Introduction and Key Concepts

Study Group Session 1

PD hours/CDU: CH71563-01-2018 (3 hours each session)
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AGENDA

• Welcome (45 minutes)
  • About…
  • IIBA Certifications
  • Group Study Sessions
• BABOK V3 Chapter 1 – Introduction (45 minutes)
• BABOK V3 Chapter 2 – Business Analysis Key Concepts (60 minutes)
• Q & A (30 minutes)
Welcome
ABOUT...

- General Admin
- About the IIBA Vancouver Chapter
- About Me
  - CBAP
  - VP Profession Development (development@vancouver.iiba.org)
- About You
  - Name
  - Job title
  - What types of BA work do you currently perform?
  - What certification are you planning to get? CBAP®? CCBA®? ECBA?
  - When are planning to take the exam?
  - Where are you at preparation?

Fill Out Your Application with Friends!
II BA CERTIFICATIONs

Level 4
Certified Business Analysis Thought Leader™

Level 3
Certified Business Analysis Professional™

Level 2
Certification of Capability in Business Analysis™

Level 1
Entry Certificate in Business Analysis™

THOUGHT LEADER
10+ YEARS EXPERIENCE ADVANCES BA PROFESSION

LEAD
5+ YEARS EXPERIENCE DELIVERS BUSINESS VALUE

DO
2-3 YEARS EXPERIENCE RESULTS ORIENTED

LEARN
NO WORK EXPERIENCE DEVELOPING BA SKILLS
## Certification Requirements*

<table>
<thead>
<tr>
<th></th>
<th>ECBA™ (Entry Certificate in BA)</th>
<th>CCBA® (Certification of Capability in BA)</th>
<th>CBAP® (Certified BA Professional)</th>
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<tbody>
<tr>
<td>Hours of BA Experience</td>
<td>0</td>
<td>3,750+ hours in the last 7 years</td>
<td>7,500+ hours in the last 10 years</td>
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<tr>
<td>Knowledge Area Proficiency</td>
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<td>900+ hours in each 2 of 6 core KAs; or, 900+ hours in each 4 of 6 core KAs</td>
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<tr>
<td></td>
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<td>500+ hours in each 4 of 6 KAs</td>
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<tr>
<td>Profession Development</td>
<td>21 hours in the last 4 years</td>
<td>21 hours in the last 4 years</td>
<td>35 hours in the last 4 years</td>
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<td>Exam</td>
<td>• 1 hour</td>
<td>• 3 hours</td>
<td>• 3.5 hours</td>
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<tr>
<td></td>
<td>• 50 multiple choice questions</td>
<td>• 130 multiple choice questions</td>
<td>• 120 multiple choice questions</td>
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<tr>
<td></td>
<td></td>
<td>• Scenario based</td>
<td>• Case study based</td>
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*Notes:
1. Level 4 — CBATL™ (Certified Business Analysis Thought) Leader
## Exam Questions Percentages

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>ECBA™</th>
<th>CCBA®</th>
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<tr>
<td>Business Analysis &amp; the BA Professional</td>
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<tr>
<td>Underlying Competencies</td>
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<td>Business Analysis Key Concepts</td>
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<tr>
<td>Techniques</td>
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<tr>
<td>Business Analysis Planning and Monitoring</td>
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<td>12%</td>
<td>14%</td>
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<tr>
<td>Elicitation and Collaboration</td>
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<td>20%</td>
<td>12%</td>
</tr>
<tr>
<td>Requirements Life Cycle Management</td>
<td>20%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>Strategy Analysis</td>
<td>5%</td>
<td>12%</td>
<td>15%</td>
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<tr>
<td>Requirements Analysis and Design Definition</td>
<td>24%</td>
<td>32%</td>
<td>30%</td>
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<tr>
<td>Solution Evaluation</td>
<td>1%</td>
<td>6%</td>
<td>14%</td>
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</table>
STUDY TIPS

• Answer questions based on BABOK not “real life” experience

• Use mnemonics to help memorization

• Summarize the content with your own understanding

• Study techniques in the context of tasks most closely associated with

• Spend time on each chapter in the proportion to the percentage of questions
STUDY GROUP SESSIONS

