

Le "Knowledge Hub"

Un NOUVEL outil puissant pour les analystes d'affaires





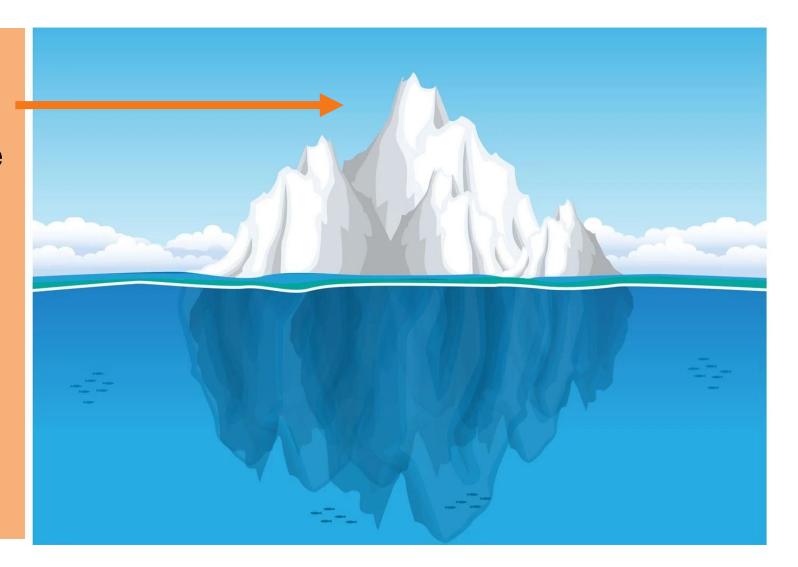
1. C'est quoi?



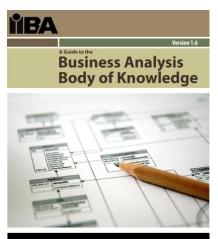
2. Qui peut l'utiliser?

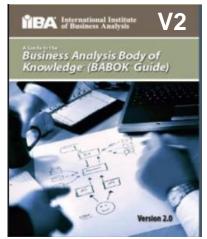
3. Comment ça marche?

Ce soir: La pointe de l'iceberg

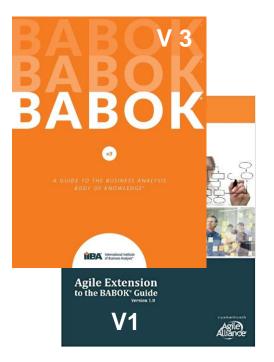


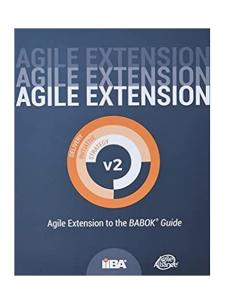
Le Contexte: Brève Histoire du BABOK® & Certifications











International Institute of Business Analysis







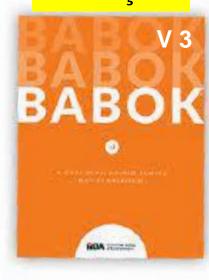


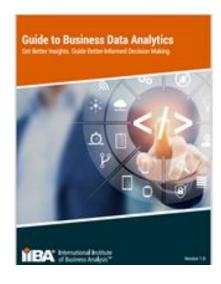


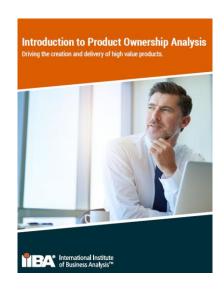
AU-DELÀ DU BABOK®



En français!









