White Paper

BABOK®v2 & BiSL®

Business Analysis meets Business Information Management

Business Analysis (BA) and Business Information Management (BIM) are two highly-interconnected fields that contribute to the realization of organizations' goals. BA and BIM have to collaborate closely in order to address increasingly challenging business conditions. This paper describes the relationship between BA and BIM, comparing two best practice frameworks, Business Analysis Body of Knowledge (BABOK®v2) and the Business Information Services Library (BiSL®). The paper proposes how to improve the realization of business needs by combining these best practices. The paper was written by a working group comprising members of the IIBA® (International Institute of Business Analysis) Dutch Chapter and the ASL BiSL Foundation.

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Marcel Schaar, Chair BABOK-BiSL Working Group, 4 September 2015

Note: During the compilation of this paper, a new version of BABOK (v3) was published. An update of this paper that reflects the changes is expected in 2016.

1. Introduction and summary

The Business Analysis Body of Knowledge (BABOK) provides guidance for Business Analysis (BA), describing the relevant knowledge areas, their associated activities and tasks, and the necessary techniques and competences. The Business Information Services Library (BiSL) provides guidance for Business Information Management (BIM), describing the processes in terms of goals, subjects, activities, results and relationships.

Both BABOK and BiSL are supported by publications, training and certification schemes, and knowledge-sharing membership organizations: the IIBA and the ASL BiSL Foundation.

The following points illustrate the main similarities and differences between the frameworks:

- BABOK and BiSL both overlap and complement each other in terms of the topics that they address.

- BABOK and BiSL can be used by public and private organizations of any size; BiSL's value is best derived by information-intensive organizations.

- BiSL guides BIM: managing information systems from a business perspective. BABOK guides BA: understanding how organizations function and recommending and enabling solutions that achieve the organizations' goals.

- BABOK focuses on change and plans that result in solutions. BiSL extends the guidance to also address the use of information systems.

- BiSL is structured in process clusters divided into strategic, managing and operational levels. BABOK structures its guidance in knowledge areas.

- Where BiSL focuses on *what* has to be done, BABOK also comprises a set of methods and techniques for *how* this can be achieved.

- Both BABOK and BiSL can be applied in various ways, for instance by using Agile principles.

Conditions such as increasing speed of organizational and technological change and complexity demand better multidisciplinary collaboration between organizational silos. Effective collaboration requires understanding each other's world and this paper contributes to this by identifying the areas of mutual concern.

The BIM practitioner is advised to make use of BABOK's additional and more detailed guidance (and techniques) to help perform business analysis tasks that BiSL describes in terms of processes. The BA practitioner is encouraged to use BiSL to gain a better understanding of the lifecycle context in which he or she defines solutions.
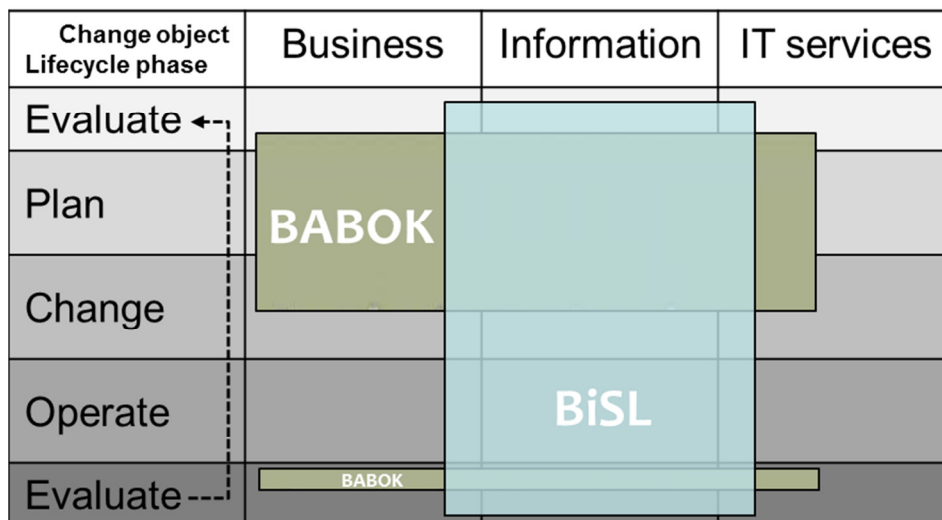

Figure 1 Relative positioning BABOK & BiSL

The paper highlights these areas and provides references to BABOK and BiSL for more detailed guidance.

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2. BABOKv2

BABOK Guide

A Guide to the Business Analysis Body of Knowledge, also known as the BABOK (Guide), is a global standard for the practice of business analysis. It describes six areas of knowledge, including their associated activities and tasks, and the required skills and knowledge that support the practice of business analysis.
The main purpose of the BABOK Guide is to define the profession of business analysis. It offers business analysts a roadmap for the activities that have to be performed in order to assure that a solution will be aligned with the actual needs, and thus deliver value to the sponsoring organization. For people who work with business analysts or who employ them, it is a framework that aims to bring clarity to the competencies of a business analysis practitioner.

