterns & relationships & gain insights to improve decision making. [Requirements Elicitation, 2 Dataset Preparation, 3 Data Analysis, 4 Modelling Techniques, 5 Deployment]			Y		Y		Y
15	Data Modelling: A diagram (with text) that visually represents entities, classes, data objects + attributes + relationships. [1 Entity/Class, 2 Attributes, 3 Relationship/Association, 4 Diagram (Conceptual, Logical, Physical), 5 Metadata]			Y		Y		Y
16	Decision Analysis: Explores + models important aspects of complex decisions with a limited number of alternatives. [1 Define problem statement, 2 Define alternatives, 3 Evaluate alternatives (.1 Components of Decision Analysis, 2 Decision Matrices: Simple + Weighted, 3 Decision Trees, 4 Trade-offs), 4 Choose, 5 Implement Choice]					Y	Y	Y
17	Decision Modelling: Combining data + knowledge, to show how repeatable and complex business decisions are made. [1 Types of Models (Decision Tables, Decision Trees, Decision Requirements Diagram)]						Y	Y
18	Document Analysis: Elicit information to gain contextual understanding of business need (requirements) or examine current state (as is) solution documentation. [1 Preparation, 2 Document Review + Analysis, 3 Record Findings]	Y	Y	Y	Y	Y	Y	Y
19	Estimation: Iterative technique to forecast cost & effort of pursuing a particular course of action. [1 Methods (Top-down ... PERT) 2 Accuracy of estimate, 3 Sources of information, 4 Precision and reliability, 5 Contributors to estimates]	Y	Y	Y	Y	Y	Y	Y
20	Financial Analysis: Techniques used to assess the financial attributes of multiple investment options to recommend a particular solution. [1 Cost of the change, 2 Total Cost of Ownership, 3 Value Realisation, 4 Cost Benefit Analysis, 5 Financial Calculations (ROI + Discount Rate + Present Value (of benefits) + Net Present Value (NPV) of benefits less initial cost + Internal Rate of Return (IRR) + Payback period)]	Y				Y	Y	Y
21	Focus Groups: Elicits ideas + opinions from group of pre-qualified participants about a specific product etc in interactive setting. [1 Objective, 2 Plan, 3 Participants, 4 Discussion Guide, 5 Assign roles, 6 Conduct, 7 Report Results]			Y			Y	Y
22	Functional Decomposition: Break down complex large systems into sub components. Reduce uncertainty. [1 Decomposition Objectives, 2 Subjects of Decomposition, 3 Level of Decomposition, 4 Represent Decomposition Results]	Y			Y	Y	Y	Y
23	Glossary: Defines key terms important to the business, with purpose to get stakeholder consensus about the terminology within a particular domain. Can also be a source for the 'Conceptual Model'							Y
24	Interface Analysis An interface is a connection between two components or across solution boundaries. This identifies details regarding information exchanged between solution components or across solution boundaries.			Y	Y			
25	Interviews: Organised formal or informal approach to elicit information from person/or persons by asking questions & documenting responses. [1 Goal, 2 Identify Interviewees, 3 Questions, 4 Logistics, 5 Interview Flow, 6 Follow Up]	Y	Y	Y	Y	Y	Y	Y
26	Item Tracking: Organised approach to track and manage issues & stakeholder concerns. Includes actions, assumptions, constraints, dependencies, defects, enhancements, issues. [1 Record Item, 2 Manage Items, 3 Metrics]			Y		Y	Y	Y
27	Lessons Learned/Retrospectives: Discuss and document successes, opportunities for improvement, failure, and recommendations for improving future performance. Can be conducted at any milestone and must be documented.	Y	Y			Y	Y	Y
28	Metrics & KPIs: Measures performance of Solution, Components, etc of interest to stakeholders. [1 Indicators (Clear, Relevant, Economical, Adequate, Quantifiable, Trustworthy, Credible), 2 Metrics, 3 Structure, 4 Reporting]	Y					Y	Y
29	Mind Mapping: A graphical way to capture thoughts, ideas etc. Has a central main idea at core, supported by secondary topics and sub topics. [1 Main Topic, 2 Topics, 3 Sub Topics, 4 Branches, 5 Keywords, 6 Colour, 7 Images]		Y	Y			Y	Y
30	Non-Functional Requirements Analysis: Defines environmental conditions or qualities solution must remain effective in & criteria for judging operations & not specific behaviour/functions. [1 Categories, 2 Measurement, 3 Context]						Y	Y
31	Observation: The BA examines work activities first hand by observing people as they perform their jobs. Active/Noticeable + Passive/Unnoticeable, [Objectives, 2 Preparation, 3 Observe, 4 Confirm Results]	Y	Y			Y	Y	Y