2019

2020

Fev 2021

Juin **2021**

CPOA

CERTIFIED

IIBA

Juillet 2021

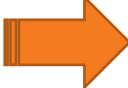






1. C'EST QUOI?

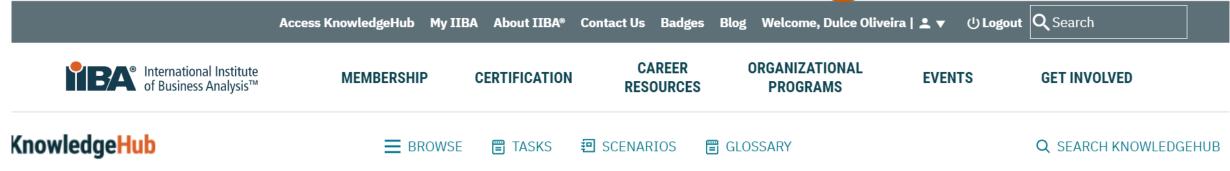


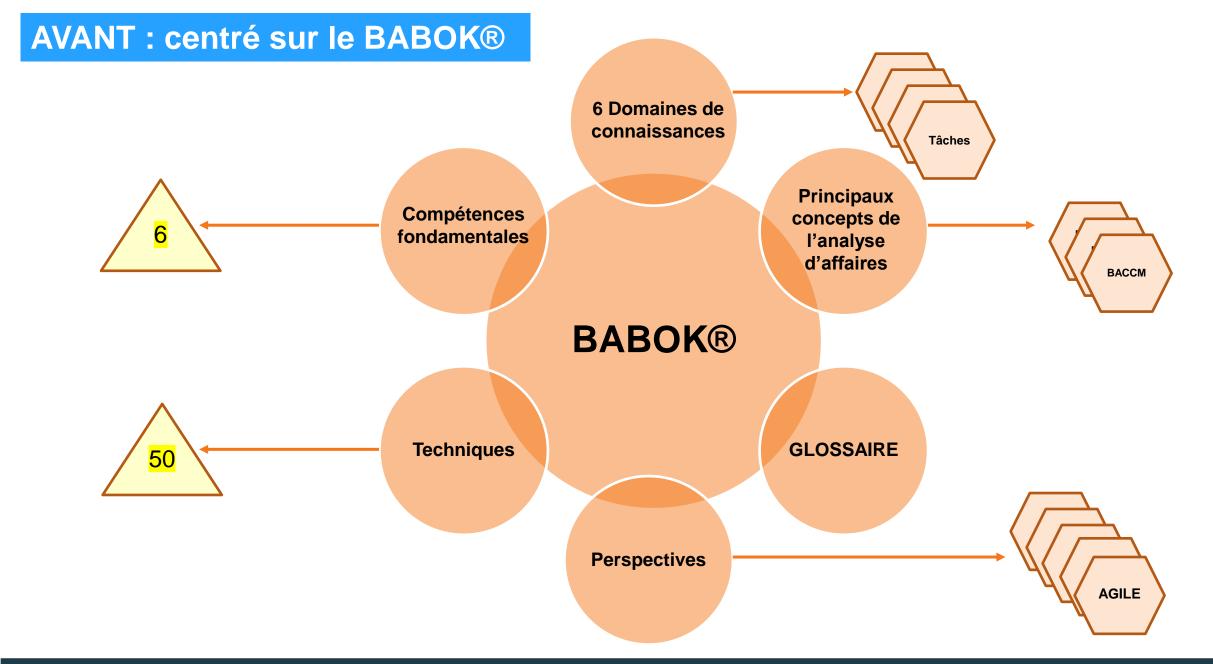


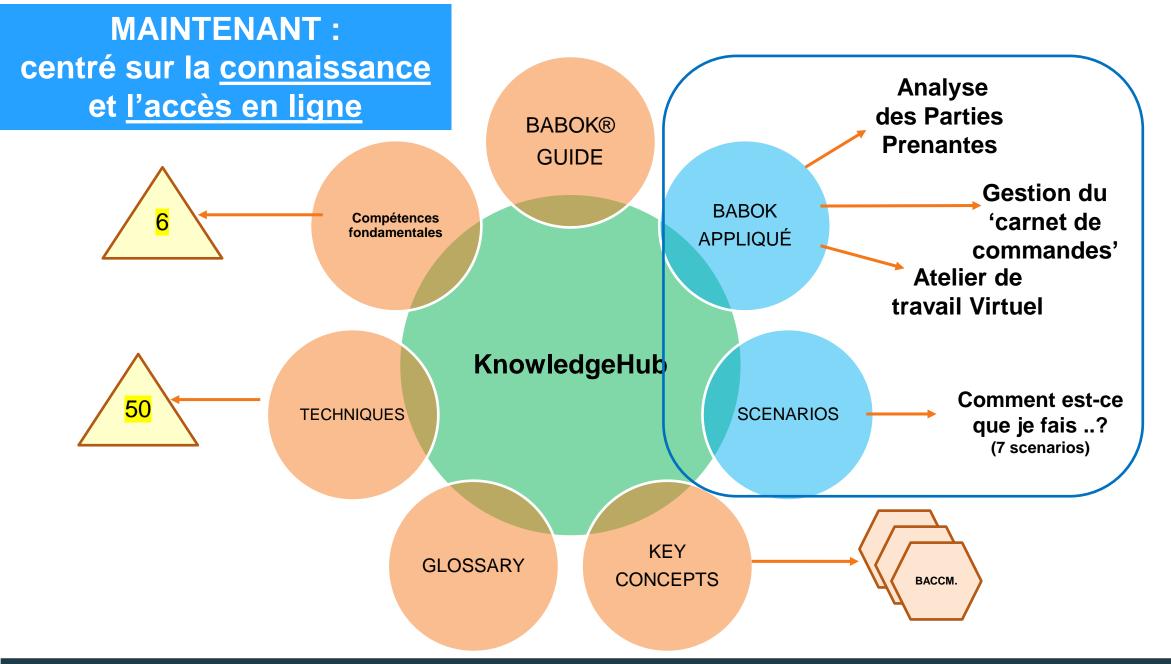
- Du contenu en-ligne sur IIBA.ORG (NB: en anglais)
- Du contenu inter-actif
- Un lien direct au BABOK®
- Contient des:
 - scenarios
 - gabarits
 - videos
 - outils

Question: Qui peut l'utiliser? Réponse: Tous les membres du IIBA!









PAGE D'ACCUEIL





UN LIEN DIRECT AU BABOK

NOWLEDGEHUB





LIEN CONTINUEL AU BABOK®!!



IIBA.or

geHub / A Guide to the Business Analysis Body of Knowledge® / 11. Perspectives / 11.1 The Agile Perspective

Table of Contents

Preface

- v 1. Introduction
- 2. Business Analysis Key Concepts
- 3. Business Analysis Planning and Monitoring
- 4. Elicitation and Collaboration
- 5. Requirements Life Cycle Management
- 6. Strategy Analysis
- 7. Requirements Analysis and Design Definition
- 8. Solution Evaluation
- 9. Underlying Competencies

The Agile Perspective highlights the unique characteristics of business analysis when practiced in the context of agile environments.

