



BABOK® Version 1.6 Errata

October 15, 2008

Important Note: The errata included in this document has been reviewed by the Certification team to ensure that the changes listed here do not impact the CBAP™ exam. The errata listed here corrects typographical errors, grammatical errors, and similar non-substantive issues.

Section	Draft Text	Final Text
Copyright and Legal Statement		See below.
(Throughout)	IIBA BOK or BA BoK	Replaced with BABOK.
	Coming soon..., To be determined..., etc. or blank sections	Replaced with "Incomplete at time of publication".
P.3	(addition to expert list)	James Robertson, Principal, Atlantic Systems Guild (www.systemsguild.com) Suzanne Robertson, Principal, Atlantic Systems Guild (www.systemsguild.com)
P.6	(corrections)	Patricia Chappell, CBAP was inadvertently left off of the list of reviewers. In addition, the following reviewers have become CBAPs since the release of the draft: Betty H. Baker, Cathy Brunsting, Stephanie Garwood, May Jim, Keith Sarre.
Contributors	(corrections)	Harish Pathria's name was misspelled. Finny Lee is now Finny Barker. The term "Leader" is replaced by "Chair" for all committees and sub-committees. Kevin Brennan is the Vice-President, Body of Knowledge (at time of publication) and chair of the BA Fundamentals subcommittee.

Section	Draft Text	Final Text
		The following contributors were awarded their CBAP following the publication of the draft of 1.6: Kevin Brennan, Barbara Carkenord, Mary Gorman, Elizabeth Larson, Richard Larson, Richard Fox, Peter Gordon, Finny Barker.
1.2	The Guide to the Body of Knowledge is the basis for developing examination questions for the exam that individuals must pass to become certified by IIBA.	The Guide to the Business Analysis Body of Knowledge is the basis for developing examination questions for the CBAP exam.
1.4.3	Second sentence of business requirements	Insert "as" so that the sentence reads "They describe such things as the reasons why..."
	Last sentence of Implementation Requirements	Change "are" to "will be".
1.5.2	First sentence	Delete the word "gathering". The revised sentence reads: The Requirements Planning and Management Knowledge Area defines the resources and tasks associated with the planning and management of requirements activities throughout the requirements process.
Figure 1.6.1	The graphic depicts two arrows flowing from Requirements Elicitation to Requirements Analysis and Documentation.	One arrow should point in each direction to indicate feedback between the KAs.
2.1.7	6 th Bullet	Capitalized the "I" in Initial
2.2.9.1	Under the heading "The POLDAT Framework"	Insert "developed by the Computer Sciences Corporation (CSC)" after the word "structure " in the first sentence
2.4.3	First Bullet, second sub-bullet	Do not capitalize "The" in "the Zachman Framework"
2.4.9.2		Delete last sentence
3.1.2		Add periods after the last four bullet points
3.2.1.5		Replace "Section X.X" with "Section 3.2.3"
3.2.3.1	Third paragraph, "A stakeholder added to the project after the initial..."	Replace with "A stakeholder added to the project after it is initiated..."
3.2.3.2	Fourth sentence: The listing should include the persons name...	Replace "persons" with "person's".
3.2.5.7	Second sentence: But, Questionnaires...	Delete "But,".
3.2.7.2	First sentence: An interview is a discussion between the Business Analyst and the stakeholder to collect information from the stakeholder their relationship...	Insert "regarding" between "stakeholder" and "their".
Figure 3.3	Third box reads "Business Analysis completes the activities".	Change to "Business Analysts complete the activities"
3.3.2.2	Sentence fragment beginning section	Delete "The Business Analyst who exhibits the highest level of expertise in performing a specialized job, task or skill within the team".

