

1 Artifacts

The Inputs section lists the inputs for the task. Inputs are information consumed or transformed to produce an output, and represent the information necessary for a task to begin. They may be explicitly generated outside the scope of business analysis or generated by a business analysis task. Inputs that are generated outside of the business analysis efforts are identified with the qualifier '(external)' in the input list. There is no assumption that the presence of an input means that the associated deliverable is complete or in its final state. The input only needs to be sufficiently complete to allow successive work to begin. Any number of instances of an input may exist during the life cycle of an initiative. The Inputs section includes a visual representation of the inputs and outputs, the other tasks that use the outputs, as well as the guidelines and tools listed in the task.

The Outputs section describes the results produced by performing the task. Outputs are created, transformed, or changed in state as a result of the successful completion of a task. An output may be a deliverable or be a part of a larger deliverable. The form of an output is dependent on the type of initiative underway, standards adopted by the organization, and best judgment of the business analyst as to an appropriate way to address the information needs of key stakeholders. As with inputs, an instance of a task may be completed without an output being in its final state. Tasks that use a specific output do not necessarily have to wait for its completion for work within the task to begin.

The Elements section describes the key concepts that are needed to understand how to perform the task. Elements are not mandatory as part of performing a task, and their usage might depend upon the business analysis approach.

The Purpose section provides a short description of the reason for a business analyst to perform the task, and the value created through performing the task.

1.1 External Deliverables

Artifacts that the BA produces for stakeholders.

1.1.1 Business Analysis Information

Any kind of information at any level of detail that is used as an input to business analysis work, or as an output of business analysis work.

- may provide a better understanding of the goals of the elicitation activity, and aid in preparing for elicitation.
- may guide the questions posed during elicitation and the approach used to draw out information from various stakeholders.
- can be used to confirm the results of elicitation activities or to develop additional questions to draw out more detailed information.
- any kind of information at any level of detail that is used as an input or output of business analysis work.
- Business analysis information becomes an input for this task when the need is discovered to communicate the information to additional stakeholders.
- business analysis information is considered communicated when the target stakeholders have reached an understanding of its content and implications.

Business analysis information refers to the broad and diverse sets of information that business analysts analyze, transform, and report. It is information of any kind—at any level of detail—that is used as an input to, or is an output of, business analysis work. Examples of business analysis information include elicitation results, requirements, designs, solution options, solution scope, and change strategy.

1.1.2 Change Assessment

Not in glossary

This captures both the requirements change assessment and the designs change assessment.

- the recommendation to approve, modify, or deny a proposed change to requirements.
- A requirements change recommendation may change the requirements.

This artifact is not used by any task. It has no dependencies. From the description, the best guess is that it is used by the project manager to determine what the impacts will be to the project to implement the change.

1.1.3 Recommended Action

Not in glossary.

- Recommended action of what should be done to improve the value of the solution within the enterprise.
- A recommendation may change and external input, such as business need or performance objective.

1.1.4 Requirement

A usable representation of a need.

- A requirement that represents an ongoing need must be maintained to ensure that it remains valid over time.
- In order to maximize the benefits of maintaining and reusing requirements, the requirements should be: consistently represented, reviewed and approved for maintenance using a standardized process that defines proper access rights and ensures quality, and easily accessible and understandable.
- any combination of requirements and/or designs in the form of text, matrices, and diagrams.
- any requirement, design, or set of those may be verified to ensure that text is well structured and that matrices and modelling notation are used correctly
- a set of requirements or designs that is of sufficient quality to be used as a basis for further work.
- any types of requirements and designs can be validated. Validation activities may begin before requirements are completely verified. However, validation activities cannot be completed before requirements are completely verified.
- validated requirements and designs are those that can be demonstrated to deliver benefit to stakeholders and align with the business goals and objectives of the change. If a requirement or design cannot be validated, it either does not benefit the organization, does not fall within the solution scope, or both.
- every requirement should be stated once, and only once, and incorporated into the requirements architecture so that the entire set may be evaluated for completeness.
- only validated requirements are considered in design options.
- Knowing the requirement priorities aids in the suggestion of reasonable design options. Requirements with the highest priorities might deserve more weight in choosing solution components to best meet them as compared to lower priority requirements.
- may be traced to other requirements (including goals, objectives, business requirements, stakeholder requirements, solution requirements, and transition requirements), solution components, visuals, business rules, and other work products.
- have clearly defined relationships to other requirements, solution components, or releases, phases, or iterations, within a solution scope, such that coverage and the effects of change are clearly identifiable.
- These should be maintained throughout their life cycle.