Agile is about having a flexible mindset, embodied in a set of values and principles and exhibited by a variety of complementary practices. Agile initiatives involve constant change. Business analysts working on agile initiatives continually reassess, adapt, and adjust their efforts and tactics. Business analysts conduct analysis and deliver work products at the last responsible moment to continually allow flexibility for change; detailed analysis work is not done ahead of time, but just in time to be effectively utilized by the agile team.

Agile business analysis ensures that information is available to the agile team at the right level of detail at the right time. Business analysts help agile teams answer these questions:

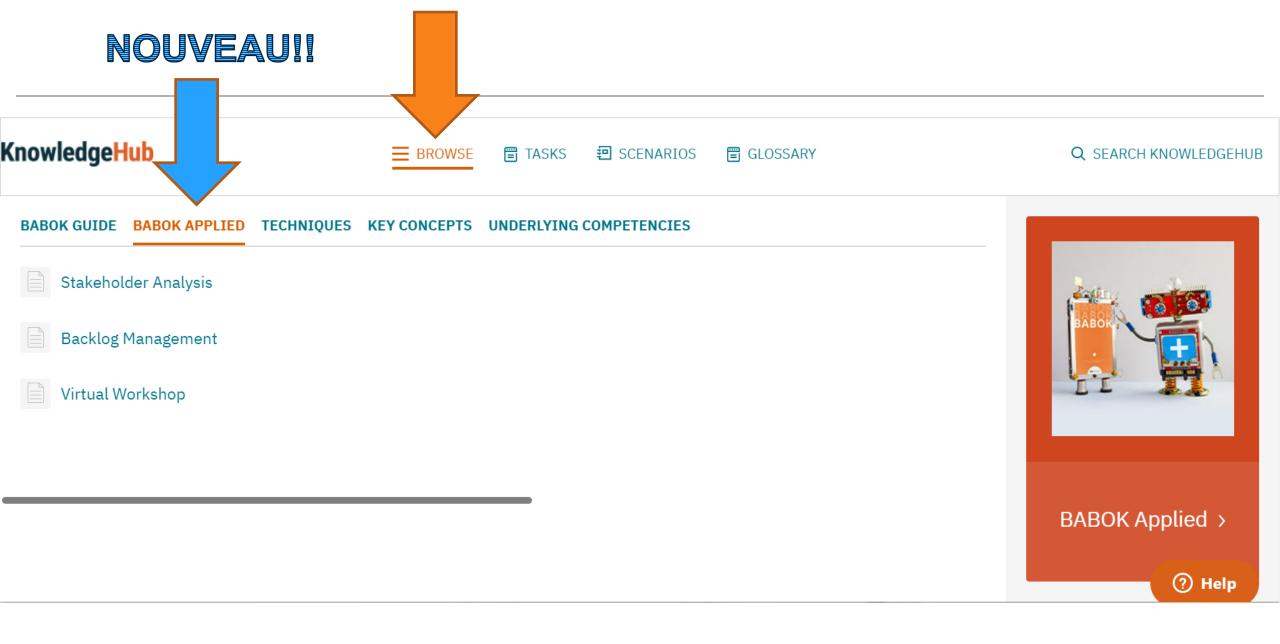
- What need are we trying to satisfy?
- Is that need worth satisfying?
- Should we deliver something to satisfy that need?
- What is the right thing to do to deliver that need?

Business analysis work is performed continuously throughout an agile initiative and relies heavily on interpersonal skills such as communication, facilitation, coaching, and negotiation. Business analysts are active members of an agile team and often facilitate planning, analyzing, testing, and demonstrating activities. In an agile team, business analysis may be performed by a product manager/owner, business analyst, or by other defined team roles. Business analysts help the team identify modifications in assumptions and other project variations that emerge.

Back to Top

Refer to the *Agile Extension to the BABOK® Guide* for an expanded treatment of the role, mindset, and practices of business analysis in agile approaches, as well as details on the values and principles of the Agile Manifesto (www.agilemanifesto.org).

? Help



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Stakeholder Analysis
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Backlog
Management
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Vue globale de l'analyse des parties prenantes

Gestion du 'carnet de commandes'

Atelier de travail virtuel

BABOK Applied Stakeholder Analysis Learn More >



Related Content



KEY CONCEPTS

2.4 Stakeholders

Each task includes a list of stakeholders who are likely to participate in the...



TASKS

3.2 Plan Stakeholder Engagement

The purpose of Plan Stakeholder Engagement is to plan an approach for establis...

TASKS

4.5 Manage Stakeholder Collaboration

The purpose of Manage Stakeholder Collaboration is to











Stakeholder Analysis Case Study: Government

Stakeholders are the people impacted by the change your initiative is creating, and analysis is defining their attributes, how to communicate with them and managing the impact. You can find everything you need to know about Stakeholder Analysis in the IIBA BABOK® Guide.



