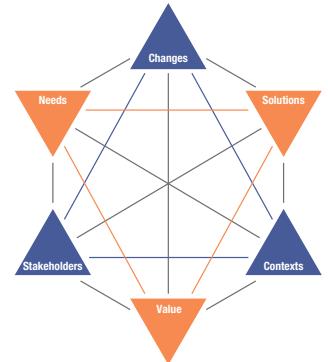


Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders.

► **Business Analysis Core Concepts Model®**

- **Need(s):** A business problem, opportunity or constraint; has potential value to a stakeholder.
- **Stakeholders:** Those involved with the need or solution.
- **Solution(s):** How the need will be satisfied; aka future state; could include software, hardware, process changes, personnel changes, new products, etc.
- **Change(s):** A controlled transformation of the organization; describes how the organization will create and implement the solution. This may be described as a PROJECT.
- **Value:** The benefit the organization expects to derive from the change to the solution. Values can be monetary or other.
- **Context(s):** The part of the environment which encompasses the change.



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► **Knowledge Areas & Tasks**

Business Analysis Planning and Monitoring

- Plan Business Analysis Approach
- Plan Stakeholder Engagement
- Plan Business Analysis Governance
- Plan Business Analysis Information Management
- Identify Business Analysis Performance Improvements

Requirements Analysis and Design Definition

- Specify and Model Requirements
- Verify Requirements
- Validate Requirements
- Define Requirements Architecture
- Define Design Options
- Analyze Potential Value and Recommend Solutions

Strategy Analysis

- Analyze Current State
- Define Future State
- Assess Risks
- Define Change Strategy

Requirements Life Cycle Management

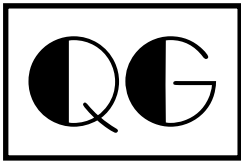
- Trace Requirements
- Maintain Requirements
- Prioritize Requirements
- Assess Requirements Changes
- Approve Requirements

Elicitation and Collaboration

- Prepare for Elicitation
- Conduct Elicitation
- Confirm Elicitation Results
- Communicate Business Analysis Information
- Manage Stakeholder Collaboration

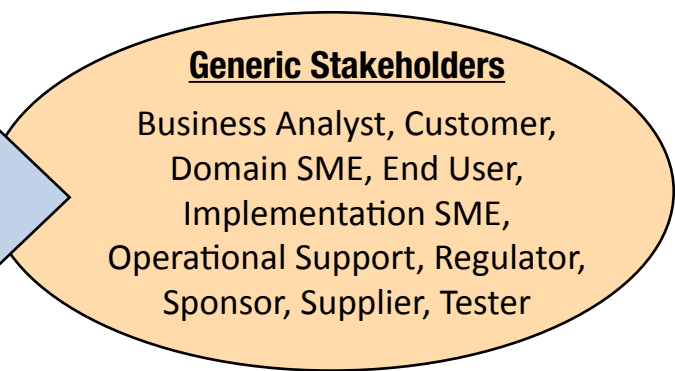
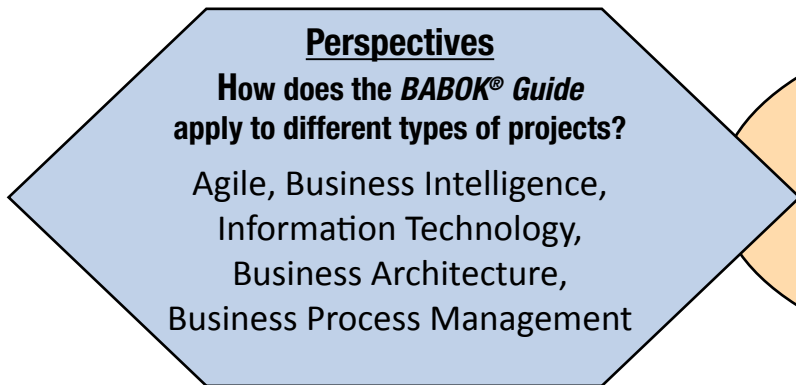
Solution Evaluation

- Measure Solution Performance
- Analyze Performance Measures
- Assess Solution Limitations
- Assess Enterprise Limitations
- Recommend Actions to Increase Solution Value



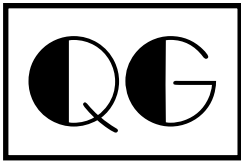
Techniques

- Acceptance and Evaluation Criteria
- Backlog Management
- Balanced Scorecard
- Benchmarking and Market Analysis
- Brainstorming
- Business Capability Analysis
- Business Cases
- Business Model Canvas
- Business Rules Analysis
- Collaborative Games
- Data Dictionary
- Data Flow Diagrams
- Data Modeling
- Decision Analysis
- Estimation
- Financial Analysis
- Focus Groups
- Functional Decomposition
- Glossary
- Interface Analysis
- Interviews
- Item Tracking
- Lessons Learned
- Metrics and Key Performance Indicators (KPIs)
- Mind Mapping
- Nonfunctional Requirements Analysis
- Observation
- Organization Modeling
- Prioritization
- Process Analysis
- Process Modeling
- Prototyping
- Reviews
- Risk Analysis and Management
- Roles and Permissions Matrix
- Root Cause Analysis
- Scope Modeling
- Sequence Diagrams
- Stakeholder List, Map, or Personas
- State Modeling
- Survey or Questionnaire
- SWOT Analysis
- Use Cases and Scenarios
- User Stories
- Vendor Assessment
- Workshops