- defined once and available for long-term usage by the organization.
- They may become organizational process assets or be used in future initiatives. In some cases, a requirement that was not approved or implemented may be maintained for a possible future initiative.
- prioritized or ranked requirements are available for additional work, ensuring that the highest valued requirements are addressed first.
- any requirements in the form of text, matrices, or diagrams that are ready to prioritize.
- may need to be assessed to identify the impact of a proposed modification. requirements which are agreed to by stakeholders and are ready for use in subsequent business analysis efforts.
- a set of requirements that have been verified to be of sufficient quality to be used as a reliable body of work for further specification and development.

1.1.5 Risk Analysis Result

Not in glossary

- describe identified risks and exposure of each risk Risk Analysis
- Results: an understanding of the risks associated with achieving the future state, and the mitigation strategies which will be used to prevent those risks, reduce the impact of the risk, or reduce the likelihood of the risk occurring.
- stakeholder-related risks will need to be addressed to ensure stakeholder collaboration activities are successful.

1.1.6 Solution Recommendation

Not in glossary

- identifies the suggested, most appropriate solution based on an evaluation of all defined design options.
- The recommended solution should maximize the value provided to the enterprise.
- identifying the possible solutions which can be pursued in order to achieve the future state, which includes the recommendations of various subject matter experts (SMEs), helps the business analyst determine the types of changes to the organization.

1.1.7 Stakeholder Engagement

Not in glossary

- willingness from stakeholders to engage in business analysis activities and interact with the business analyst when necessary.

1.2 BA Consumables

Artifacts that are used by the BA to deliver value to the business. Stakeholders assist with these, but do not take ownership.

1.2.1 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.

- guides how the business analyst defines a change strategy.
- guides how the business analyst undertakes an analysis of the current state.

- sets the general strategy to be used to guide the business analysis work. This includes the general methodology, types of stakeholders and how they should be involved, list of stakeholders, timing of the work, expected format and level of detail of elicitation results, and identified challenges and uncertainties.
- influences how each elicitation activity is performed, as it identifies the types of outputs that will be needed based on the approach.
- describes how the various types of information will be disseminated rather than what will be disseminated.
- It describes the level of detail and formality required, frequency of the communications, and how communications could be affected by the number and geographic dispersion of stakeholders.
- describes the nature and level of collaboration required from each stakeholder group to perform planned business analysis activities.
- identifies the business analysis approach and activities that will be performed across an initiative including who will perform the activities, the timing and sequencing of the work, the deliverables that will be produced and the business analysis techniques that may be utilized. The remaining outputs of the Business Analysis Planning and Monitoring knowledge area may be integrated into an overall approach or be independent based upon methodology, organization, and perspective.
- incorporating the overall business analysis approach into the stakeholder analysis, collaboration, and communication approaches is necessary to ensure consistency across the approaches.
- incorporating the overall business analysis approach into the governance approach is necessary to ensure consistency across the approaches.
- identifies business analysis deliverables that will be produced, activities that will need to be performed (including when they will be performed and who will be performing them), and techniques that will be used.

1.2.2 Business Analysis Performance Assessment

Not in the glossary

- provides key information about the effectiveness of business analysis tasks being executed, including those focused on stakeholder engagement.
- provides results of previous assessments that should be reviewed and incorporated into all planning approaches.
- includes a comparison of planned versus actual performance, identifying the root cause of variances from the expected performance, proposed approaches to address issues, and other findings to help understand the performance of business analysis processes.

1.2.3 Business Objective

An objective, measurable result to indicate that a business goal has been achieved

- Business goals and objectives usually have to be refined in order to define the business need. In some cases the goal or objective may be exploratory the business need may be to understand if a methodology or business model can work.
- the measurable results that the enterprise wants to achieve.
- Provides a benchmark against which solution performance can be assessed. describing the desired direction needed to achieve the future state can be used to identify and discuss potential risks the desired direction that the business wishes to pursue in order to achieve the future state.
- describe the desired direction needed to achieve the future state.
- They can be used to plan and prepare elicitation events, and to develop supporting materials. describe the desired direction needed to achieve the future state.

- They can be used to focus diverse stakeholders on a common vision of the desired business outcomes

1.2.4 Business Requirement

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

- statements of goals, objectives, and outcomes that describe why a change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.
- the problem, opportunity, or constraint which is defined based on an understanding of the current state.
- the problems, opportunities, or constraints that the future state will address.