Read Now



Tips, Tools, and Resources



Des gabarits téléchargeables II



PDF

Communications plan and template

Stakeholder list/map

Stakeholder map template

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Personas technique guide

Persona template

Roles and permissions matrix

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BABOK GUIDE BABOK APPLIED TECHNIQUES KEY CONCEPTS UNDERLYING COMPETENCIES







- Analyze Stakeholders
- Maintain Stakeholder Analysis

Des Instructions Étape par Étape pour chacune des activités

Define Stakeholder Groups

Review various groupings that are affected by the initiative to the who your stakeholders are:

External affected groups

- · Customers,
- Suppliers,
- Regulators, and
- Others

Organization

- Sponsors,
- Executives,
- Domain SMEs, and
- Others

Organizational Unit

- · End users,
- Help desk, and
- Employees whose work will change because of the initiative

Solution Delivery

- · Project team, and
- · Anyone directly involved with creating the solution.



Additional groups for potential stakeholders:



neview existing documents, systems or artifacts

- Enterprise organization charts to help identify affected organization units.
- · Business model canvas
 - o customers,
 - o suppliers, and
 - o Regulators.
- Participants in process models that are part of the project.

Tarticipants in process models that are part of the project.





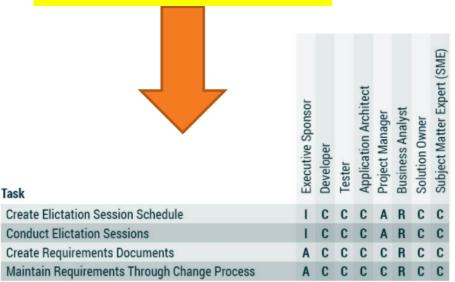
Identify Stakeholders

Identifying stakeholders by asking:

- Who
 - o is responsible for the process inputs/steps/outputs?
 - o makes decisions regarding the budget/schedule/business requirements?
 - o funds the project?
 - o uses the end product?
 - is responsible for creating the solution?
 - is responsible for defining standards for the solution?
 - will be responsible for the solution once it is implemented (project vs. operational)?
- Are there supervisors that will be informed by their own staff?
- · Should the project communicate to all impacted supervisors and staff?

Identifying stakeholders can be done concurrently within the Define Groups task or separately.

Exemple de matrice RACI







More on Stakeholder Analysis



STAKEHOLDER ANALYSIS

Define Groups & Identity Stakeholders

Your first step in Stakeholder Analysis is to define stakeholder groups and...



Accès direct aux autres sections

STAKEHOLDED ANALYSIS

Analyze Stakeholders

After identifying stakeholder groups and individuals, you need to Analyze...



STAKEHOLDER ANALYSIS

Maintain Stakeholder Analysis

The stakeholder analysis should be revisited and maintained throughout an in...

BABOK GUIDE BABOK APPLIED TECHNIQUES KEY CONCEPTS UNDERLYING COMPETENCIES Stakeholder Analysis Define Groups and Identify Stakeholders Analyze Stakeholders Maintain Stakeholder Analysis

Define Attributes

After identifying stakeholder groups and individuals, you need to Analyze Stakeholders by defining their attributes in order to understand their impacts, influence and needs throughout an initiative. You can do this by creating:

- · a stakeholder list
- a stakeholder matrix
- a RACI matrix
- Personnas

Stakeholder List

In addition to name and the stakeholder's group, the stakeholder list can also include:

- contact information,
- · contact preference (email or phone),
- · supervisor contact,
- · level of availability/commitment to the initiative

You may want to add information based on how interaction is managed and defined in your organization.

STAKEHOLDER LIST/MAP→

STAKEHOLDER MAP TEMPLATE→

RACI Matrix

RACI identifies four levels of involvement:

RACI Example

Example of the RACI for requirement tasks:

Personas



Introduction au concept de 'personas'

A persona is an archetype that exemplifies the way a typical user in a specific group interacts with a product. Personas help bring the user to life, which makes their needs feel real to project members.

Create a persona with research:

- Interviews
- Surveys
- Workshops
- Demographics and statistics

A persona can include:

- Name and photo to make it realistic
- Age, Education, Family, location
- · Job title and Role as it relates to the product
- Short bio include context to product
- Goals and tasks they are responsible for
- · Frustrations and problems



General Info

Age: 28 Work: Sr Business Analyst Reports to: Business Analysis Manager Edu/Certs: Comp Sci Bach Degree, CBAP, CSPO Family: Active Single Location: Virtual





Susi specializes in helping the team understand how the project fits with corporate strategy overall and getting a top-notch solution that meets tactical, operational and strategic objectives. Her combined business analysis and industry expertise build trust with both her business and technology partners. She is always seeking better ways to elicit and visualize requirement and solution artifacts. She juggles project, enhancement and production maintenance support which sometimes creates challenges. Her company uses a custom Apile SDLC. She is a member of the IIBA and participates actively in

Data, Reports I use

ServiceNow Time/Capacity/Project Tracking Variable reports and data analytics by project Daily & monthly production logs

Information resources I trust

IIBA & IIBA EEP's **BA Times** Google search

Incentive - Career Dev; Promotion; Bonus; Recognition Fears - not being valued Growth - limited budget, time & opportunity Power - feets non-existent

How I am evaluated

Quality of artifacts for biz, dev & testing Techniques and effective use of people's time Metrics from post prod release

Find more effective ways of executing work both for my current work and the Org.