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	<p>Under Complexity:</p> <p>For example, it has been determined that the workflow of the global underwriting system is complex; thus, assigned to Senior Business Analyst. Analysts on the team. The intermediate and simple functions requirement activities will be assigned to the other Business Analysts on the team.</p>	<p>Replace with:</p> <p>For example, it has been determined that the workflow of the global underwriting system is complex, therefore the analysis of the workflow is assigned to the most senior Business Analyst. The analysis of the more intermediate and simple functions will be assigned to the other Business Analysts on the team.</p>
	<p>Under Previous Work Experience with Stakeholders:</p> <p>Thus, the first Business Analyst is responsible of the Group Underwriting functional requirements activities; the second is responsible of the Individual Underwriting functional requirements activities and the last on the non-functional requirements activities.</p>	<p>Replace with:</p> <p>Accordingly, the first Business Analyst is assigned responsibility for the Group Underwriting functional requirements activities; the second is assigned responsibility for the Individual Underwriting functional requirements and the last is assigned responsibility for the non-functional requirements activities.</p>
	<p>Under Geography and Culture:</p> <p>The work division strategy is based on the physical location of the Business Analyst and/or the shared beliefs, values, customs and behavior of the society. It will save in time and money due to the long travel time.</p>	<p>Replace with:</p> <p>The work division strategy is based on the physical location of the Business Analyst and/or the shared beliefs, values, customs and behavior of the Business Analyst's and Stakeholder's societies. Physical proximity will reduce time and travel expenses.</p>
	Second paragraph, fourth sentence	Delete the word "geographical".
	Second paragraph, fifth sentence	Business Analysts should be plural.
	<p>Third paragraph:</p> <p>For the global underwriting system project, it was decided that the three Business Analysts from Asia, Europe and North America to physically move to Europe to successfully deliver compatible requirements.</p>	<p>Replace with:</p> <p>For the global underwriting system project, it was decided that the three Business Analysts from Asia, Europe and North America should physically move to Europe to successfully deliver compatible requirements.</p>
	<p>Fourth paragraph:</p> <p>Continuing with the same example, for the Asia requirement activities, the work division strategy is altered where the North American Business Analyst has the particular linguistic skill as for Asia. For communication reasons, the North American Business Analyst will take the lead for the Asia requirement</p>	<p>Replace with:</p> <p>Continuing with the same example, for the Asian requirement activities, the work division strategy is altered because the North American Business Analyst has the particular linguistic skills required for Asia. For communication reasons, the North American Business Analyst will take the lead for the Asian requirement activities.</p>

Section	Draft Text	Final Text
	activities.	
	Heading: Area of Interests	Replace with "Areas of Interest"
	The work division strategy is based on the business analysts' area of interest.	Replace with:
	For example, the underwriting development system requirement milestone activities have been decomposed into functions: underwriting worksheets, insured information, policy information, accounting transactions and workflow. The three Business Analyst team divide the work on the basis of their functional area of interest or the function that has attracted their attention.	The work division strategy is based on the business analysts' areas of interest. For example, the underwriting development system requirement milestone activities have been decomposed into functions: underwriting worksheets, insured information, policy information, accounting transactions and workflow. The three Business Analyst team members divide the work on the basis of their functional areas of interest or the functions that have attracted their attention.
	Physical Limitation	Replace all "limitation" with "limitations".
	Under heading "Business Analyst Availability" Not all Business Analysts' time is committed 100% to a particular systems development component, process improvement or organisation change. For example, a Business Analyst may be committed 10% of their time to the global underwriting system development component, 40% to the global claims system development component and 50% to the divisional claims system development component. Another example is that the Business Analyst is only available to the project at the beginning of the phase.	Not all of a Business Analyst's time may be committed 100% to a particular systems development component, process improvement or organization change. For example, a Business Analyst may have 10% of their time committed to the global underwriting system development component, 40% to the global claims system development component and 50% to the divisional claims system development component. Another example may be that the Business Analyst is only available to the project at the beginning of the phase.
3.3.2.5	First Sentence	Change "Business Analyst" to "Business Analyst's".
	Fourth Paragraph	Replace "features" with "skills"
3.3.2.7	Not all Business Analysts' time is committed 100% to a particular project.	Replace with: Not all of a Business Analyst's time may be committed to a particular project.
3.3.3.2	Under Heading Methodology	Delete the words "the company has incorporated"
3.3.4		Reduce Information Exchange to a level 4 heading, Verbal and Non-Verbal should be bullet points with Electronic etc. indented under Non-Verbal. Other headings within this section are renumbered accordingly.
		Mentorship should be a level 4 heading
3.3.4	Under Intended Audience	Replace with:

