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IIBA ECBA

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QUESTION NO: 1

Which input is used to prepare for elicitation?

A. Activity plan

B. Business analysis information

C. Stakeholder engagement approach

D. Change strategy

ANSWER: C

Explanation:

The **Stakeholder engagement approach** is used when preparing for elicitation because it provides the planned strategy for involving stakeholders throughout the business analysis effort. Before conducting an elicitation activity, the business analyst needs to understand which stakeholders should participate, their roles and responsibilities, the most appropriate methods and timing for engagement, communication needs, and any considerations that may affect their availability or level of participation. This information enables the analyst to select suitable elicitation techniques, invite the right people, prepare appropriate materials, and create conditions in which stakeholders can contribute meaningful and reliable information.

Preparation is not limited to arranging a meeting; it is an intentional activity that aligns the elicitation session with stakeholder characteristics, organizational context, and the objectives of the work. A stakeholder engagement approach gives the analyst a structured basis for making these decisions and for adapting engagement when stakeholder needs or project circumstances change. This supports effective collaboration and helps ensure that elicitation produces information relevant to the business need. IIBA describes stakeholder engagement planning as a core element of business analysis practice in the BABOK® Guide resources and includes it within the foundational knowledge assessed for the ECBA™ certification.

QUESTION NO: 2

What does a requirement s source, priority, and complexity refer to?

A. Attributes

B. Types

C. Designs

D. Functions

ANSWER: A

Explanation:

Attributes is correct because attributes are descriptive pieces of information recorded about a requirement in addition to its core statement. They support the ongoing management, analysis, communication, and governance of requirements throughout their life cycle. A requirement's source identifies the stakeholder, business need, document, regulation, or other origin from which it was elicited. Recording the source provides traceability and helps the business analyst consult the appropriate person or authority when clarification, validation, or change assessment is needed.

Priority is an attribute used to express the relative importance, urgency, value, or implementation order of a requirement. This enables stakeholders and delivery teams to make informed trade-off decisions, particularly when time, budget, or scope constraints mean not every requirement can be delivered immediately. Complexity is likewise an attribute: it conveys an assessment of the relative difficulty involved in understanding, designing, implementing, or validating the requirement. Together, these attributes make requirements easier to organize, assess, prioritize, and maintain. IIBA's BABOK-based resources describe requirements as information that can be managed with attributes and traceability information; see the IIBA BABOK Guide resource page and IIBA's Business Analysis Blogs for related professional practice guidance.

QUESTION NO: 3

When assessing the performance of a solution, what should a business analyst (BA) compare the actual results against?

A. Performance measures

B. Stakeholder influence ratings

C. Requirements approval records

D. Project communication channels

ANSWER: A

Explanation:

Performance measures are correct because they provide the criteria used to determine whether a solution is delivering the expected value. Measures may include processing time, error rates, revenue, customer satisfaction, compliance results, or other indicators linked to the business need and desired outcomes.

In Solution Evaluation, the BA analyzes actual performance against agreed measures to identify whether the solution is meeting expectations and whether limitations or opportunities for improvement exist. A measure must be relevant to the need being addressed so that stakeholders can make informed decisions about solution value. See the IIBA BABOK Guide resources.

QUESTION NO: 4

What analysis needs to be performed in order to evaluate the effect of change?

A. Competitive

B. Decision

C. Modeling

D. Impact

ANSWER: D

Explanation:

Impact is correct because impact analysis is the structured assessment performed to understand the consequences of a proposed or actual change. In business analysis, this means identifying the affected business objectives, stakeholders, processes, requirements, solution components, organizational capabilities, and planned work. The analyst uses this assessment to determine the scope and significance of the change, identify dependencies and risks, and support informed decisions about whether and how the change should proceed. BABOK® Guide describes impact analysis as a technique that assesses the implications of changes in the context of a change, including the effects on requirements and other related elements. It is particularly important for maintaining traceability: when one requirement, process, or solution component changes, impact analysis helps reveal the connected items that may also require review or revision. The resulting understanding enables stakeholders to plan implementation appropriately, manage disruption, and communicate the change's expected effects. IIBA's business analysis standards and resources provide the broader context for evaluating changes and managing requirements throughout the solution lifecycle. See IIBA BABOK® Guide and IIBA Business Analysis Blogs.