Business Analysis

Business analysis is a discipline with a wide variety of methods and techniques used to act as a liaison among stakeholders. It aims to understand the structure, policies and operations of an organization and to recommend solutions that enable the organization to achieve its goals. Business analysis defines and validates solutions that meet business objectives.

Knowledge Areas and competencies

Six Knowledge Areas define the tasks a business analyst should be able to perform, but are not necessarily linked to a particular phase of a project or regular business operations. A business analyst should also have a number of underlying competencies.
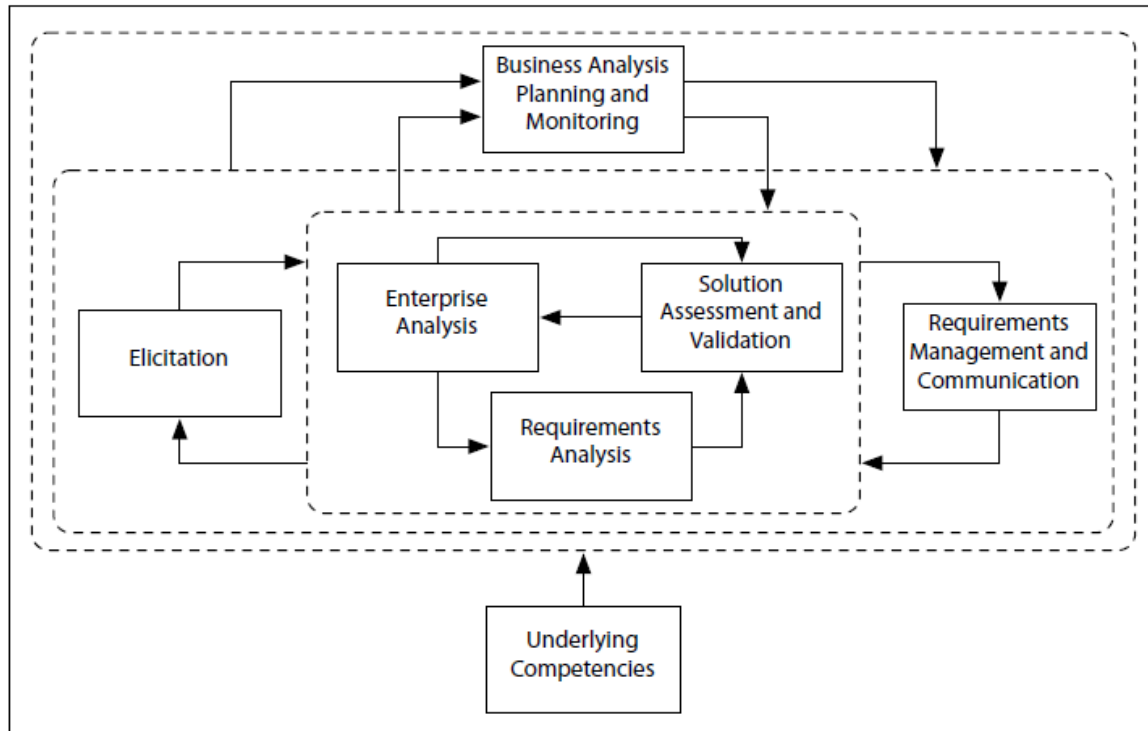
Knowledge Areas

Figure 2 BABOK Knowledge Areas

Business Analysis Planning and Monitoring

This area covers the planning and monitoring of business analysis activities, the selection of business analysis techniques and the governance of business analysis performance.

Elicitation

The Elicitation area describes the process of understanding a stakeholder's actual underlying needs, concerns and environment and the most commonly used elicitation techniques.

Requirements Management and Communication

In this area a description is presented   how business analysts should communicate requirements and manage conflicting interests, issues and changing requirements among stakeholders to remain in agreement on the solution scope.

Enterprise Analysis

The Enterprise Analysis area covers identifying and clarifying business needs, defining a feasible solution scope, problem definition and analysis, business case definition and feasibility studies.

Requirements Analysis

The area of Requirements Analysis describes how business analysts define required capabilities of potential solutions that fulfills stakeholder needs.

Solution Assessment and Validation

The sixth area describes the solution assessment for determining the best fit to meet the business need, identify capability gaps and facilitate their successful resolution. These activities could be performed to assess and validate business processes, organizational structures, outsourcing agreements, software applications, and any other component of the solution.

Underlying competencies

This part describes the behaviors, knowledge and personal competences that support the business analysis practice.

3. BiSL

Business Information Management

Business Information Management deals with actively managing, maintaining and supporting the functionality of automated and non-automated information systems within an organization. Business Information Management represents the user organization that benefits from the functionality and that is the owner of the information system. Business Information Management is responsible for an organization's information and information systems, and for how information is processed and used.

BiSL

BiSL, Business Information Services Library, is a public domain framework that offers guidance for the Business Information Management domain. BiSL describes processes and activities required for managing the information systems from the user and business perspective. It is a coherent framework that addresses both operational, managing and strategic processes, and their interrelationships. BiSL offers guidance to business information managers, business information administrators, CIOs, business analysts and other people working within the Business Information Management domain.

For people who work within IT, it is a framework that brings clarity into the activities they might expect from their partners in the business.