- BABOK 3.0
- Frequency
- Format
  - Review of previous session
  - Introduction of the chapter(s)
  - Discussions
  - Practices
  - Individual Q&A
- Prep work required
- After session homework
- Professional development hours
## 2018 STUDY GROUP SESSIONS

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Chapters</th>
<th>Topics</th>
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<tr>
<td>1</td>
<td>Jan 11</td>
<td>1 &amp; 2</td>
<td>Introduction and BA Key Concepts</td>
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<tr>
<td>2</td>
<td>Feb 8</td>
<td>3</td>
<td>Business Analysis Planning and Monitoring</td>
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<td>3</td>
<td>Mar 8</td>
<td>4</td>
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<td>4</td>
<td>Apr 12</td>
<td>5</td>
<td>Requirements Life Cycle Management</td>
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<td>5</td>
<td>May 10</td>
<td>6</td>
<td>Strategy Analysis</td>
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<tr>
<td>6</td>
<td>Jun 14</td>
<td>7</td>
<td>Requirements Analysis and Design Definition</td>
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<td></td>
<td>Jul 12 &amp; Aug 9</td>
<td></td>
<td>Fill out your applications</td>
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<tr>
<td>7</td>
<td>Sep 13</td>
<td>8</td>
<td>Solution Evaluation</td>
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<td>8</td>
<td>Oct 11</td>
<td>9</td>
<td>Underlying Competencies &amp; Perspectives</td>
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<td>9</td>
<td>Nov 1</td>
<td>10</td>
<td>Jeopardy Game and Simulation Exam</td>
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How Prepared Are You?

Pop Quiz!
1.0 Introduction
AGENDA

• Introduction

• 1.1 Purpose of the BABOK Guide

• 1.2 What is Business Analysis?

• 1.3 Who is a Business Analyst?

• 1.4 Structure of the BABOK Guide
INTRODUCTION

• A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide) is a globally recognized standard for the practice of business analysis.

• The BABOK® Guide describes business analysis knowledge areas, tasks, underlying competencies, techniques and perspectives on how to approach business analysis.
BABOK THEMES*

- Understand **stakeholders**
- Be flexible and adaptable
- **Initiatives**, not projects
- Incorporate key concepts
- Changes vs. solutions
- **Approaches**, not plans
- Consider the approach
- Governance
- Designs
- Information management vs. communication
1.1 PURPOSE OF THE BABOK

- Define BA profession with commonly accepted practices
  - Globally accepted
- Discuss and define necessary skills
  - Among BA practitioners
- Set knowledge and skill expectations
  - People hiring or working with BA practitioners
- Framework for all business analysis perspectives
  - Analyze change or evaluate necessity for change
- Business analysis applied to
  - Projects, enterprise evolution and continuous improvement
1.1 PURPOSE OF THE BABOK

• Business analysis beyond project
1.2 WHAT IS BUSINESS ANALYSIS?

• **Enable Change in an Enterprise**
  - Defining needs and recommend solutions that delivers value to stakeholders.
  - Articulate needs and rationale for change.
  - Design and describe the solution.

• **Strategic, Tactical or Operational Initiatives**
  - Understand current state.
  - Define future state.
  - Determine activities required to move to future state.
1.2 WHAT IS BUSINESS ANALYSIS?

- Business analysis perspective (Lens)
  - Agile
  - Business Intelligence
  - Information Technology
  - Business Architecture
  - Business Process Management

- One or many perspectives may apply to an initiative
  - BABOK Guide does not represent all contexts for business analysis or all business analysis disciplines.
1.3 WHO IS A BUSINESS ANALYST?

• **Anyone who performs business analysis activity**
  • No matter job title or organizational role
  • Discover, synthesize, analyze information from variety of sources
  • Elicit stakeholder needs, investigate and clarify desires, to understand issues and causes

• **Aligns designed & delivered solution with needs**
  • Understand enterprise problems and goals
  • Analyze needs and solutions
  • Devising strategies
  • Driving changes
  • Facilitate stakeholder collaboration
1.3 WHO IS A BUSINESS ANALYST?