QUESTION NO: 5

A solution is considered to be successful when the:

A. stakeholders' expectations are met.

B. organization is ready to accept it.

C. performance evaluation is positive.

D. business need is satisfied.

ANSWER: D

Explanation:

A solution is considered successful when the **business need is satisfied.** In the IIBA Business Analysis Body of Knowledge (BABOK) framework, a solution is a specific way of satisfying one or more needs in a context. Its success is therefore determined by the value it delivers in addressing the underlying business need—not merely by whether it was implemented, accepted, or viewed favorably at a particular point in time.

Business analysis evaluates a solution by examining its actual performance, the value it provides, and whether it achieves the desired business outcomes. This includes considering whether the solution resolves the problem or realizes the opportunity that prompted the change. A solution may be operational and supported by stakeholders, but the essential measure of success remains whether it delivers sufficient value to satisfy the need that justified the investment and change effort.

This principle aligns with BABOK's definition of a solution and with Solution Evaluation, which focuses on assessing solution performance and recommending actions to increase the value received from a solution. See the IIBA BABOK Guide resource and IIBA's overview of business analysis standards and resources.

QUESTION NO: 6

Which of the following items is commonly used by a business analyst (BA) during requirements verification?

A. A checklist with a standard set of quality elements

B. A business model canvas with financial estimates

C. A benchmarking report with industry comparisons

D. A user story with inputs and outputs

ANSWER: A

Explanation:

A checklist with a standard set of quality elements is commonly used during requirements verification because verification is the quality review activity in which a business analyst assesses whether requirements and designs meet defined standards before they are used further. A checklist makes that assessment repeatable and complete by prompting the reviewer to examine relevant quality characteristics, such as whether a requirement is clear, feasible, testable, consistent, complete enough for its purpose, and aligned with the agreed need. It also helps the analyst document the review, identify defects or omissions, and ensure that the same quality criteria are applied across a set of requirements rather than relying solely on individual judgment.

In the Business Analysis Body of Knowledge, requirements verification is concerned with confirming that requirements and designs are of sufficient quality and fit for use. Checklists are a practical technique for evaluating deliverables against pre-established criteria, particularly when a team has standards for requirement quality. The checklist may be tailored to the organization, delivery approach, and requirement type, but its core purpose remains systematic quality control before approval, prioritization, implementation, or validation with stakeholders. See the IIBA BABOK Guide overview and IIBA's Business Analysis Blogs for further business-analysis practice resources.

QUESTION NO: 7

In a use case model, what is an actor?

A. A role that interacts with the solution

B. A requirement that defines solution quality

C. A step performed within a business process

D. A decision made by the project sponsor

ANSWER: A

Explanation:

A role that interacts with the solution is correct. An actor represents a person, group, organization, system, or device that has an interaction with the solution in order to achieve a goal. An actor is defined by its role in the interaction, rather than by a specific individual.

Use case modelling helps a business analyst identify the services or capabilities a solution must provide to its users and other external entities. See the IIBA BABOK Guide resources for related requirements analysis techniques.

QUESTION NO: 8

Which technique represents a small, concise statement of functionality or quality needed to deliver value to a specific stakeholder?

A. User stories

B. Lessons learned

C. Business case

D. Scope modelling

ANSWER: A

Explanation:

User stories are concise descriptions of a capability, feature, or quality requirement expressed from the perspective of a stakeholder who will receive value. In the BABOK® Guide, a user story is a brief statement of functionality or quality needed to deliver value to a specific stakeholder. They are commonly written in a simple format such as, “As a [stakeholder], I want [capability] so that [benefit],” which keeps attention on the intended user, the needed outcome, and the value expected.

This technique supports progressive elaboration: a story communicates the need at a high level and can later be discussed, refined, prioritized, and supplemented with acceptance criteria as the team gains information. User stories are particularly useful in adaptive and agile delivery approaches because they promote collaboration between business stakeholders and delivery teams while maintaining a clear connection between requirements and stakeholder value. The wording in the question directly matches the BABOK definition of user stories. See the IIBA BABOK® Guide resources and IIBA’s overview of user stories.

QUESTION NO: 9

(In business analysis, why is it critical for organizations to prioritize needs?)