Take up courses/certifications to add value to my experience Be aware of/ understand the industry and professional trends I'd like a seat at the "strategy table", i.e. be respected by org leaders To be up-to-clate with trends and changes in the profession Do thorough root cause analysis or production issues that leads to

effective solutions Understand and articulate customer needs and requirements Contribute to awesome solution design and delivery

Be respected by my team & have happy customers

Frustrations/Issues

Collaboration with virtual teams - distributed & dispersed Managing multiple priorities - not enough time for everything Orgidoes not understand the value of business analysis, so BA Development opportunities are very limited. Insufficient guidance for specific tasks / Expectations may be

No investment in my career, so learning happens on the job. Asked to do things that may not be business analysis-related How do I ensure that training will be useful to BAs and they can

Difficult to find time to navigate the info on IIBA website BA performance expectations are not clearly defined or measured. IIBA chapter meetings are good for networking and presentations are usually good but I don't often learn things to use on my job.







Stakeholder Matrix

High Influence/High Impact: key players in the change effort. Engage this group regularly.

High Influence/Low Impact: have needs that should be met. Engage and consult with them, while increasing their level of interest with the change activity.

Low Influence/High Impact: supporters of and potential goodwill ambassadors for the change effort. Engage for their input and show interest in their needs.

Low Influence/Low Impact: can be kept informed using general communications. Additional engagement gain project support.

Determine Influence and Impact

Ask your stakeholders questions to determine their level of influence and impact. If the answer is "yes" then include them in the "High" position for that characteristic.

Influence:

- Can the stakeholder make decisions about the project/initiative goals, staff or budget?
- Does the stakeholder have funding authority over the affected units or project/initiative?
- Does the stakeholder have approval authority over any of the inputs into or



A Back to Top



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Une partie des activités recommandées ...



Risk and Issue Management

You should participate in regular risk and issue management activities to identify what can be mitigated or resolved through stakeholder management. Risk and issue management provides ways to modify your current stakeholder analysis and identify new stakeholder groups.

You may be able to mitigate risk by:

 Re-positioning a stakeholder in the High Influence/High Impact quadrant of the matrix, and



Revisit the stakeholder analysis when:

- · Resources change in an organization or on a team
- New stakeholders are identified through risk and issue analysis activities
 - they may be replacing an existing stakeholder or because of change for:
 - an individual,
 - their responsibilities or
 - the organization.





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Stakeholder Analysis
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Vue globale de l'analyse des parties prenantes

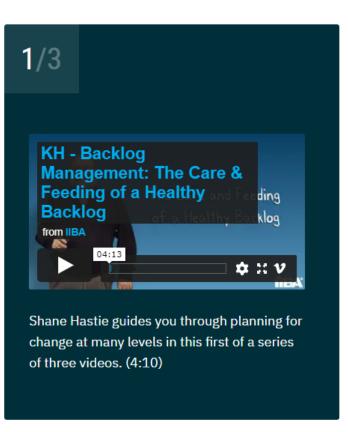
Gestion du carnet de commandes

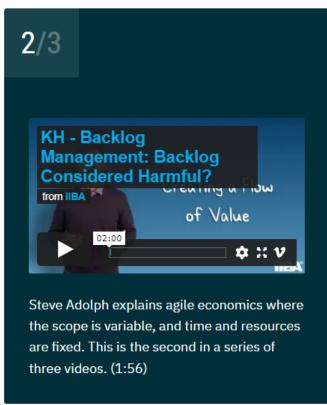
Atelier de travail virtuel



3 Videos pour l'introduction du concept "gestion du carnet de commandes"

What is Backlog Management?







Supporting Knowledge



TECHNIQUES

10.2 Backlog Management

A backlog occurs when the volume of work items to be completed exceeds the...

Accès direct en ligne à la technique 'gestion du carnet de commandes' dans le BABOK



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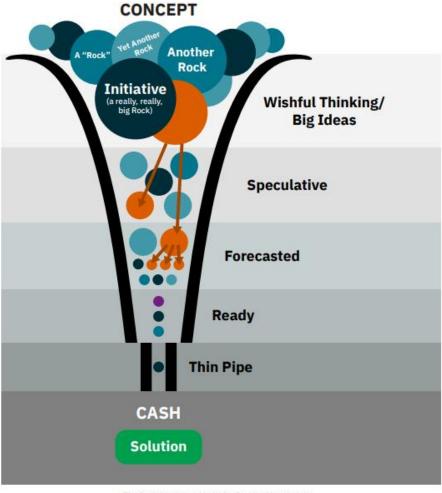




Introducing the Rock Crusher: Making ALL Work Visible

Introduction du concept 'broyeur de pierres'





The Rock Crusher as Model for Backlog Management

The Rock Crusher is different from the classic "stacked plates backlog model" because the highest priority Ready work falls out at the "bottom" – the fine-grained results of the crushing process that lead to the Solution.

Tips, Tools, and Resources



Rock Crusher (Backlog) Infograph

The Rock Crusher metaphor is used to describe managing the backlog and the...

Download >



2 Rock Crusher Ceremonies – The Crush Meeting

The second in the Backlog management Rock Crusher series outlining meetings...

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User Story - Rock Crusher Infograph

A quick look at user stories, and epics, their purpose and format.

Download >



3 Implementing the Rock Crusher

The third in the Backlog Management Rock Crusher series discussing tools...