• **Other common job titles**
  • Business Architect
  • Business System Analyst
  • Data Analyst
  • Management Consultant
  • Process Analyst
  • Product Manager
  • Product Owner
  • Requirement Engineer
  • System Analyst
  • …
1.4 STRUCTURE OF THE BABOK GUIDE

• Knowledge areas
  • Collection of logically, not sequentially, related tasks

• Business analysis key concepts
  • Define key terms

• Underlying competencies
  • Behaviours, characteristics, knowledge, personal qualities

• Techniques
  • Means to perform business analysis tasks

• Perspectives
  • Various views of business analysis
1.4 STRUCTURE OF THE BABOK GUIDE

- **Knowledge Areas (PLEASE)**
  - Business Analysis Planning and Monitoring (BAPM)
  - Requirement Life Cycle Management (RLCM)
  - Elicitation and Collaboration (EC)
  - Requirements Analysis and Design Definition (RADD)
  - Strategy Analysis (SA)
  - Solution Evaluation (SE)
1.4 STRUCTURE OF THE BABOK GUIDE

Introduction

- Elicitation and Collaboration
- Strategy Analysis
- Solution Evaluation
- Business Analysis Planning and Monitoring
- Requirements Analysis and Design Definition
- Requirements Life Cycle Management
1.4 STRUCTURE OF THE BABOK GUIDE

• **Tasks**
  - Discrete pieces of work, formally or informally performed.
  - A BA task is universally applicable, independent of initiative type.
  - Business Analysts may perform non BA activities.
  - Tasks are grouped into knowledge areas, may be performed in any order.
  - BABOK® Guide does not prescribe a process.
  - A business analysis initiative may start with any task.

• **Techniques**
  - Not exhaustive list.
  - Techniques may be used as alternatives or in conjunction.
  - Adapt or create techniques to suit the situation.
1.4 STRUCTURE OF THE BABOK GUIDE

- **Underlying Competencies**
  - Not unique to business analysis profession.
  - Proficiency in understanding competencies essential to a Business Analyst’s success.

- **Perspectives**
  - Provide focus to tasks.
  - Techniques specific to initiative context.
  - Most initiatives engage one or more perspectives.
Exercise
2.0 Business Analysis
Key Concepts
AGENDA

• Introduction

• 2.1 The Business Analysis Core Concept Model (BACCM)

• 2.2 Key Terms

• 2.3 Requirements Classification Schema

• 2.4 Stakeholders

• 2.5 Requirements and Design
INTRODUCTION

- The Business Analysis Key Concepts chapter includes information that provides a foundation for all other content, concepts, and ideas within the BABOK® Guide.

- It provides business analysts with a basic understanding of the central ideas necessary for understanding and employing the BABOK® Guide in their daily practice of business analysis.
2.1 THE BUSINESS ANALYSIS CORE CONCEPT MODEL (BACCM)

- **Conceptual framework** that encompasses what business analysis is and what it means to perform business analysis tasks
- Regardless of perspective, industry, methodology or level in the organization
- Six terms, core concepts, that have a **common meaning** to all business analysts
- Describes the profession and domain
- Communicates about business analysis with a common terminology
- Evaluates the relationship of key concepts
- Perform better business analysis by **holistically** evaluating the relationships among six concepts
- Evaluate the **impact** of the concepts and relationship at any point to establish a foundation and path forward
2.1 THE BUSINESS ANALYSIS
CORE CONCEPT MODEL

[Diagram with concepts: Changes, Needs, Solutions, Stakeholders, Contexts, Value]
2.1 THE BUSINESS ANALYSIS
CORE CONCEPT MODEL

- **Change**
  - The act of transformation in response to a need
  - Improve enterprise performance deliberately and controlled

- **Need**
  - A problem or opportunity to be addressed
  - Can cause changes by motivating stakeholders to act or eroding or enhancing the value delivered by existing solutions

- **Solution**
  - A specific way of satisfying one or more needs in a context
  - Satisfies a need by resolving a problem for stakeholders or enable stakeholders
2.1 THE BUSINESS ANALYSIS CORE CONCEPT MODEL

- **Stakeholder**
  - A group or individual with a relationship to the change, the need or the solution.
  - Defined by their interest in, impact on and influence over the change.
  - Grouped by their relationships to the needs, changes, solutions.