Section	Draft Text	Final Text
	Original This technique is created by the Business Analysts to share the same understanding, information or tool to successfully deliver compatible requirements.	This technique is performed by the Business Analyst to share their understanding of information or tools required to successfully deliver compatible requirements.
	Under Strengths and Weaknesses "The disadvantages in this..."	Replace with: "The disadvantages of this..."
3.4	Delete: For the definition of Risk and Issue (when a Risk materializes, it then becomes an Issue), reference Fundamentals Knowledge Area, Chapter 8.	
	Third Paragraph: "Requirements risks and their management is..."	Replace "is" with "are".
	Fifth paragraph: "Typical Roles and responsibilities..."	Roles should not be capitalized.
	Tenth Paragraph: For more information on Requirements Attributes please reference Requirements Analysis and Documentation Knowledge Area (Chapter 5, section 5.9 Determine Requirements Attributes). How to use Requirements attributes to understand risks are discussed.	Replace with: For more information on Requirements Attributes please reference Requirements Analysis and Documentation Knowledge Area (Chapter 5, section 5.8 Determine Requirements Attributes).
3.5.3.2	Delete sentence: "For example, the PMI defines the phases as Initiation, Planning, Executing, Close Out and Controlling."	
3.5.6.5	Second sentence	Replace Analysis with Analysts.
3.7.2	Delete parentheses around first sentence. Delete second sentence ("Should we check how they define this in the PMBOK?")	
3.7.3	Delete first sentence: (Is this a technique, like historical data?— check PMBOK® for alternate techniques)	
4.3, 4.4, 4.6, 4.8	Delete colons following headers	
4.7.4.1		Second bullet: Insert "and Management" after

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		Requirements Planning.
4.12.2	Closed: The respondent is asked to select from available responses. Useful when the issues are known but the range of user responses to them is not.	Closed: The respondent is asked to select from available responses. Useful when the range of user's responses is pretty well understood, but the strength of each response category needs to be determined.
	Open: The respondent is free to answer the questions as they wish. Useful when the range of users responses is pretty well understood, but the strength of each response category needs to be determined.	Open-ended: The respondent is free to answer the questions as they wish. Useful when the issues are known but the range of user responses to them is not.
5.1.2	Delete: INSERT Figure 5.1: Inputs to Requirements Analysis and Documentation	
5.1.5	Second paragraph, first sentence.	Replace "BA Body of Knowledge" with "BABOK".
5.1.6	Delete Section "Significant Changes from Version 1.4"	
5.2.4	Under heading Structure Solution Definition Decomposition is structuring the problem domain into similar function, similar organizational relationships, models used to describe the problem or some other logically breakdown. This is usually presented in graphical models.	Decomposition is structuring the problem domain into similar functions, similar organizational relationships, models used to describe the problem or some other logical breakdown. This is usually presented as a graphical model.
5.2.5	First paragraph, third sentence Second paragraph, first sentence	Replace "create" with "creates the" Replace "Management used" with "Managers use"
5.3.4.1	Heading Domain and User variation.	Capitalize Variation and delete period.
5.6.5.9		Delete second period after first sentence. In second sentence, replace "protects" with "protect".
5.7.2		First sentence—insert period after confirmed.
5.7.4		Delete "requirements" from first sentence.
5.7.4.1	First sentence Business constraints describe limitations on the projects flexibility. to adopt a desired solution.	Business constraints describe limitations on the project's flexibility to adopt a desired solution.
5.8.1		Delete stray period after second sentence.
5.12.1	Under Decision Tables/Trees, delete: ... Note: Needs expansion and completion.	
5.12.7.5		Delete: Since metadata primarily concerns the usage... Note: define key features of metadata...
5.13.1.5	Diagram was included in BABOK but does not print using many versions of Acrobat.	