Therefore processes are defined at three levels:

1. strategic level: defining the outlines of how information is structured and processed in the longer-term and the way the business information management function is organized;

2. managing level: management of costs, benefits, planning and quality of information and information systems and making agreements with IT suppliers;

3. operational level: support of the day-to-day use information and information systems, and decision making about and effectuation of changes to the information systems and their use.

Within these three levels, various processes are grouped in seven process clusters, three at the operational level, one at the managing level and three at the strategic level.
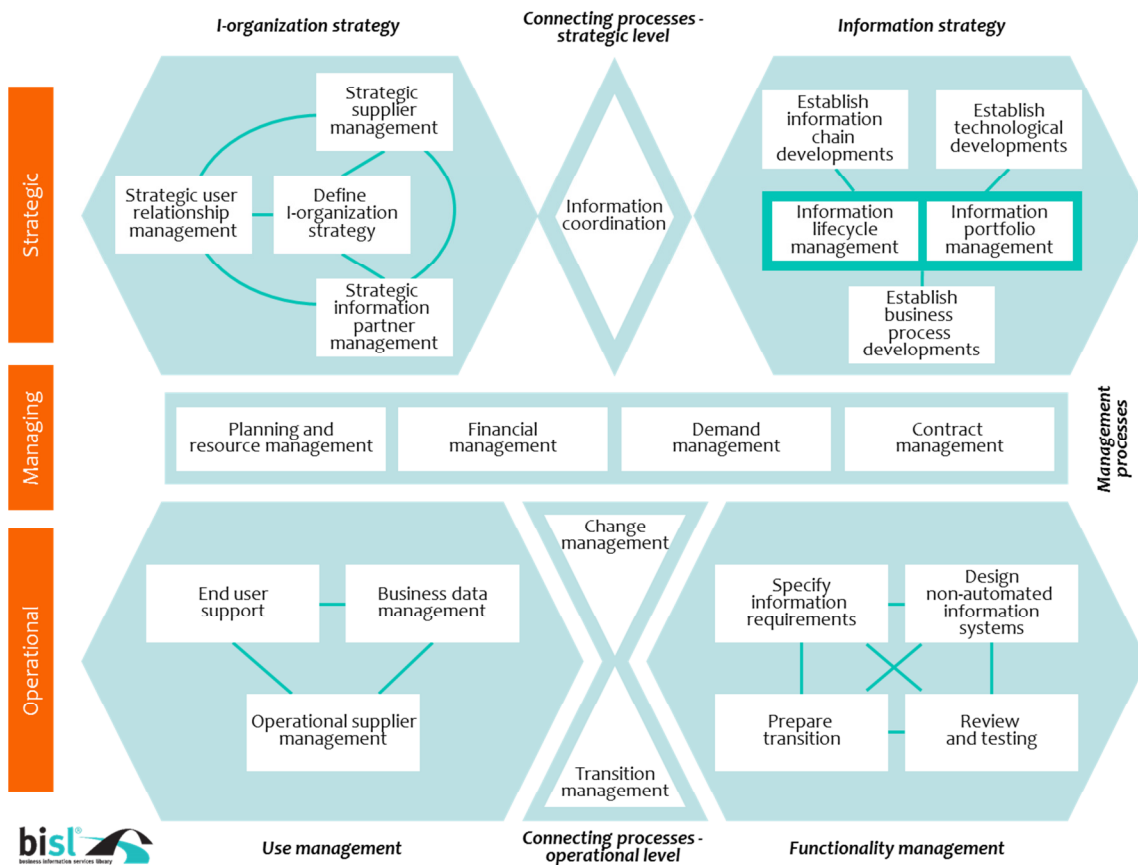
Figure 3 BiSL framework

Strategic level

The three clusters of processes at the strategic level address the formulation of policy regarding the longer-term structuring and processing of information and the way the business information management function is organized.

1. Information strategy: the processes in the Information strategy cluster translate developments affecting business processes, the organization's environment, and technology into the future information structures, information systems and information processing.

2. I-organization strategy: the processes in the I-organization strategy cluster establish the communication, management, structures and mutual procedures for all parties involved with the information systems, from both business and IT perspectives.

3. Connecting process at the strategic level: the Connecting process at the strategic level coordinates between all parties and all strategies and plans in the different information domains and different business areas.

Managing level

The processes at the managing level ensure the management of the information systems. Viewed from the perspective of planning, cost-effectiveness, needs, contracts and service levels, direction is given to all business information management activities.

Operational level

1. Use management: the processes in the Use management cluster focus on supporting users in the daily use of the information and information systems, providing operational management of IT suppliers and monitoring the data administration.

2. Functionality management: the processes in the Functionality management cluster design and realize changes in the information systems and their use.

3. Connecting processes at the operational level: the processes in this cluster take care of decision-making regarding changes that need to be made to the information systems and their use and the actual implementation of these changes in the user organization.

4.BABOK & BiSL: high level comparison

The main value that BABOK adds to practitioners who use BiSL as their primary frame of reference is that BABOK provides additional and more detailed guidance (and techniques) to help perform a number of the important tasks that BiSL describes in terms of processes. Most of BABOK's guidance is related to changing the business. Subjects (in BABOK terminology) are stakeholders, business cases, business needs, requirements, impact, specification, transition of change and monitoring the results.

