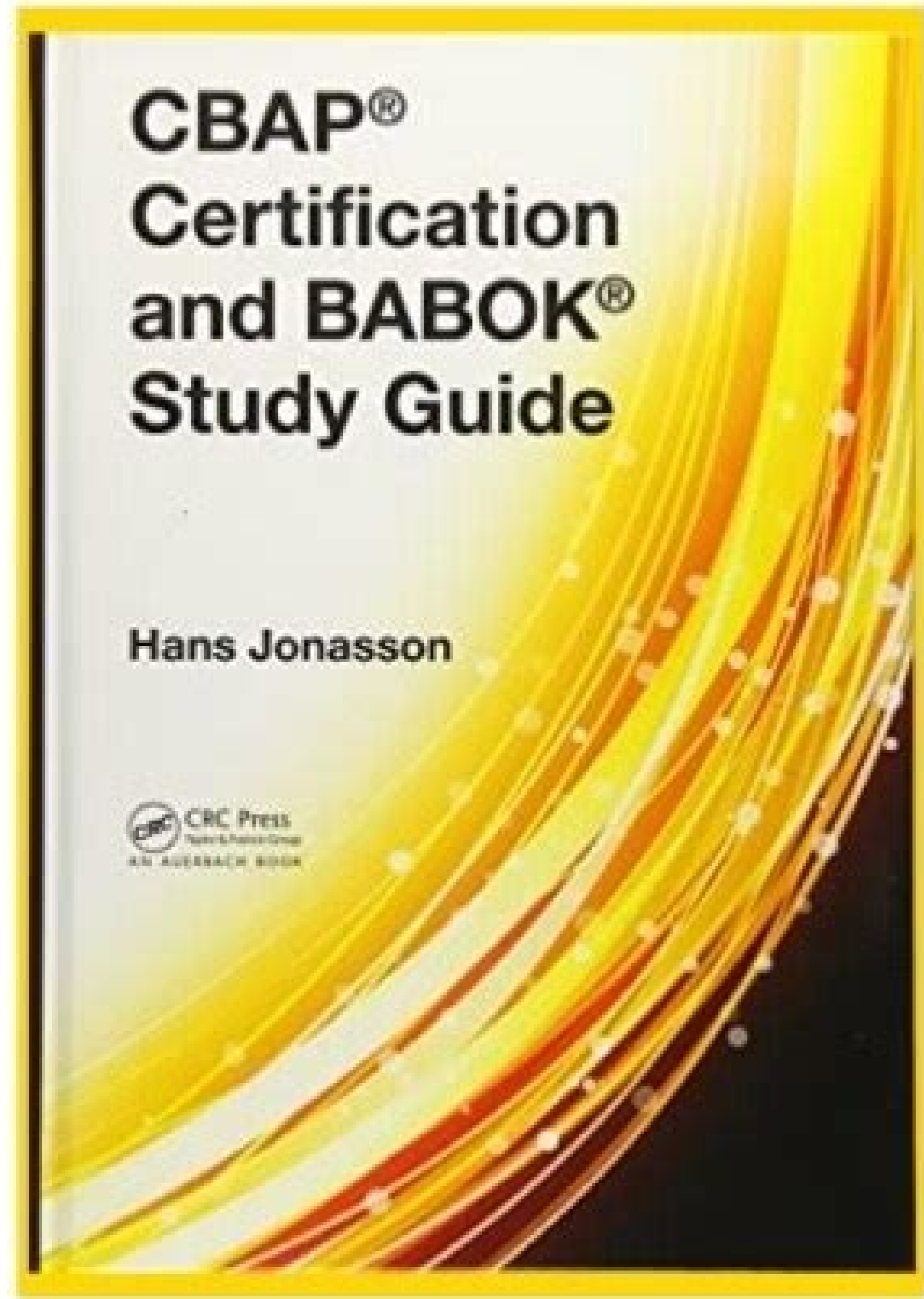


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CBAP® Certification and BABOK® Study Guide

Hans Jonasson



2.4 Stakeholders

Stakeholders are people who have interest in the change and its outcome, and they are the major source of requirements, constraints, and assumptions for the business analyst.

The stakeholders listed below are a number of generic stakeholders who will interact with the business analyst across the initiative. However, in your initiative, there may be other stakeholders in addition to those listed below and can have different names.

Business Analyst Responsible for the execution of the business analysis activities.	Customer Uses the products, services, or solutions.	Domain Subject Matter Expert Has in-depth knowledge of a topic relevant to the business need or solution scope.	End User Directly interacts with the solution when it has been completed.
Implementation Subject Matter Expert Is responsible for designing and implementing potential solutions and providing specialist expertise.	Operational Support Helps to keep the solution functioning by providing end-user support or day-to-day operational support.	Project Manager Manages the work required to deliver the solution while balancing the project factors (scope, budget, etc.).	Regulator Defines and enforces standards for developing the solution or for the resulting solution itself.
Sponsor Authorizes the solution development work to be performed, and controls the budget.	Supplier Provides products or services to the organization.	Tester Verifies that the designed and constructed solution meets the requirements and quality criteria for that solution.	??? Any individual or group that a business analyst is likely to interact with directly or indirectly.



10.10 Collaborative Games

What is it?

A group elicitation technique inspired by game play.

Why is it used?

To encourage participants in an elicitation activity to collaborate in building a joint understanding of a problem or a solution. The games are used to help the participants share their knowledge and experience on a given topic, identify hidden assumptions, and explore that knowledge in ways that may not occur during the course of normal interactions.

How is it applied?

- **Purpose:** Identify game purpose (the problem to be solved or the topic to be explored)
- **Process:** Play the game.
 - Opening: Participants learn the rules and generate ideas
 - Exploring: Participants connect and test their ideas, and experiment new ideas
 - Closing: Participants assess ideas and choose the most useful ones
- **Outcome:** Participants and facilitator determine any decisions or actions that need to be taken as a result of what the participants have learned.

Elements
Game Purpose
Process
Outcome

Example Collaborative Game - Affinity Maps

			Participants write down features on sticky notes, put them on a wall, and then move them closer to other features that appear similar in some way. Used to help identify related or similar product/solution features or themes.



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