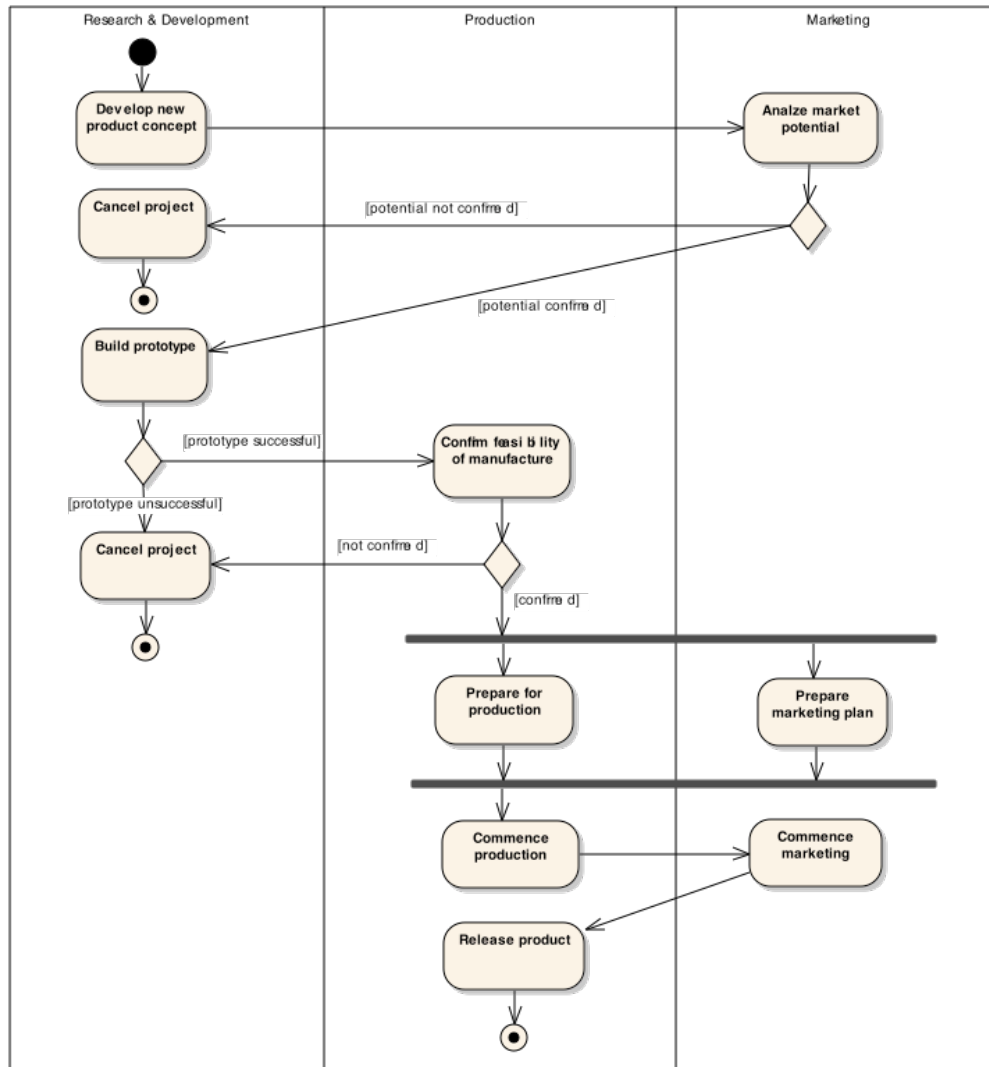
Section	Draft Text	Final Text
	Will include in errata.	
5.13.5.4	The Business Analyst identifies ...	Incomplete at time of publication
5.14.5.2	Under Heading Standard	Replace "Apple OSX" with "Mac OS X"
5.14.4	Two diagrams were included in BABOK but do not print using many versions of Acrobat. Will include in errata.	
5.15	Issue and Task List	Lists changes that were then planned for the next release. Delete.
Chapter 6	Change all instances of "the Knowledge Area XXX" to "XXX Knowledge Area"	
6.1		Capitalize the headings to be consistent with other KAs.
6.1.1	First paragraph, first sentence: "...output of the requirements analysis and documentation..."	Delete "the".
6.1.3	First sentence	This KA contains seven tasks, not five
6.1.4.1	Second Bullet	Replace Requirements Gathering with Requirements Elicitation
6.1.4.2	Fourth bullet	Replace Requirements Implementation with Solution Assessment and Validation Delete "Note: all references to other knowledge areas within the BOK will be italicized."
6.2.4	Fourth Bullet	"Additionally, the BA should be aware of the stakeholder needs and constraints for each communication deliverable in terms of:" should be unbulleted text.
6.4.3.2	Eleventh Paragraph	Replace "MS Word" with "Microsoft Word" Capitalize Diagram in Entity Relationship Diagram
6.4.4.4	Sixth paragraph, "organized in order to support this as a viable solution..."	Delete extra periods after solution.
6.4.4.4		Delete hyphen in "Trace-ability"
6.7.3	After Facilitation Skills	Delete "See the BA Fundamentals for a description of facilitation skills"
6.7.4.4		Paragraphs 3-5 should be bullets
7.2.1.2	(Current numbering, falls under 7.2.4.2 in Final)	Missing footnotes: 1. (Leffingwell and Widrig, Managing Software Requirements: A Unified Approach 2003) 2. (Turner, et al. 1999)
7.2.1.7	(Current numbering, falls under 7.2.4.7 in Final)	Missing footnote: Gotel, O.C.Z. & Finkelstein, A.C.W. (1993). An Analysis of the Requirements Traceability Problem, Technical Report TR-93-41, Department of Computing, Imperial