BABOK also provides BiSL practitioners with insight into what happens outside BiSL's BIM domain.

The main added value of BiSL for business analysts who use BABOK as their primary frame of reference, is that BiSL describes all the tasks and activities within the entire BIM domain. This gives them a better understanding of the lifecycle context in which the Business Analysis (BA) practitioners do their work. This helps them to identify developments before business needs are formulated. It also helps to ensure that ownership of their deliverables is embedded to the permanent organization that is responsible for realizing value from the investments in changes.

BIM practitioners can provide BA practitioners with the triggers for change, and contribute an in-depth understanding of the information systems in relationship to the business processes. BA practitioners can help BiSL practitioners with analysis and modeling of the BIM processes – this is in addition to analysis and modeling of business processes and analysis of information needed by the business processes.

In order to understand BABOK's contribution to BiSL, it is important to understand how 'solution' and 'stakeholder requirements' are used.

Solution: A solution meets a business need by resolving a problem or allowing an organization to take advantage of an opportunity.

Stakeholder Requirements: Statements of the needs of a particular stakeholder or class of stakeholders. They describe the needs that a given stakeholder has and how that stakeholder will interact with a solution. Stakeholder requirements serve as a bridge between business requirements and the various classes of solution requirements. They are developed and defined through requirements analysis.

The following figure provides a simplistic high-level depiction of the domains that BABOK and BiSL address, and where they overlap. Two domains have been chosen to position the models: objects of change (business, information and IT services) and cyclical change phases of a lifecycle (plan, change, operate, evaluate).

Objects of change
- 'Business' refers to the parts of an enterprise, except information and related technology, for example people, roles, responsibilities, organizational structure, capital, other assets and resources, and goods and services.
- 'Information' refers to information both as production resources and management resources, and also as part of the products or services that an enterprise provides. 'Information' also refers to the organization and resources needed to manage information.
- 'IT services' refers to the technology that is used to provide the enterprise with information, in other words hardware, software and data that is made available in the form of services for the users. IT services also refers to the organization and resources needed to manage IT services.

Lifecycle change phase
- Evaluate is split into two parts. This is both to connect the beginning and the end of the cycle but also to illustrate that there is evaluation of the areas of interest from a top down and bottom up perspective. Top down evaluation assesses the current state of affairs against desired strategic outcomes, often implying large and structural change.
- Plan addresses the more detailed analysis of the desired change, leading to well-informed decision-making.
- Change covers the creation, acquisition and modification of solutions (BABOK definition), and everything that is needed to make the solutions ready for operational use.
- Operate refers to the phase of actual use of the solutions, when the return on investments is realized. It refers to equally to business operations, including the use of information and related technology, and also to IT operations.
- Evaluation at a bottom up level assesses the current state of affairs against desired operational outcomes, usually implying smaller and less structural change than with top down evaluation. Both forms of change however, follow the subsequent plan/change/operate phases, which are executed in a way that is appropriate for the size and complexity of change, and the associated risks.
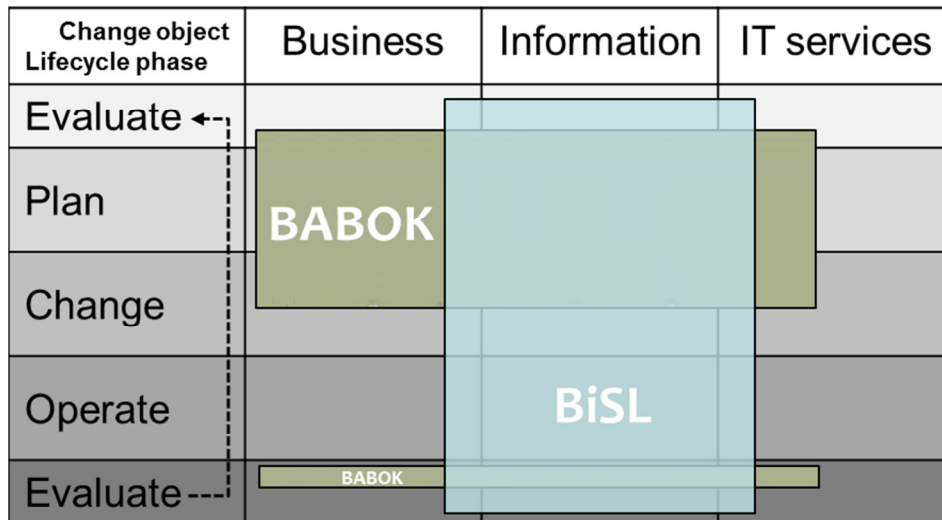
Figure 4 Relative positioning BABOK & BiSL

BABOK and BiSL overlap in the information domain, in particular in the area of business cases, business needs, requirements, impact and specification. The mapping is more nuanced than in this simplistic diagram, and these nuances can be found in the detailed comparison elsewhere in this paper.