32	Organizational Modelling: Describe roles, responsibilities & reporting relationships in enterprise. Align with goals of enterprise. [1 Types of Model (Functional, Market, Matrix), 2 Roles, 3 Interfaces, 4 Org. Charts, 5 Influencers]	Y					Y	Y
33	Prioritisation: Framework to support understanding relative importance of BA information. E.g. on value, risk, implementation difficulty etc. [1 Grouping, 2 Ranking, 3 Time Boxing (Resource time or Budget), 4 Negotiation]				Y	Y		
34	Process Analysis: Provides way to analyse the efficiency and effectiveness of processes and recommend improvements. [1 Identify Gaps, 2 Identify Root Cause, 3 Generate + Evaluate Options, 4 Common Methods (SIPOC, VSM)]	Y	Y			Y		
35	Process Modelling: Visually documents how work is performed in an enterprise, who does it and how they collaborate. Type: Flowcharts, Value Stream Mapping, BPMN, IDEF, SIPOC etc.		Y	Y		Y	Y	Y
36	Prototyping: Partial / Simulated version of solution to quickly elicit or verify requirements. [1 Approach (Throwaway, Evolutionary), 2 Examples (POC, Usability, Visual, Functional), 3 Methods (Storyboard, Paper, Workflow, Simulation)]			Y			Y	Y
37	Reviews: Used to evaluate + assess a work product. [1 Objectives, 2 Techniques (Inspection + Formal/Team Review + Single Issue/Technical review + Informal + Desk check + Pass Around + Ad hoc), 3 Participants]	Y	Y	Y			Y	
38	Risk Analysis & Management: Identify, analyse, evaluate & respond to risks that could negatively or positively affect the value of the Solution, and manage the risk. [1 Identify + record, 2 Analyse Impact, 3 Evaluate against value, 4 Treatment (Avoid, Transfer Liability, Mitigate, Accept, Increase - to pursue tan opportunity)]	Y	Y	Y		Y	Y	Y
39	Roles and Permissions Matrix: Ensures coverage & allocation of activities by identifying roles, responsibilities, missing roles, and who to communicate with. [1 Identify Roles, 2 Identify Activities, 3 Identify Authorities, 4 Refinements]						Y	Y
40	Root Cause Analysis: A problem solving method to identify & evaluate underlying causes of a problem for correction rather than its symptoms. Reactive to correct, Proactive to prevent. [1 Fishbone/ISHIKAWA Diagram, 2 Five Whys]	Y						
41	Scope Modelling: Visually depicts a solution's scope and boundaries. [1 Objectives, 2 Scope of Change + Need + Control + Solution, 3 Level of Detail, 4 Relationships, 5 Assumptions, 6 Scope Modelling Results]			Y	Y	Y	Y	Y
42	Sequence Diagrams: Models (in UML) sequence of logic & message flows that pass between objects in a system to carry out a scenario. Synchronous (must wait) + Asynchronous (no waiting). [1 Lifeline, 2 Activation Box, 3 Message]						Y	Y
43	Stakeholder List, Map, or Personas: Tools to identify and analyse stakeholders, their authority, attitudes to the change and to BA role. [1 Stakeholder Lists, 2 Stakeholder Map (Matrix, Onion Diagram), 3 RACI Matrix, 4 Personas]	Y	Y					
44	State Modelling: Describes the various states of an entity through its lifetime, triggers that change one state to another, & what can happen while in each state. [1 Available States, 2 State Transition, 3 State Diagram, 4 State Tables]						Y	Y
45	Survey or Questionnaire: A structured way to elicit information about customers, products, processes or attitudes from a large group of geographically distributed people in a short amount of time. Like interviews, uses both Close-ended where select from predefined options v Open-ended get free form text responses. [1 Prepare, 2 Distribute Survey or Questionnaire, 3 Document Results]	Y	Y			Y	Y	Y
46	SWOT Analysis: A strategic planning tool used to explore current state of an enterprise through 4 key strategic variables: Strengths, Weaknesses, Opportunities, Threats, to both internal and external conditions.						Y	Y
47	Use Cases and Scenarios: Describes how actors interact with a solution. Scenarios describe one way Actor interacts (Primary, Secondary, Exception). [1 Use case diagram (Relationships: Extend + Include), 2 Use Case Description]					Y	Y	Y
48	User Stories: A small concise statement of functionality/quality needed to deliver value to stakeholder. As a <user role>, I need to <goal>, so that <why/motivation> + acceptance criteria.					Y		Y
49	Vendor Assessment: Evaluate vendors on their ability to meet commitments. [1 Knowledge + Expertise, 2 Licensing + Pricing Models, 3 Vendor Market Position, 5 Vendor Experience Reputation + Stability]						Y	Y
50	Workshops: A predefined group of stakeholders attend a focussed event for a set amount of time to elicit information. [1 Prepare, 2 Roles (Sponsor, Facilitator, Scribe, Timekeeper, Participants), 3 Conduct Workshop, 4 Wrap-up]	Y	Y			Y	Y	Y