Section	Draft Text	Final Text
		College.
7.2	Section Numbering	Second Paragraph begins Section 7.2.2. Description Insert 7.2.3 Predecessors after 7.2.2 Text for Predecessors section: "Incomplete at time of publication." Insert 7.2.4 Process and Elements after Stakeholders All remaining text falls under 7.2.4
7.5.3	Figure	Delete text "Move to BA fundamentals" and arrow with text "Understanding of usability principals".
7.10	References	Add: Gotel, Orlena C.Z., and Anthony C.W. Finkelstein. An Analysis of the Requirements Traceability Problem. Technical Report, Department of Computing, Imperial College, 1993. Leffingwell, Dean, and Don Widrig. Managing Software Requirements: A Unified Approach. Second Edition. Boston, MA: Addison-Wesley Professional, 2003. Turner, C. Reid, Alfonso Fugetta, Luigi Lavazza, and Alexander L. Wolf. "A Conceptual Basis for Feature Engineering." Journal of Systems and Software (Elsevier) 49, no. 1 (December 1999): 3-15.

Graphics

The diagrams reproduced below do not represent changes to the content of BABOK version 1.6. They were included in the draft but do not appear or print using all PDF viewers.

5.13.1 Activity Diagram



5.14.4 Use Case Diagram

Figure 5.8: Example Use Case Model

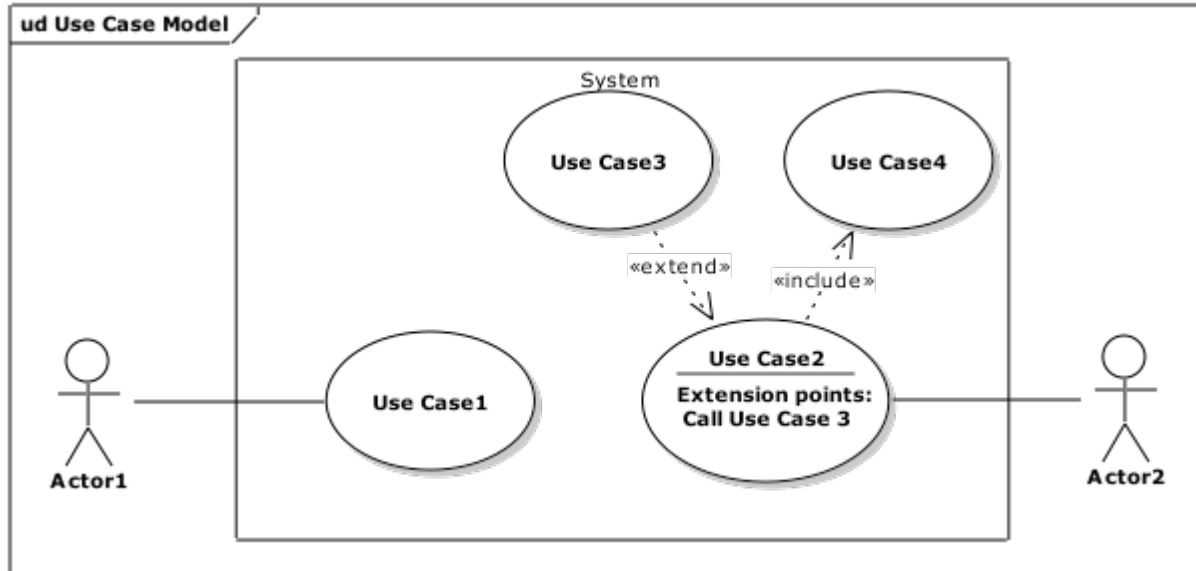
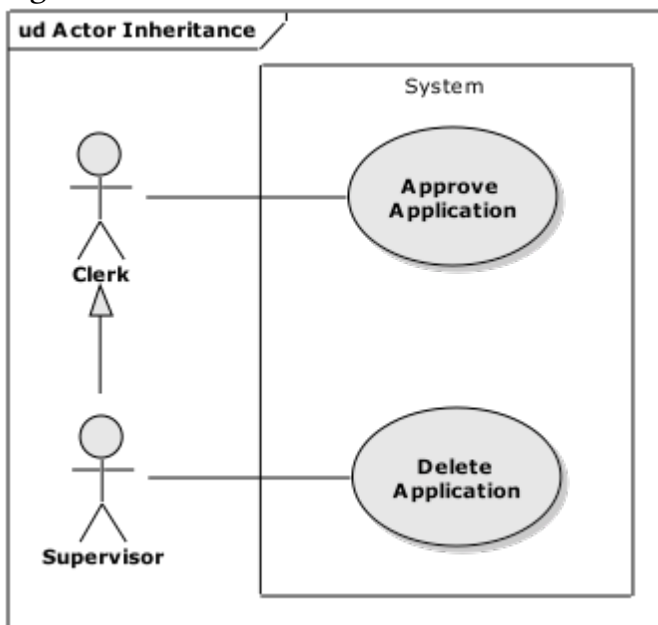


Figure 5.9: Actor Inheritance



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- Creating and developing awareness and recognition of the value and contribution of the Business Analyst,
- Defining the Business Analysis Body of Knowledge,
- Providing a forum for knowledge sharing and contribution to the Business Analysis Body of Knowledge,
- Identifying the required skills and competencies of a qualified Business Analyst,
- Defining training and professional development standards
- Publicly recognizing and certifying qualified Business Analysts.

International Institute of Business Analysis

250 Consumers Rd #301

Toronto, Ontario

M2J 4V6

Canada

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