Download >



1 Introducing the Rock Crusher - Backlog management

The first in the Backlog Management series using the Rock Crusher metaphor to...

Download >



4 It Takes a Village – Rock Crusher Roles

The fourth in the Backlog Management Rock Crusher series explains the various...

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Vue globale de l'analyse des parties prenantes

Gestion du 'carnet de commandes'

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5 Videos pour l'explication du concept 'parcours client'

Running a Virtual Workshop to Create a Customer Journey:

- A practical tutorial to help you conduct a successful virtual workshop.
- · Plan, prepare and run your first virtual workshop with confidence.
- Includes six videos narrated by Carl Sudholz.
- Allow approximately 60 minutes to go through the full guide, or pause after each module.

Watch the Virtual Workshop Videos









information, confirm results, and communicate assembled...



TESTINIQUES

10.50 Workshops

A workshop is a focused event attended by key stakeholders and subject matter...

Accès direct en ligne à la technique 'atelier de travail'

⑦ F

Des suggestions, instructions et gabarits pour appliquer le concept 'parcours client'

How it Can be Applied



Tips, Tools, and Templates



PDF

Office Set up Infograph

Check out these hints to create an effective office set-up for working remote.

Download >



This is your comprehensive workbook to run an effective virtual workshop.

Download >



Running a Virtual Workshop for a Customer Journey Map Template

Follow these steps to run a virtual workshop to create a customer journey map.

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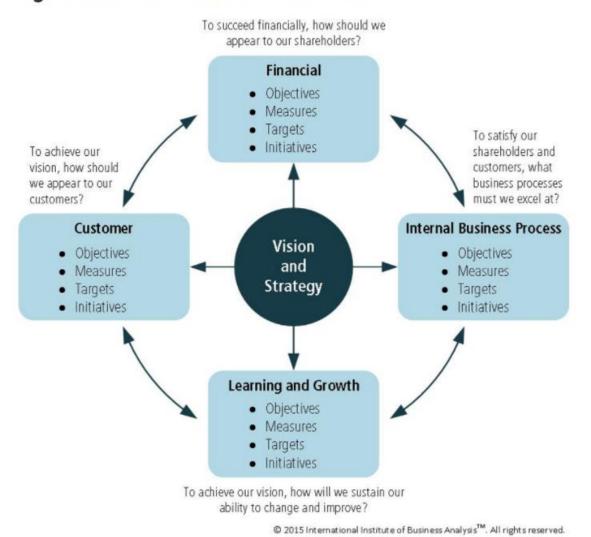
☐ TASKS
☐ SCENARIOS
☐ GLOSSARY

Q SEARCH KNOWLEDGEHUB

BABOK GUIDE BABOK APPLIED TECHNIQUES	KEY CONCEPTS UNDERLYING COMPETENCIES	
Introduction	10.6 Business Capability Analysis	10
10.1 Acceptance and Evaluation Criteria	10.7 Business Cases	10
10.2 Backlog Management	10.8 Business Model Canvas	10
10.3 Balanced Scorecard	10.9 Business Rules Analysis	10
10.4 Benchmarking and Market Analysis	10.10 Collaborative Games	10
10.5 Brainstorming	10.11 Concept Modelling	10



Figure 10.3.1: Balanced Scorecard



Accès direct en ligne à chaque technique dans le BABOK



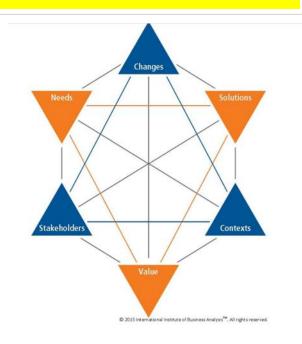
Accès direct en ligne à tous les 'principaux concepts de l'analyse d'affaires' dans le BABOK ex: BCCM

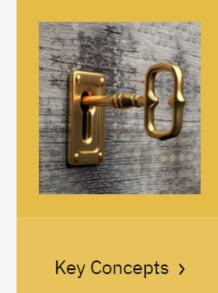
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KnowledgeHub

BABOK GUIDE BABOK APPLIED TECHNIQUES KEY CONCEPTS UNDERLYING COMPETENCIES

- Introduction
 - 2.1 The Business Analysis Core Concept Model™
- 2.2 Key Terms
- 2.3 Requirements Classification Schema
- 2.4 Stakeholders
- 2.5 Requirements and Designs















Q SEARCH KNOWLEDGEHUB

BABOK GUIDE BABOK APPLIED TECHNIQUES KEY CONCEPTS UNDERLYING COMPETENCIES

Introduction

- 9.6 Tools and Technology

- 9.1 Analytical Thinking and Problem Solving
- 9.2 Behavioural Characteristics
- 9.3 Business Knowledge
- 9.4 Communication Skills
- 9.5 Interaction Skills

Accès direct en ligne à toutes les techniques dans le BABOK



Underlying Competencies >





BROWSE







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BABOK® Guide

Tasks

6 knowledge areas. 30 tasks. Understand and apply tasks for business analysis work. Accès direct en ligne à toutes les tâches dans le BABOK



DU NOUVEAU I



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'How do I' Scenarios

Get actionable content contributed by business analysis practitioners.