A. It helps allocate resources efficiently by focusing on the relative importance of requirements.

B. It delays addressing lower-priority requirements to focus solely on high-impact areas.

C. It ensures that all requirements are addressed equally.

D. It reduces the complexity of organizational requirements by eliminating unnecessary ones.

ANSWER: A

Explanation:

It helps allocate resources efficiently by focusing on the relative importance of requirements. In business analysis, prioritization establishes which needs, requirements, or other backlog items should receive attention first when time, funding, people, and technical capacity are limited. It enables stakeholders to make deliberate trade-offs and direct delivery effort toward the items that offer the greatest value or are most urgent, while also considering relevant risks, dependencies, costs, and implementation constraints. This creates a shared basis for planning releases, sequencing work, and making transparent decisions as circumstances change.

The BABOK® Guide defines the purpose of prioritization as ranking requirements and designs in order of relative importance. Relative importance is context-dependent: an item may be prioritized because it supports a business objective, reduces a significant risk, enables other work, meets a deadline, or provides substantial stakeholder value. By identifying these distinctions, the organization can use its limited resources purposefully rather than treating every requested item as equally important. IIBA's overview of the *Prioritize Requirements* task also identifies value, risk, difficulty, and dependencies as key considerations. See the IIBA BABOK® Guide overview and IIBA guidance on prioritizing requirements.

QUESTION NO: 10

When the focus of the specifying and modelling activity is on a solution, the output is referred to as:

A. design.

B. requirement.

C. value.

D. need.

ANSWER: A

Explanation:

The correct answer is **design.** In the BABOK® Guide, specifying and modelling is used to describe requirements in enough detail to support communication, analysis, implementation, and assessment. The resulting output is named according to the focus of the work. When the focus is on the business need or on what a stakeholder requires, the output is a requirement. When the focus instead shifts to the solution and to how that solution will satisfy one or more requirements, the output is a design.

A design is a usable representation of a solution. It may describe solution components, their structure, behaviour, interfaces, rules, processes, data, or interactions. It provides sufficient detail for stakeholders to understand how the intended solution is expected to deliver value and address the identified need. Designs can range from high-level conceptual representations to detailed specifications suitable for implementation, depending on the context and delivery approach. This distinction is important in business analysis because requirements express needed capabilities or conditions, whereas a design represents a particular way of fulfilling them. The terminology and distinction are defined in the BABOK® Guide's Requirements Analysis and Design Definition knowledge area and glossary. See the IIBA BABOK® Guide resource page and the IIBA discussion of requirements and design.

QUESTION NO: 11

Which task involves determining whether a solution is delivering the value expected by stakeholders?

A. Assess Solution Performance

B. Prepare for Elicitation

C. Approve Requirements

D. Trace Requirements

ANSWER: A

Explanation:

Assess Solution Performance is correct because it evaluates how well a solution is operating and whether it is producing the expected results. The business analyst may use performance measures, stakeholder feedback, operational data, and comparisons with defined targets to identify the value delivered by the solution.

This task supports Solution Evaluation by providing evidence about whether the solution satisfies the business need and whether improvements are required. See the IIBA BABOK Guide resources for the Solution Evaluation knowledge area.

QUESTION NO: 12

Which approach aligns to approval of requirements at the end of a phase?

A. Adaptive

B. Modelling

C. Predictive

D. Prioritization

ANSWER: C

Explanation:

Predictive is correct because a predictive approach plans work in advance and commonly organizes delivery into defined phases. Requirements are elicited, analyzed, documented, and reviewed sufficiently early so that stakeholders can formally approve or baseline them at a phase boundary before downstream work proceeds. This approval provides a controlled basis for planning, design, development, and change management. Once requirements have been approved, proposed changes are assessed and managed through an established change-control process, helping maintain traceability and alignment with the agreed scope. IIBA's BABOK Guide describes a predictive approach as one in which requirements are defined and approved before implementation, in contrast to approaches that evolve requirements through ongoing delivery and feedback. Phase-end approval is therefore a characteristic governance practice for predictive work, where decisions and commitments are made at planned milestones. See IIBA's overview of the Business Analysis Body of Knowledge (BABOK Guide) and its discussion of business analysis standards and resources.

QUESTION NO: 13

(You observe frequent bottlenecks in hand-offs between organizational units. Which technique will you implement to examine this issue more closely?)