In addition to the information domain, BABOK also addresses business processes and IT services. BiSL interfaces with these areas in accordance with the relevance with respect to information, but for instance does not address improvements in business processes, other than how information is used in that context. BiSL concerns itself with IT services from the role of the business' IT services consumer, and plays a leading role with respect to requirements and acceptance tests.

BiSL determines the strategic direction of the required information systems, while BABOK makes use of this. In addition to providing change requirements, BiSL addresses the execution of change within the information domain. BABOK does have some guidance related to change, in particular requirements for solutions and transition, but BABOK does not cover operations. BiSL and BABOK monitor whether the results of the changes have been realized, and BABOK's contribution is depicted by the narrow band. BiSL also addresses operations within the information domain.

In the rest of this paper, BABOK's and BiSL's respective contributions are described in more detail.

BABOK's contributions to BiSL, and BiSL's contributions to BABOK, are depicted in the two figures below. There are three main categories of contribution:
- Both frameworks address common topics
- One framework adds significantly to a common topic in the other framework
- One framework addresses nothing to a topic in the other framework

It should be noted that while BABOK and BiSL address common topics, they do not necessarily address the same part of each topic, and from the same perspective. More information can be found in the detailed comparison in chapter 5.

An important difference between BABOK and BiSL is that BiSL describes the necessary activities but neither explains how they should be organized in terms of roles and responsibilities, nor *how* to execute the activities. BABOK provides extensive techniques for the execution of activities and as such is a valuable resource for practitioners.
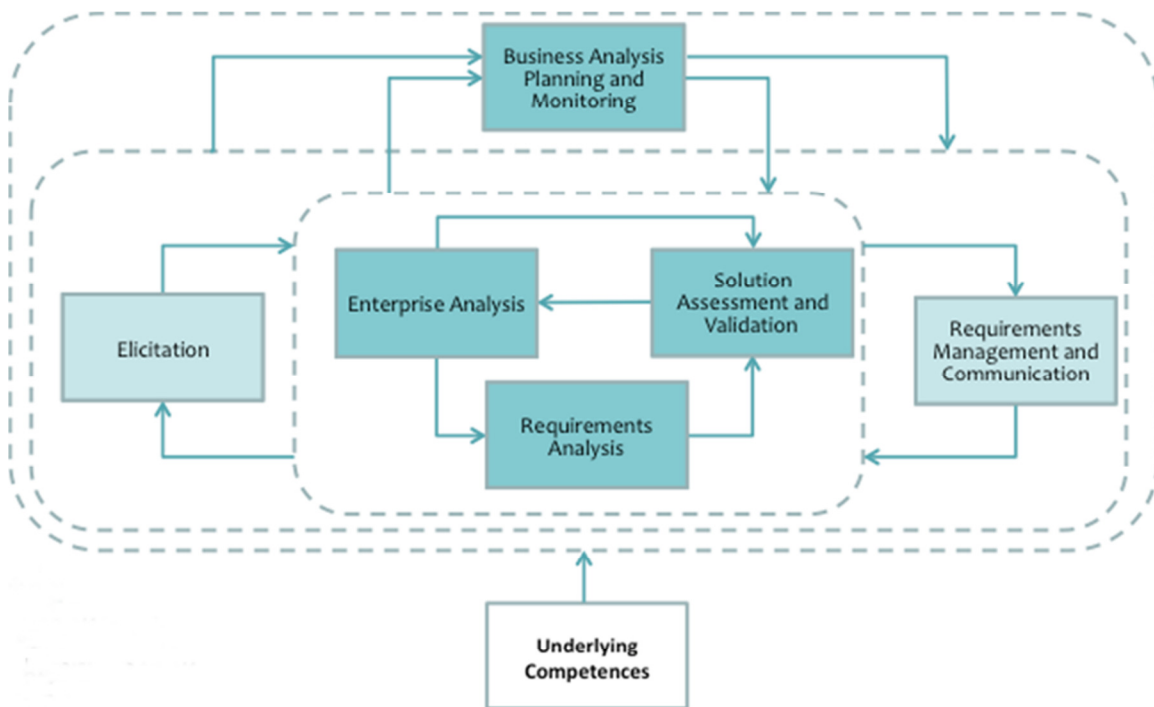