- **Value**
  - The worth, importance, or usefulness of something to a stakeholder within a context.
  - Can be potential realized returns, gains and improvements or a decrease of losses, risks, and costs.
  - Tangible vs. intangible.
  - Absolute vs. relative terms.
• **Context**
  
  • The circumstances that influence, are influenced by, and provide understanding of the change.
  
  • Everything relevant to the change that is within the environment.
  
  • May include attitudes, behaviours, beliefs, competitors, culture, demographics, goals, governments, infrastructure, languages, losses, processes, products, projects, sales, seasons, terminology, technology, weather, and any other element.
• **Apply BACCM: Quality and Completeness**
  • What are the kind of *changes* we are doing?
  • What are the *needs* we are trying to satisfy?
  • What are the *solutions* we are creating or changing?
  • Who are the *stakeholders* involved?
  • What do stakeholders consider to be of *value*?
  • What are the *contexts* that we and the solution are in?
2.2 KEY TERMS

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

• Business Analysis Information
  • Board and diverse sets of information that business analysts analyze, transform, and report.
  • Information of any kind, at any level of detail, that is used as an input to, or an output of, business analysis work.
2.2 KEY TERMS

- **Enterprise**
  - A system of one or more organizations and the solutions they use to pursue a shared set of common goals.
  - Organizational capabilities can be processes, tools or information.
  - For business analysis, enterprise boundaries do not need to be confined by the boundaries of a legal entity.
  - May include any number of business, government, or any other type of organization.

- **Organization**
  - An autonomous group of people under the management of a single individual or board, works towards common goals and objectives.
  - Clearly **defined boundary**.
  - Operates continuous, not an initiative or project team.
2.2 KEY TERMS

- **Plan**
  - Proposal for doing or achieving something.
  - Describes a set of events, dependencies, expected sequence, schedule, results or outcomes, materials and resources required, stakeholders involved.

- **Approach**
  - Describe the overall method that will be followed when performing business analysis work on a given initiative, how and when tasks will be performed, and the deliverables that will be produced.

- **Risk**
  - Effect of uncertainty on the value of a change, a solution, or the enterprise.
### 2.2 KEY TERMS

- **Requirement**
  - Usable *representation* of a *need*.
  - Focuses on understanding what kind of value could be delivered.
  - Representation may be a document, but can vary widely.

- **Design**
  - Usable representation of a *solution*.
  - Focuses on understanding how value might be realized by a *solution* if it is built.
• **Business Requirements**
  - Statements of **goals**, objectives, and outcomes describing **why** a change has been initiated.
  - Can apply to the whole of an enterprise, a business area, or a specific initiative

• **Stakeholder Requirements**
  - Describe the **needs** of stakeholders that must be met to achieve business requirements.
  - Serve as a bridge between business and solution requirements.
2.3 REQUIREMENTS CLASSIFICATION SCHEMA

- **Solution Requirements**
  - **Capabilities** and qualities of a solution that meets the stakeholder requirements.
  - Provide appropriate level of detail to allow for development and implementation.
  - Function requirements: capabilities a solution must have in terms of the **behaviour** and **information** that the solution will manage.
  - Non-functional requirements: describe **conditions** under which a solution must remain effective or **qualities** that a solution must have.

- **Transition Requirements**
  - **Temporary** capabilities a solution must have to facilitate transition from **current** to **future** state.
  - Include: data conversion, training and business continuity.
2.3 REQUIREMENTS CLASSIFICATION SCHEMA

- Business Requirements
- Stakeholder Requirements
- Solution Requirements
  - Functional Requirements
  - Non-functional Requirements
  - Transitional Requirements
2.4 STAKEHOLDERS

• Participate in or are affected by execution of tasks:
  • Business Analyst
  • Customer
  • Domain Subject Matter Expert
  • End User
  • Implementation Subject Matter Expert
  • Operational Support
  • Project Manager
  • Regulator
  • Sponsor
  • Supplier
  • Tester
2.4 STAKEHOLDERS

- **Stakeholders**
  - Individuals or group *participate* in the execution of a task for a change initiative or will be *affected* by the change initiative.
  - Business Analysts interact with them directly or indirectly.
  - Any stakeholder can be a source of requirements, assumptions, or constraints.
  - Stakeholder classifications are not exhaustive.
  - Often multiple stakeholder roles can be found in each category; a single individual may fill more than one role.