A. Item tracking

B. Process analysis

C. Interviews

ANSWER: B

Explanation:

Process analysis is the appropriate technique because it examines how work is performed across an end-to-end business process, including activities, inputs and outputs, roles, decisions, controls, and interactions between organizational units. In this situation, the observed problem occurs at hand-offs, which are process interfaces where responsibility, information, or work products move from one unit to another. Mapping and analyzing the process makes these interfaces visible and enables the business analyst to investigate delays, queues, unclear ownership, rework, missing information, approval points, and dependencies that may be creating the bottlenecks.

BABOK describes process analysis as a technique used to understand and improve business processes. Its purpose includes identifying opportunities to increase efficiency and reduce issues within a process. The analysis may use process models and supporting measures such as cycle time, wait time, throughput, and defect or rework rates to establish where delays occur and to support recommendations for improvement. This direct focus on workflow and cross-functional hand-offs makes process analysis the best fit for examining the stated concern. See the IIBA's [BABOK Guide overview]() and its [business analysis resources]() for further context on business-process analysis and improvement.

QUESTION NO: 14

What are the elements of user stories?

A. State tables, flow diagrams, process models, matrices

B. Grouping, ranking, negotiation, decision trees

C. Main topic, keywords, metrics, indicators

D. Conversation, acceptance criteria, title, statement of value

ANSWER: D

Explanation:

Conversation, acceptance criteria, title, statement of value is correct because these elements provide a concise but sufficiently actionable representation of a requirement from the user's perspective. A title gives the story an identifiable, memorable label for planning and discussion. The statement of value expresses the intended user, the capability sought, and the value or outcome expected—often phrased as "As a …, I want …, so that …." This keeps the requirement focused on stakeholder value rather than prematurely prescribing a solution.

Conversation is an essential element because a user story is not intended to contain every detail by itself. Ongoing dialogue among business stakeholders, developers, and other team members elaborates the need, assumptions, examples, rules, and implementation considerations at the appropriate time. Acceptance criteria then establish the conditions that demonstrate the story has been satisfactorily delivered. They define clear boundaries for expected behavior and support validation and testing. Together, these elements make a user story understandable, collaborative, value-oriented, and verifiable. This treatment aligns with IIBA's Agile Extension guidance on agile analysis and requirements practices, as well as IIBA's overview of the BABOK Guide: IIBA BABOK Guide resources and IIBA Agile Extension resources.

QUESTION NO: 15

Which stakeholder has responsibility to review and approve requirements?

A. Project manager

B. Business analyst

C. End user

D. Sponsor

ANSWER: D

Explanation:

Sponsor is the best answer because the sponsor is the stakeholder accountable for championing the initiative and providing the organizational authority needed to move it forward. In requirements life cycle management, approval is a formal decision that requirements are sufficiently understood, aligned to the intended business outcomes, and authorized for use as a basis for subsequent work. A sponsor commonly provides, or designates, the necessary decision-making authority for that approval.

Approval is more than confirming that a requirement was recorded accurately. It represents commitment to the business need, expected value, scope direction, and investment of organizational resources. The sponsor therefore validates that the requirements support the initiative's objectives and can be accepted on behalf of the organization. The business analyst supports this decision by facilitating elicitation, analyzing and documenting requirements, maintaining traceability, and coordinating approval activities; however, the formal business authorization rests with the sponsor or an authorized business decision-maker.

This aligns with the BABOK® Guide's Requirements Life Cycle Management knowledge area and its approval activities, which focus on obtaining stakeholder agreement and authorization for requirements. See IIBA's [BABOK® Guide resource page] and [Business Analysis Glossary].

QUESTION NO: 16

When planning business analysis information management, what are the factors that influence storage and access decisions?

A. Organizational values and procurement strategy

B. Business rules and change strategy

C. Business policies and methodology adopted

D. Organizational standards and tool availability

ANSWER: D

Explanation:

Organizational standards and tool availability is correct. In BABOK® Guide information management planning, business analysts determine how business analysis information will be captured, stored, accessed, integrated, and retrieved during the initiative. Storage and access decisions must align with the organization's established standards, such as information-security requirements, records-retention rules, document-management practices, access controls, and any mandated repositories or collaboration platforms. These standards ensure that information is managed consistently and appropriately for the organizational context.