1.2.5 Change Strategy

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

- the approach that the organization will follow to guide change.
- describes the approach that will be followed to transition to the future state. This may have some impact on design decisions in terms of what is feasible or possible the approach that the organization will follow to guide change.
- provides information on costs, timelines, and value realization which are used to determine priority of requirements.
- used for improved assessment of stakeholder impact and the development of more effective stakeholder engagement strategies.
- describes the purpose and direction for changes, establishes the context for the change, and identifies the critical components for change.
- provides information which assists in managing stakeholder consensus regarding the needs of all stakeholders.
- provides the plan to transition from the current state to the future state and achieve the desired business outcomes. This approach must be assessed to understand risks associated with the change.
- the change strategy used or in use to implement the potential value.
- the change strategy that was used or is in use to implement the potential value.

1.2.6 Current State Description

Not in glossary

- the current internal environment of the solution including the environmental, cultural, and internal factors influencing the solution limitations.
- provides context about the current state, and includes assessments of internal and external influences to the enterprise under consideration.
- provides the context within which the work needs to be completed. It is often used as a starting point for the future state. the context of the enterprise's scope, capabilities, resources, performance, culture, dependencies, infrastructure, external influences, and significant relationships between these elements.
- provides the context within which the work needs to be completed. This information will lead to more effective stakeholder analysis and better understanding of the impact of the desired change.
- provides the context within which the work needs to be completed. This information can help drive how to make better decisions.

1.2.7 Design Option

When designing a solution, there may be one or more design options identified. 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. As a solution is developed, tactical trade-offs may need to be made

- among design alternatives. Business analysts must assess the effect these tradeoffs will have on the delivery of value to stakeholders. As initiatives progress and requirements evolve, design options evolve as well.
- provides information on the functionality associated with a particular design option. need to be evaluated and compared to one another to recommend one option for the solution.
- describe various ways to satisfy the business needs. Each option will come with its own set of change challenges and the change strategy will be impacted by the option selected as well as the specific change approach that will be used. may be traced to other requirements, solution components, and other work products. clearly defined relationships to other requirements, solution components, or releases, phases, or iterations, within a solution scope, such that coverage and the effects of change are clearly identifiable.
- may be traced to other requirements, solution components, and other work products. can be maintained throughout their life cycle, as needed. may be reusable once defined. For example, as a self contained component that can be made available for possible future use. prioritized or ranked designs are available for additional work, ensuring that the highest valued designs are addressed first. any designs in the form of text, prototypes, or diagrams that are ready to prioritize. may need to be assessed to identify the impact of a proposed modification.
- designs which are agreed to by stakeholders and are ready for use in subsequent business analysis or solution development efforts.
- a set of designs that have been determined as ready to be used for further specification and development.

1.2.8 Elicitation Activity Plan

Not in glossary

- used for each elicitation activity. It includes logistics, scope of the elicitation activity, selected techniques, and supporting materials.
- includes the planned elicitation activities and techniques, activity logistics (for example, date, time, location, resources, agenda), scope of the elicitation activity, and available sources of background information.
- used to guide which alternative sources and which elicitation results are to be compared.

1.2.9 Elicitation Result

Not in glossary

- captured information in a format that is specific to the elicitation activity.
- modelling can begin with any elicitation result and may lead to the need for more elicitation to clarify or expand upon requirements.
- Elicitation and modelling may occur sequentially, iteratively, or concurrently.
- used to define and understand the current state. capture information in a format specific to the elicitation activity.
- integrated output that the business analyst and other stakeholders agree correctly reflects captured information and confirms that it is relevant and useful as an input to further work.

1.2.10 Enterprise Limitation

Not in glossary

- a description of the current limitations of the enterprise including how the solution performance is impacting the enterprise.
- used to understand the challenges that exist within the enterprise.

1.2.11 Future State Description

Not in glossary

- provides context about the desired future state.
- the future state description includes 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. defines the desired future state and the expected value it delivers which can be used to focus diverse stakeholders on the common goal.

1.2.12 Governance Approach

Not in glossary

- outlines the approach for prioritizing requirements.
- provides guidance regarding the change control and decision-making processes, as well as the roles of stakeholders within this process.
- identifies the stakeholders who have the authority and responsibility to approve business analysis information, and explains when such approvals will take place and how they will align to organizational policies.
- identifies the stakeholders who will have the responsibility and authority to make decisions about business analysis work including who will be responsible for setting priorities and who will approve changes to business analysis information. It also defines the process that will be utilized to manage requirement and design changes across the initiative.
- defines how business analysts manage changes to requirements and designs, how decisions and approvals for business analysis deliverables will be made, and how priorities will be set.