## 2.4 STAKEHOLDERS

- **Business Analyst**
  - A stakeholder in all business analysis activities.
  - Responsible, accountable for the execution of the activities.
  - May be responsible for performing activities of other stakeholder roles.

- **Customer**
  - Use or may use products or services of the enterprise.
  - May have contractual or moral rights over the enterprise.

- **Domain Subject Matter Experts**
  - Any individual with in-depth knowledge of a topic relevant to the business need or solution scope.
  - Example: end users, managers, process owners, legal staff, and others.
2.4 STAKEHOLDERS

• **End User**
  • Stakeholders directly interact with the solution.
  • Can include all participants in a business process or those use the product or solution.

• **Implementation Subject Matter Expert**
  • Stakeholders with specialized knowledge regarding the implementation of one or more solution components.
  • Example: project librarian, change manager, configuration manager, solution architect, developer, database administrator, information architect, usability analyst, trainer, organizational change consultant, etc.
2.4 STAKEHOLDERS

**• Operational Support**
- Responsible for the day-to-day management and maintenance of a system or product.
- Example: operations analyst, product analyst, help desk, release manager, etc.

**• Project Manager**
- Responsible for the work to deliver a solution that meets a business need while balancing the project factors including scope, budget, schedule, resources, quality, and risk.
- Example: project lead, technical lead, product manager, team leader, etc.
2.4 STAKEHOLDERS

• **Regulator**
  • Responsible for define and enforcement of standards.
  • Standards may be imposed via legislation, corporate governance standards, audit standards, or standards defined by organizational centers of competency.
  • Alternate roles: government, regulatory bodies, and auditor.

• **Sponsor**
  • Responsible for initiating the effort to define a business need and develop a solution.
  • Authorizes the work and controls budget and scope.
  • Alternate roles: executive and project sponsor.
2.4 STAKEHOLDERS

- **Supplier**
  - Outside the boundary of a given organization or unit.
  - Provides products & services to the organization.
  - May have contractual or moral rights and obligations.
  - Alternate roles: providers, vendors, and consultants.

- **Tester**
  - Responsible for determining how to verify that the solution meets requirements.
  - Conducts the verification process.
  - Ensures the solution meets applicable quality standards, and risks of defects or failures is understood and minimized.
  - Alternate roles: quality assurance analyst.
2.5 REQUIREMENTS AND DESIGN
2.5 REQUIREMENTS AND DESIGN

- Requirements vs. Design
  - Requirements are focused on the need; design are focused on the solution.
  - The distinction between the two is not always clear
  - The same techniques are used to elicit, model and analyze both.
  - A requirement leads to a design may drive the discovery and analysis of more requirements.
  - Shift in focus is often subtle.
  - Classification as a requirement or a design may become less significant as work progresses to eventual fulfillment of the need.
  - Requirements and design may be further elaborated after they are handed off for implementation.
2.5 REQUIREMENTS AND DESIGN

• Business Analysis Involves Design
  • Other than eliciting, analyzing, validating, and managing requirements, Business Analysts are also responsible for the definition of design.
  • The level of design responsibilities varies based on the perspective.
  • Business Analysts often review the final designs to ensure that they align with requirements.
### 2.5 REQUIREMENTS AND DESIGN

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Design</th>
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</thead>
<tbody>
<tr>
<td>View six months sales data across multiple organizational units in a single view.</td>
<td>A sketch of a dashboard.</td>
</tr>
<tr>
<td>Reduce amount of time required to pick and pack a customer order.</td>
<td>Process model.</td>
</tr>
<tr>
<td>Record and access a medical patient’s history.</td>
<td>Screen mock-up showing specific data fields.</td>
</tr>
<tr>
<td>Provide information in English and French.</td>
<td>Prototype with text displayed in English and French.</td>
</tr>
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</table>
2.5 REQUIREMENTS AND DESIGN – CYCLE

- **Business Requirements**: Why do I want it?
- **Stakeholder Requirements**: What are the needs?
- **Solution Requirements**: What do I want?
- **Transition Requirements**: What are the conditions?

Cycle continues until requirements are met.

Assess Outcomes

Design

Design
Exercise
Group Practice