Figure 5 BiSL's contribution to BABOK's knowledge areas:
1. BABOK and BiSL address common topics (light and dark shading)
2. BiSL contributes in depth to common topics (dark shading)
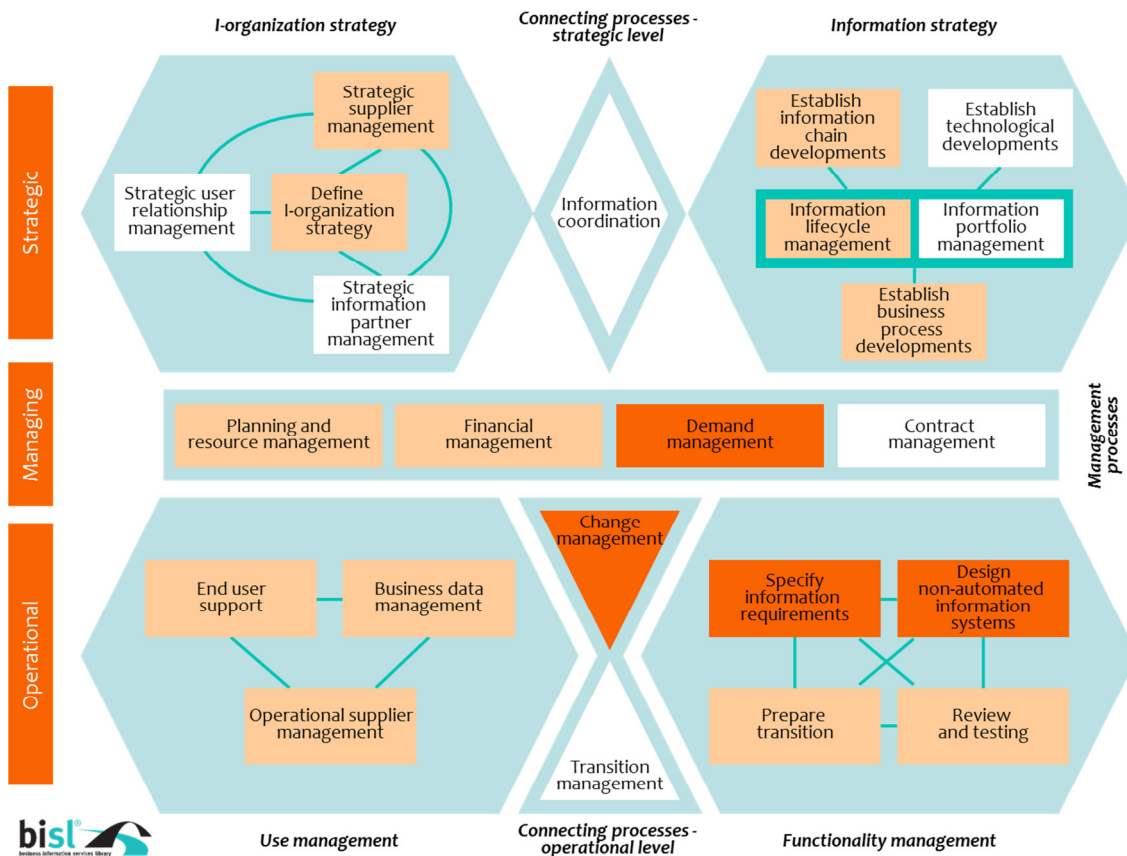3. BABOK addresses topics that BiSL does not address (no shading)

Figure 6 BABOK's contribution to BISL processes
1. BiSL and BABOK address common topics (light and dark shading)
2. BABOK contributes in depth to common topics (dark shading)
3. BiSL addresses topics that BABOK does not address (no shading)

5. BABOK & BiSL: detailed comparison

The following table illustrates where BABOK contributes to BiSL processes. In order to understand BABOK's full scope, it should be noted that BABOK also addresses areas that are not addressed by BiSL (see figure 4).

BiSL processes	BABOK's contributions to BiSL
STRATEGIC LEVEL	
Information strategy	
Establish information chain developments	Requirements Elicitation and Analysis (chapters 3 and 6) contributes to collecting requirements from the chain partners. The techniques Process and Organization Modeling (9.21 and 9.19) support mapping out the global flows of information and any changes in these processes. This helps to ensure an effective and efficient information flow between the organization and its chain partners in its ecosystem.
	Evaluate Solution Performance (7.6) contributes to mapping out the chain partners' existing infrastructures and exploring the possibilities of extending/improving the interfaces with the chain partners. It does this by measuring the performance of the existing chain processes and by describing the interfaces with the chain partners using Interface Analysis (9.13)
Establish business process developments	Requirements Elicitation and Analysis (chapters 3 and 6) contributes to collecting requirements from the business units. The techniques Process and Organization Modeling (9.21 and 9.19) support mapping out the global flows of information and any changes in these processes.
Establish technological developments	BABOK does not contribute explicitly to establishing the impact of technological developments on investments in information systems.
Information lifecycle management	BABOK's Force Field Analysis (7.3.5) identifies whether stakeholders are prepared to accept the change associated with a solution. This contributes to determining the impact of changes to the information systems.
Information portfolio management	BABOK does not contribute explicitly to creating and updating information architectures, policies, and portfolio plans.

BiSL processes	BABOK's contributions to BiSL
Connecting processes – strategic level	
Information coordination	BABOK does not contribute explicitly to aligning the various information architectures, policies and portfolio plans in the organization.
I-organization strategy	
Strategic supplier management	BABOK's biggest contribution to I-organization strategy is in managing IT services suppliers. Prepare Requirements Package (4.4) helps to determine assemble and present requirements in the form of Requests for Information (RFI), Quote (RFQ), and Proposal (RFP) for selecting suppliers, based on the organization's demands. The various suppliers' proposals are then compared with the requirements. This comparison, in addition to the defined business case, supports the decision-making regarding suppliers. The technique Vendor assessment (9.34) can help to assess the ability of a potential vendor to meet commitments regarding a product or service.
Strategic user relationship management	BABOK does not explicitly contribute to managing strategic relationships with the user organization.
Strategic information partner management	BABOK does not explicitly contribute to managing strategic relationships with the partners in the information chain.
Define I-organization strategy	All of BABOK contributes to defining and implementing the strategy of the I-organization by describing the desired organization, for instance the I-organization's services, BIM processes and roles and responsibilities.