The tools available to the initiative also directly shape what is practical and effective. For example, an approved requirements-management tool, modelling application, wiki, shared repository, or issue-tracking system may determine how information is organized, versioned, linked, and made available to stakeholders. Tool capabilities can influence the techniques and notations selected, as well as the level of traceability and collaboration that can be supported. The business analysis approach documents how such tools will be used so stakeholders can access reliable information when needed. This is consistent with the BABOK® Guide's Business Analysis Information Management task, which identifies organizational standards and tools as considerations for managing business analysis information. See the [IIBA BABOK® Guide overview] and IIBA's [Business Analysis Body of Knowledge resources].

QUESTION NO: 17

If inconsistencies arise between different elicitation results, the business analyst (BA) should:

A. escalate them to the business sponsor.

B. report them to the project manager.

C. resolve them through collaboration.

D. reconcile them through experience.

ANSWER: C

Explanation:

"resolve them through collaboration." is correct because inconsistent elicitation results frequently reflect different stakeholder perspectives, assumptions, priorities, terminology, or understanding of the business need. The business analyst's role is to identify these inconsistencies, bring the relevant stakeholders together, clarify the underlying information, and facilitate agreement on an accurate and usable result. Collaboration may involve reviewing evidence, defining terms, validating assumptions, discussing impacts, and documenting the decision or any remaining issue.

In BABOK® Guide practice, elicitation does not end when information is gathered. The business analyst must confirm the elicitation results with stakeholders and ensure that the information is communicated, understood, and suitable for subsequent analysis. Resolving inconsistencies collaboratively supports shared ownership of requirements and reduces the chance that unverified or conflicting information is carried into solution design or implementation. The BA may use facilitation and conflict-resolution skills to guide this work while remaining neutral and focused on the business objective. See the IIBA BABOK® Guide overview and IIBA's Business Analysis Standard for the role of stakeholder collaboration in business analysis.

QUESTION NO: 18

Which cost is estimated based on the alternative results that might have been achieved if the resources devoted to one design option had been allocated to another design option?

A. Implementation

B. Maintenance

C. Opportunity

D. Purchase

ANSWER: C

Explanation:

Opportunity is correct. Opportunity cost is the value of the benefit, outcome, or return forgone when an organization commits limited resources—such as funding, staff time, technology capacity, or management attention—to one alternative rather than the next-best available alternative. In this scenario, the analyst estimates what might have been achieved had the resources assigned to one design option instead been allocated to another design option. That foregone result is precisely the basis for an opportunity-cost estimate.

For business analysis decisions, recognizing opportunity cost supports a fuller comparison of alternatives. A design may appear affordable when considering only its direct spending, but its real economic impact also includes the value the organization gives up by not pursuing the most beneficial competing use of those same constrained resources. Considering this cost helps decision makers assess trade-offs, expected value, and the relative value delivered by each potential solution design. IIBA's Business Analysis Body of Knowledge describes assessing design options through analysis of value, costs, risks, and trade-offs. The general economic definition of opportunity cost likewise identifies it as the value of the next-best alternative forgone. See IIBA BABOK Guide resources and Encyclopaedia Britannica: opportunity cost.

QUESTION NO: 19

Which type of solution requirement describes how well a solution must perform?

A. Business requirement

B. Stakeholder requirement

C. Non-functional requirement

D. Transition requirement

ANSWER: C

Explanation:

Non-functional requirement is correct because non-functional requirements describe quality characteristics and constraints of a solution. These can include performance, security, reliability, usability, availability, capacity, and compatibility. For example, a requirement that a system respond to a customer inquiry within two seconds describes performance rather than a specific function.

Functional requirements describe capabilities that a solution must provide, while non-functional requirements describe the qualities that enable those capabilities to be used effectively. See the IIBA BABOK Guide resources.

QUESTION NO: 20

The requirements life cycle ends when:

A. all requirements are verified and validated by the stakeholders.

B. a solution and the requirements that represent it are retired.

C. a solution is defined and approved by the stakeholders.

D. a solution is implemented and the project team disbands.

ANSWER: B

Explanation:

The correct answer is **“a solution and the requirements that represent it are retired.”** Requirements life cycle management spans the full duration for which requirements remain relevant, rather than ending when they are approved, implemented, or initially validated. A requirement may continue to be used after delivery to support operation, maintenance, enhancement, governance, and evaluation of the solution. Requirements also provide an ongoing basis for tracing solution components back to the business need and intended value they support.