1.2.13 Information Management Approach

Not in glossary

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

1.2.14 Potential Value

Not in glossary

- describes the value that may be realized by implementing the proposed future state.
- It can be used as a benchmark against which solution performance can be evaluated.
- can be used as a benchmark against which the value delivered by a design can be evaluated.
- the value that may be realized by implementing the proposed future state.

- describes the value to be realized by implementing the proposed future state, and can be used to shape elicitation events.

1.2.15 Requirements Architecture

The requirements of an initiative and the interrelationships between these requirements.

- the requirements and the interrelationships among them, as well as any contextual information that is recorded.
- the full set of requirements and their relationships is important for defining design options that can address the holistic set of requirements.
- utilized to understand the relationship with other requirements and work products.
- requirements may be related to each other, therefore the business analyst examines and analyzes the requirement relationships to determine which requirements will be impacted by a requested requirements change.

1.2.16 Solution Limitation

Not in glossary

- a description of the current limitations of the solution including constraints and defects. used to understand the current state and the challenges of existing solutions.

1.2.17 Solution Performance Analysis

Not in glossary

- results of the analysis of measurements collected and recommendations to solve performance gaps and leverage opportunities to improve value.

1.2.18 Solution Performance Measure

Not in glossary

- measures and provides information on how well the solution is performing or potentially could perform. describe the actual performance of existing solutions.

1.2.19 Solution Scope

The set of capabilities a solution must deliver in order to meet the business need.

- must be considered to ensure the requirements architecture is aligned with the boundaries of the desired solution.
- the solution scope that will be achieved through execution of the change strategy.
- considered when prioritizing requirements to ensure scope is managed. must be considered when assessing changes to fully understand the impact of a proposed change.
- must be considered when approving requirements to accurately assess alignment and completeness.

1.2.20 Stakeholder Engagement Approach

Not in glossary

- 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.
- understanding stakeholders' communication and collaboration needs can help identify change-related activities that need to be included as part of the change strategy understanding stakeholders' communication and collaboration needs helps plan and prepare appropriate and effective elicitation events.
- provides collaboration and communication approaches that might be effective during elicitation. describes stakeholder groups, roles, and general needs regarding communication of business analysis information.
- describes the types of expected engagement with stakeholders and how they might need to be managed.
- understanding the stakeholders and their concerns and interests may influence decisions made when determining the business analysis 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.
- identifying stakeholders and understanding their communication and collaboration needs is useful in determining their participation in the governance approach. The engagement approach may be updated based on the completion of the governance approach.
- identifying stakeholders and understanding their communication and collaboration needs is useful in determining their specific information management needs.

1.2.21 Traceability

Allows for tracking the relationships between sets of requirements and designs from the original stakeholder need to the actual implemented solution. Traceability supports change control by ensuring that the source of a requirement or design can be identified and other related requirements and designs potentially affected by a change are known.

1.3 External Inputs

Artifacts that are inputs to the deliverables, but are not produced by the BABOK. These artifacts are produced by non-BA roles.

1.3.1 Business Need

A problem or opportunity of strategic or tactical importance to be addressed.

A problem or opportunity to be addressed.

- guides the preparation in terms of the scope and purpose of elicitation activities. Elicitation can be used to discover the needs, but in order to get started there must be some need that exists—even if it has not yet been fully elicited or understood.
- the business analysis approach is shaped by the problem or opportunity faced by the organization. It is necessary to consider what is known about the need at the time of planning, while acknowledging that understanding evolves throughout business analysis activities.
- understanding the business need and the parts of the enterprise that it affects helps in the identification of stakeholders. The need may evolve as stakeholder analysis is performed.

1.3.2 Implemented Solution

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.

a solution that exists. The solution may or may not be in operational use; it may be a prototype. The solution must be in use in some form in order to be evaluated.

1.3.3 Influence

Not in glossary

- factors inside of the enterprise (internal) and factors outside of the enterprise (external) which will impact the realization of the desired future state.

1.3.4 Performance Objective

Not in glossary

- describe the desired performance outcomes that an enterprise or organization is hoping to achieve.

1.3.5 Proposed Change

Not in glossary

- can be identified at any time and impact any aspect of business analysis work or deliverables completed to date. There are many triggers for a proposed change including business strategy changes, stakeholders, legal requirements, or regulatory changes.