MANAGING LEVEL	
Planning and resource management	BABOK's processes Plan Business Analysis Activities (2.3, and Manage Business Analysis Performance (2.6) plan the BA activities and thereby support BiSL's planning and management of (human resource) change capacity.
Financial management	BABOK's Define Business Case (5.5) contributes to making a plan for the costs of changes in the information provision and planning the benefits. BABOK's Evaluate Solution Performance (7.6) helps to determine the cost effective use of IT resources: • Understand value delivered by the solution (gather the actual metrics that describe the performance of the solution) • Validate whether the solution's performance indicators contribute to the business value.
Demand management	BiSL demand management (1) evaluates how current information, IT solutions and their use and management, are aligned with business process needs; and (2) determines and initiates improvements. Stakeholder Requirements (1.3.3 and chapter 6) and associated Acceptance Criteria (9.1) contribute to defining the quality of the desired information systems. BABOK's Non-functional requirements Analysis (9.17) helps to determine the requirements, for instance for service delivery by the IT supplier. Solution Performance Assessments (7.6) help to establish whether the BIM KPIs are met by the information systems. Just as BABOK is used to analyse and model business processes, it can also be used to analyse and model the BIM-processes.
Contract management	BABOK does contribute to (1) managing tactical relationships with IT service providers, (2) acquiring IT services, or (3) monitoring IT services and IT service providers.

OPERATIONAL LEVEL	
Use management	
End user support	This process comprises (1) resolving user calls about business use of IS and (2) and proactively engaging with and informing users. BABOK's Conduct Elicitation (3.2) contributes to part of (2) by collecting change requests from users.
Business data management	BABOK's Techniques for example Data Modeling, Data Dictionary and Glossary and Business Rules Analysis, (9.7, 9.5, 9.4) help to create information models that are used when implementing changes and for capturing the business information model and structured data.
Operational supplier management	This BiSL process comprises (1) informing and directing suppliers with respect to non-functional requirements, (2) issuing service requests to suppliers, and (3) monitoring & evaluating operational services. Solution Performance Assessments (7.6) contributes to (3) by helping to establish whether the suppliers meet business and BIM KPIs.
Functionality management	

Specify information requirements	BABOK's Elicitation (chapter 3), Define Business Needs and Assess Capability Gaps (5.1, 5.2), Requirements Analysis (6.1 through 6.5), and Non-functional requirements Analysis (9.17) contribute to specifying information requirements.
	Evaluate Solution Performance (7.6) can be used to discover new sources for business needs through performance that needs to changed.
	Determine Solution Approach (5.3) describes various solution alternatives including consequences, opportunities, possibilities, supporting the choice of the best solution. Define Solution Scope (5.4) is used to define possible solutions.
	Allocate Requirements (7.2) maps requirements to solution alternatives, helping to choose the best solution.

	Prepare Requirements Package and Communicate Requirements (4.4, 4.5) contribute to validation by creating the requirements set and by communicating with the user organization.
	Validate Requirements and Validate Solution (6.6, 7.5) are used to validate the requirements and the solution for example by assessing defects and issues.
	Assess Proposed Solution (7.1) corresponds with the input of the impact analysis of the supplier and helps establish which change will deliver the most benefit for the organization compared with other solutions (quickest or largest ROI), which in turn validates whether the supplier's solution corresponds with the organizational needs.
Design non-automated information systems	As in the previous process, contributions are made by BABOK's paragraphs Determine Solution Approach and Define Solution Scope (5.3, 5.4) and Allocate Requirements (7.2).
	The difference here is in the techniques that are used. Process Modeling (9.21) is used to describe processes, Business Rules Analysis (9.4), User Stories (9.33) and Scenarios and Use Cases (9.26) for supporting the realization of user manuals, Risk Analysis (9.24) to determine risks, Organization Modeling (9.19) to describe roles and responsibilities, State Diagrams (9.29) to describe the status of information elements, and producing a glossary of terms and definitions using Data Dictionary and Glossary (9.5).
Prepare transition	BABOK's Assess Organizational Readiness (7.3), Transition Requirements (7.4), Assess Capability Gaps (5.2) provides input for the preparation of the transition.
Review and testing	BABOK's Validate Solution (7.5) contains similar guidance to BiSL regarding planning the and execution of testing the IT solution, the way of working, and the transition plan.

Connecting processes – operational level	
Change management	BABOK's major contribution to change management is in the preparation of decision-making, rather than the monitoring of the changes' progress.
	Business Case (5.5) is used as a resource when taking decisions.
	Prioritizing Requirements (6.1) helps prioritize the needs for change
	Assess Proposed Solution (7.5) corresponds with the input of the impact analysis of the supplier and helps establish which change will deliver the most benefit for the organization compared with other solutions (quickest ROI or largest ROI), which in turn validates whether the supplier's solution corresponds with the organization's needs.
Transition management	BABOK does not contribute to (1) executing the transition plan and (2) identifying bottlenecks and intervening accordingly.