Under the BABOK® Guide, the life cycle of a requirement concludes when the solution component to which that requirement traces is retired. At that point, the requirement no longer defines an active solution component and is formally removed from active use. This principle recognizes that requirements can outlive a project and that their management must account for changes and eventual retirement throughout the solution’s operational life. The answer accurately reflects this retirement-based endpoint for both the solution and its associated requirements. See the IIBA overview of the BABOK® Guide and IIBA’s BABOK® Guide resources.

QUESTION NO: 21

The requirements elicitation technique used to iteratively validate the needs of stakeholders that interact with the application is:

A. interface analysis

B. observation.

C. prototyping

D. reverse engineering.

ANSWER: C

Explanation:

Prototyping is the correct answer because it creates an early, simplified representation of a proposed application, interface, process, or component that stakeholders can review and use. By interacting with successive versions of the prototype, stakeholders can make their needs concrete, identify missing or misunderstood requirements, and provide feedback before the solution is fully developed. This iterative feedback cycle helps the business analyst progressively refine requirements, especially where users’ needs depend on screen layouts, navigation, workflows, data entry, or system responses.

In business analysis, prototypes may range from low-fidelity sketches and wireframes to clickable models or working simulations. The important characteristic is not the technology used, but the ability to elicit feedback and validate whether the proposed solution will support stakeholder goals. Each review can reveal new information and lead to adjustments, making prototyping particularly effective for requirements that are difficult for stakeholders to describe abstractly. IIBA identifies prototyping among the techniques business analysts use to elicit and validate information with stakeholders. See the IIBA BABOK Guide resources and IIBA’s Business Analysis Blog for further business analysis guidance.

QUESTION NO: 22

Which of the following is a guideline or tool, often provided by third parties, used for defining design options?

A. Traced requirements

B. Existing solutions

C. Future state description

D. Solution scope

ANSWER: B

Explanation:

Existing solutions is correct because the BABOK® Guide identifies existing solutions as a guideline and tool for the Define Design Options task within Requirements Analysis and Design Definition. A business analyst can examine products, services, platforms, components, patterns, or approaches that are already available in the organization or marketplace to identify feasible ways of satisfying requirements. These solutions are frequently supplied, documented, demonstrated, or otherwise made available by third parties, such as vendors, service providers, implementation partners, or industry bodies.

Using existing solutions helps the analyst ground design work in practical alternatives rather than beginning from a blank slate. The analyst evaluates how well available capabilities can address the need, what configuration or integration may be required, and what constraints or trade-offs apply. This information supports the creation and comparison of design options, enabling stakeholders to select an approach that delivers value while remaining feasible in the organizational context. The task's purpose is to identify solution approaches and supporting designs that satisfy requirements and business needs. See IIBA's BABOK® Guide overview and the IIBA KnowledgeHub for BABOK-aligned business analysis concepts and resources.

QUESTION NO: 23

For which part of an initiative is the business analyst (BA) responsible?

A. Authorizing the project

B. Approving solution execution plans

C. Defining the solution approach

D. Accepting risk mitigation plans

ANSWER: C

Explanation:

Defining the solution approach is correct because a business analyst helps determine how the business need can be addressed and frames the path from the current state to a desired future state. This includes analyzing the problem or opportunity, identifying required business changes, assessing potential solution options, and describing the scope and characteristics that a viable solution should have. The BA works with stakeholders to ensure that the approach is based on valid needs, organizational context, constraints, assumptions, and expected value.

In IIBA's Business Analysis Body of Knowledge, business analysis is concerned with enabling change by defining needs and recommending solutions that deliver value to stakeholders. A solution approach therefore requires core BA capabilities: eliciting and analyzing information, clarifying requirements, evaluating alternatives, and supporting stakeholders in reaching a shared understanding of the recommended direction. The BA may collaborate closely with delivery, technical, operational, and governance roles, but defining and communicating the solution direction is a central contribution of business analysis. This work provides the foundation for subsequent detailed design, planning, implementation, and value evaluation activities. See the IIBA overview of business analysis and the BABOK Guide resource page.