Identify What Needs to Be Done



Understand Today's Business Processes



Confirm the Information That Has Been Captured



Manage Different Types of Requirements



Determine Who Should Be Involved



Capture Key Requirements



Describe User System Interactions

IIBA.org / KnowledgeHub / Scenarios / Identify what needs to Be Done?

What do you do first when planning your analysis activity?

Start with the Introduction to Analysis Approach video. Then watch the Waterfall Analysis Approach and the Agile Analysis Approach videos. The videos provide you with the starting point for your planning.

You can download both the Waterfall Case Study and The Agile Case Study to reference as you watch the videos Waterfall Analysis Approach Case Study and Agile Analysis Approach Case Study for real-world examples of planning.



Related Content



TASKS

3.1 Plan Business Analysis Approach

The purpose of Plan Business Analysis Approach is to define an appropriate...







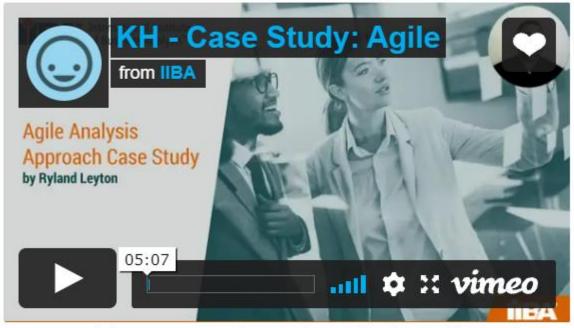
Learn what you should do first in the plan-driven approach using Waterfall as Ryland Leyton explains the why and what of Waterfall.



Ryland Leyton explains why a Waterfall approach worked in this case study (2:58). Pre-read the case study and watch the Waterfall Analysis Approach video for the best experience.



Learn what you should do first when using an Agile approach as Ryland Leyton explains the need to expect change and adapt.



Pre-read the case study and watch the Agile Analysis Approach video for the best experience.

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Confirm the Information That Has Been Captured



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Determine Who Should Be Involved



Capture Key Requirements



Describe User System Interactions

IIBA.org / KnowledgeHub / Scenarios / Capture Key Requirements?

Where do you start with requirements?

Follow this approach for capturing key requirements. Watch the video and download the checklist. For your convenience you can download a meeting agenda and minutes template - you'll need it.



Related Content



KEY CONCEPTS

2.3 Requirements Classification Schema

For the purposes of the BABOK® Guide, the following classification schema...



KEY CONCEPTS

2.5 Requirements and Designs

Eliciting, analyzing, Back to Top validating, and managing requirements have consistently...



KNOWLEDGE AREAS

Scenarios : Capturing key requirements

Tips, Tools, and Templates



Capturing Key Requirements Preparation Checklist

Use this checklist to prepare and capture requirements.

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Meeting Agenda Minutes Template

Use this template for your meetings to capture requirements.

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Identify What Needs to Be Done



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Manage Different Types of Requirements



Determine Who Should Be Involved



Capture Key Requirements



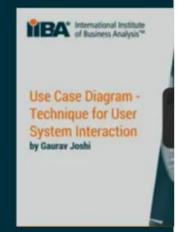
Describe User System Interactions



Understand how to map new and existing user roles and systems as Gaurav Joshi walks you through the process.



This short video helps you understand the techniques for user system interactions by categorizing them as functional or technical and detailed or high level.



Understand ho diagrams for u interactions.

Tips, Tools, and Templates





View this Help Manual - Technique for User System Interaction before you start on your help manual.

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Prototyping for User System Interaction

View this explanation of Prototyping - Technique for User System Interaction.

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Roles & Permission Matrix for User System Interaction

Roles & Permission Matrix -Technique for User System Interaction.

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Use this Preparation Checklist for your Workshop / Interview / Meeting.

Download >



Observation Technique Steps Example

Learn about observation steps for User System Interaction.

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Role Functionality Questionnaire

Use this sample questionnaire to help with defining role functionality for User System Interactions.

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Identify What Needs to Be Done



Understand Today's Business Processes



Confirm the Information That Has Been Captured



Manage Different Types of Requirements



Determine Who Should Be Involved



Capture Key Requirements



Describe User System Interactions

IIBA.org / KnowledgeHub / Scenarios / Manage Different Types of Requirements?

What kind of requirements are there and why are they important?

Four requirement categories are explained in the introduction video. Download the infograph to follow along. Then watch the video "How to Manage Requirements" which walks you through an example including understanding dependencies and traceability.





Related Content



KEY CONCEPTS

2.3 Requirements Classification Schema

For the purposes of the BABOK® Guide, the following classification schema...



KEY CONCEPTS

2.5 Requirements and Designs

Eliciting, analyzing, validating, and managing requirements have consistently...



KNOWLEDGE AREAS





Requirement Types Infograph

Tips and user stories for the four types of requirements.