The following table illustrates how BiSL contributes to BABOK's knowledge areas and tasks. In most cases BABOK covers these in much more detail than BiSL. In order to understand BiSL's full scope, it should be noted that, as illustrated in figure 4, BiSL also addresses areas that are not addressed by BABOK.

BABOK v2 knowledge areas and tasks	BiSL's contributions to BABOK
Overall	
Inputs	One of the inputs for all of the knowledge areas, with exclusion of Solution Assessment & Validation, is Organizational Process Assets, which is defined as methodologies, techniques or standards in use by or understood by stakeholders. BiSL may be considered as one of these standards.
Business Analysis Planning & Monitoring	
Inputs	The Enterprise Architecture describes the organizational units. For the I-organization this is described in the architecture of the I-organization, output of the BiSL process cluster I-organization strategy (9).
Plan Business Analysis Approach	This task is mainly involved with setting up a business analysis project. The BiSL process Planning and resource management (7.2) addresses the deployment of human resources to and the scheduling of both project and ongoing activities. It involves business, IT-suppliers and I-organization in this planning. BiSL's major contribution is the broader scope in which planning is performed.
Conduct Stakeholder Analysis	In addition to the stakeholders defined by BABOK, one of the stakeholders recognized by BiSL is the information chain partner, a stakeholder outside the own organization with whom information is exchanged. Two strategic processes are concerned with these stakeholders: Strategic information partner management (9.4) and Establish information chain developments (8.2).
Plan Business Analysis Activities	This task mostly resembles Planning and resource management (7.2). However, Planning and resource management concerns the planning of all activities of BIM and Plan Business Analysis Activities mainly concerns a project or a change.

Plan Business Analysis Communication	This task mainly concerns communication on business analyses. BiSL includes communication activities in: 4.2 End user support (4.2), Prepare transition (5.4) and Transition management (6.3). These mostly concern communication on the content of the information systems and any changes therein. BiSL also includes an activity for validating requirements in Specify information requirements (5.2).
Plan Requirements Management Process	This resembles the decision-making activity within Change management (6.2), although the latter has been elaborated to a lesser extent.
Manage Business Analysis Performance	The quality of the I-organization is a topic in Demand management (7.4). This includes the entire I-organization and all activities therein, and therefore line activities as well.
Elicitation	
Prepare for Elicitation	In addition to the stakeholders defined by BABOK, one of the stakeholders recognized by BiSL is the information chain partner (Strategic information partner management (9.4) and Establish information chain developments (8.2)).
Document Elicitation Results	The BiSL process Specify Information Requirements (5.2) describes what needs to be recorded for a specification. BiSL adds a number of topics like Causes, Objectives and Preconditions to the topics of the Elicitation Results.
Confirm Elicitation Results	Validation is an activity in the BiSL process Specify Information Requirements (5.2). The Impact on the user organization is part of the validation as well.
Requirements Management & Communication	
Overall	BABOK pays much more attention to Requirements Management & Communication than BiSL does, since it is the main purpose of BABOK. The BiSL processes Change management (6.2) and Specify information requirements (5.2) are the processes in which similar activities are described, though in less detail than in BABOK.
Maintain Requirements for Re-use	One of the subjects and results of the BiSL process Business Data Management (4.3) is the Information model, which is part of the requirements.

Enterprise Analysis	
Inputs	The Enterprise Architecture describes the organizational units. For the I-organization this is described in the architecture of the I-organization, output of the BiSL process cluster I-organization strategy (9).
Define business need	In BiSL Business needs are identified on several levels: Establish business process developments (8.3), Demand management (7.4) and Change management (6.2). These can be used as an input for BABOK's business needs.
Assess Capability Gaps	In the BiSL processes Demand management (7.4), Change management (6.2) and Prepare transition (5.4) capability gaps of the organization and information provisioning are defined.
Determining solution approach	BiSL is only concerned with IT-related solutions, in the Specify information requirements process (5.2). BABOK provides many more details for this topic than BiSL does.
Define solution scope	BiSL is only concerned with IT-related solutions, in the Specify information requirements process (5.2). BABOK provides many more details for this topic than BiSL does.
Define business case	The business case is one of the subjects of Financial management (7.3), however BiSL is only concerned with the business case for the information provisioning and changes therein.
Requirements Analysis	
Overall	The tasks within Requirements Analysis are important topics in the Specify information requirements process (5.2). Prioritizing requirements is a responsibility of the Change management process (6.2). BABOK pays much more attention to these topics than BiSL does.
Solution Assessment & Validation	
Overall	BiSL includes a number of the tasks of this knowledge area, e.g. in Prepare transition (5.4), Review and testing (5.5) and in Specify information requirements (5.2). However it never goes into more detail on this topic than BABOK does.

6.References

BABOK® v2
www.iiba.com / BABOK Guide / BABOK Guide v2

BiSL®
www.aslbislfoundation.org / BiSL® / Publications / Books /
2012: BiSL® – A Framework for Business Information Management – 2nd Edition

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