Key Terms

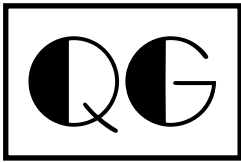
Requirement	A usable representation of a need
Design	A usable representation of a solution
Enterprise	A system of one or more organizations and the solutions they use to pursue a shared set of common goals



Business Analysis Planning and Monitoring		
<i>Inputs</i>	<i>Tasks</i>	<i>Outputs</i>
<ul style="list-style-type: none"> Needs 	Plan business analysis approach	Business analysis approach
<ul style="list-style-type: none"> Needs Business Analysis Approach 	Plan stakeholder engagement	Stakeholder engagement approach
<ul style="list-style-type: none"> Business Analysis Approach Stakeholder Engagement Approach 	Plan business analysis governance	Governance approach
<ul style="list-style-type: none"> Business Analysis Approach Stakeholder Engagement Approach Governance Approach 	Plan business analysis information management	Information management approach
<ul style="list-style-type: none"> Performance Objectives (external) Business Analysis Approach 	Identify business analysis performance improvements	Business analysis performance Assessment

Elicitation and Collaboration		
<i>Inputs</i>	<i>Tasks</i>	<i>Outputs</i>
<ul style="list-style-type: none"> Needs Stakeholder Engagement Approach 	Prepare for elicitation	Elicitation activity plan
<ul style="list-style-type: none"> Elicitation Activity Plan 	Conduct elicitation	Elicitation results (unconfirmed)
<ul style="list-style-type: none"> Elicitation Results (unconfirmed) 	Confirm elicitation results	Elicitation results (confirmed)
<ul style="list-style-type: none"> Business Analysis Information Stakeholder Engagement Approach 	Communicate business analysis information	Business analysis information (communicated)
<ul style="list-style-type: none"> Stakeholder Engagement Approach Business Analysis Performance Assessment 	Manage stakeholder collaboration	Stakeholder engagement

Requirements Life Cycle Management		
<i>Inputs</i>	<i>Tasks</i>	<i>Outputs</i>
<ul style="list-style-type: none"> Requirements Designs 	Trace requirements	Requirements (traced) Designs (traced)
<ul style="list-style-type: none"> Requirements Designs 	Maintain requirements	Requirements (maintained) Designs (maintained)
<ul style="list-style-type: none"> Requirements Designs 	Prioritize requirements	Requirements (prioritized) Designs (prioritized)
<ul style="list-style-type: none"> Requirements Designs Proposed Change 	Assess requirements changes	Requirements change assessment Designs change assessment
<ul style="list-style-type: none"> Requirements (verified) Designs 	Approve requirements	Requirements (approved) Designs (approved)



Strategy Analysis		
Inputs	Tasks	Outputs
<ul style="list-style-type: none"> Needs Elicitation Results (confirmed) 	Analyze current state	Current state description Business requirements
<ul style="list-style-type: none"> Business Requirements 	Define future state	Business objectives Future state description Potential value
<ul style="list-style-type: none"> Influences (internal and external) Elicitation Results (confirmed) Designs (prioritized) Requirements (prioritized) Business Objectives Potential Value 	Assess risks	Risk analysis results
<ul style="list-style-type: none"> Stakeholder Engagement Approach Current State Description Future State Description Risk Analysis Results 	Define change strategy	Change strategy Solution scope

Requirements Analysis and Design Definition		
Inputs	Tasks	Outputs
<ul style="list-style-type: none"> Needs 	Specify and model requirements	Requirements (specified and modeled)
<ul style="list-style-type: none"> Needs Business Analysis Approach 	Verify requirements	Requirements (verified)
<ul style="list-style-type: none"> Business Analysis Approach Stakeholder Engagement Approach 	Validate requirements	Requirements (validated)
<ul style="list-style-type: none"> Business Analysis Approach Stakeholder Engagement Approach Governance Approach 	Define requirements architecture	Requirements architecture
<ul style="list-style-type: none"> Performance Objectives (external) Business Analysis Approach 	Define design options	Design options
<ul style="list-style-type: none"> Potential Value Design Options 	Analyze potential value; recommend solution	Solution recommendation

Solution Evaluation		
Inputs	Tasks	Outputs
<ul style="list-style-type: none"> Implemented Solution (external) Business Objectives 	Measure solution performance	Solution performance measures
<ul style="list-style-type: none"> Potential Value Solution Performance Measures 	Analyze performance measures	Solution performance analysis
<ul style="list-style-type: none"> Implemented Solution (external) Solution Performance Analysis 	Assess solution limitations	Solution limitations
<ul style="list-style-type: none"> Implemented/Constructed Solution (external) Current State Description Solution Performance Analysis 	Assess enterprise limitations	Enterprise limitations
<ul style="list-style-type: none"> Solution Limitation Enterprise Limitation 	Recommend actions to increase solution value	Recommended actions