REQUIREMENTS - INFOGRAPH

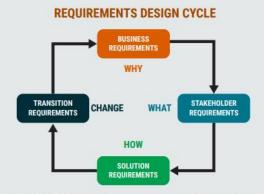
Check Out the Introducing Requirements Video

REQUIREMENT CATEGORY	DEFINITION	KEYWORD	EXAMPLE	TIPS
BUSINESS REQUIREMENTS	Statements of goals, objectives and outcomes that describe why a change has been initiated Can apply to the whole of an enterprise, a business area or a specific initiative	WHY	As a leading food retailer, we want to create new business by being profiled as a company that cares about people with food constraints because of medical (e.g., allergies, intolerances); religious (e.g., kosher, halal); or personal conviction or lifestyle (e.g., vegetarian, vegan) reasons	 Are written at strategic level Shouldn't contradict Limited in quantity Aren't about solutions and shouldn't contain solution elements Usually aren't written by business analysts
STAKEHOLDER REQUIREMENTS	Needs of stakeholders that must be met to achieve the business requirements May serve as a bridge between business and solution requirements	WHAT	As a consumer with food allergies, I want to effortlessly find recipes that take my food allergies into account, so I can enjoy the preparation of a meal instead of focusing on my restrictions	 Can sometimes contradict; where a business analyst should look for compromises Aren't about solutions and shouldn't contain solution elements Represent them in a similar way as user stories (see example) Typically written by business analysts
SOLUTION REQUIREMENTS	Describe the capabilities and qualities of a solution that meets stakeholder requirements Provide the appropriate level of detail to allow for the development and implementation of the solution Sub-categories: Functional requirements: describe the capabilities a solution must have in terms of the behaviour and information the solution will manage Non-functional/quality/service requirements: describe conditions under which a solution	HOW	Create a website where the consumer can create an account where he/she can: Predefine a food profile Easily find recipes that meet the food profile Map the recipes with our products Make a shopping list The website should be secure and responsive	 User stories are a popular way to describe solution requirements Trainings that accompany a solution and are given to newcomers—after the implementation of that solution—and are typically described by solution requirements Typically written by solution/system/ functional analysts - only in a second instance by business analysts
TRANSITION REQUIREMENTS	Describe the capabilities the solution must have, and the conditions the solution must meet, to facilitate transition from the current state to the future state, but which aren't needed once the change is complete Are of a temporary nature so differ from other requirement categories Address topics such as data conversion, training and business continuity	CHANGE	Set up a marketing campaign to promote the new website that will be available on smartphone, tablet and computer	Trainings that accompany a new solution but are given to employees to help them with the transition (e.g., previously we did scenario 'a' this way, now we will do it that way) are described by transition requirements Written by business analysts and/or solution/system/functional analysts depending on the contents

RELATIONSHIPS - DEPENDENCIES - TRACEABILITY

- · Different relationships between requirements
 - > Between the different categories of requirements (derive)
 - > Dependencies between requirements (necessity|effort)
- · Why important
 - > Easier for analysing impact if something changes
 - > Helps in prioritizing design/development

(BABOK Guide v3 - 5.1 Trace Requirements)



(BABOK Guide v3 - 2.5 Requirements and Designs)



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RECHERCHE: REQUIREMENTS

ALL RESULTS 125

KNOWLEDGE AREAS 6

TASKS 30

SCENARIOS 4

TECHNIQUES 43

125 results for "requirements"





TASKS

5.3 Prioritize Requirements

The purpose of Prioritize Requirements is to rank requirements in the order of relative importance.



TASKS

5.5 Approve Requirements

The purpose of Approve Requirements is to obtain agreement on and approval of requirements and designs for business analysis work to continue and/or solution construction to proceed.



ALL RESULTS 125

KNOWLEDGE AREAS 6

TASKS 30

TECHNIQUES 43



4 results for "requirements"

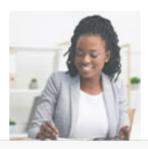




SCENARIOS

Capture Key Requirements

Follow this scenario for capturing key requirements, a crucial component in business analysis. Watch the video and download the provided checklist.



SCENARIOS

Manage Different Types of Requirements

In this scenario, access how-to content and practical videos you can use to manage different types of requirements



Q SEARCH KNOWLEDGEHUB

Glossary

Terms and definitions; a foundational component of the global standards of business analysis.

IIBA.org / KnowledgeHub / Glossary



Acceptance criteria

Criteria associated with requirements, products, or the delivery cycle that must be met in order to achieve stakeholder acceptance.

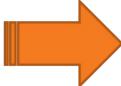
Actor (business analysis)

A human, device, or system that plays some specified role in interacting with a solution.



EN RESUMÉ ...



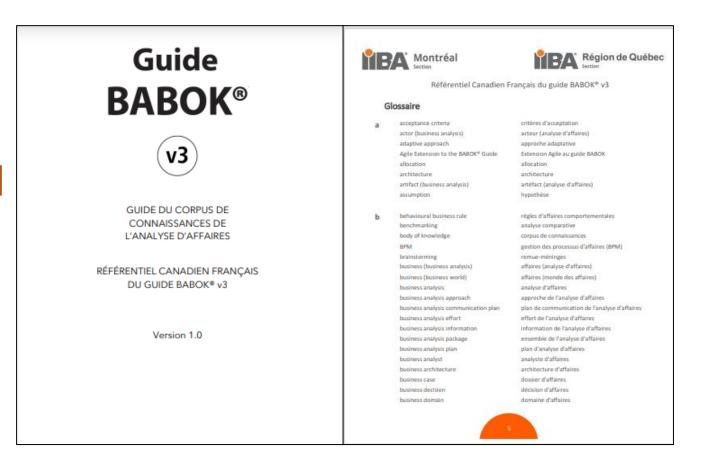


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