

## **Course 108:**

# **Analyzing and Documenting Business Processes**

### **(3 Days)**

#### **Course Description...**

In these fast-moving times of highly competitive challenges, the business analyst must be prepared to analyze the business itself – not just the software and hardware – to uncover inefficiency, redundancy, and other opportunities to improve the process of delivering a quality product. One of the primary roles of the business analyst is to examine current business processes to determine inefficiencies, ineffectiveness, and the source of business problems. This course addresses the acquisition of information to determine the business process, analytical techniques aimed at defining the business problem, and modeling techniques for diagramming business processes.

#### **Learning Objectives...**

- Identify business processes and their components
- Identify and document the organization's workflows and processes
- Diagram the business process in the problem domain
- Acquire information from the business community that will define the business process and the problems that may exist with that process
- Analyze the business process to determine problems
- Document the process to expose inefficiencies and solve problems

#### **Who should attend...**

Business Analysts, project managers and anyone who is responsible for defining the business problem with the business community

#### **Prerequisites...**

Attendees should have experience in modeling or use cases prior to attending this course. Experience equivalent to ROI's **Roles, Responsibilities, and Processes of the Business Analyst (#103)** program is highly recommended.

**See next page for a detailed course outline...**



## Course Outline...

### Introduction and Overview

- Course Objectives
- Unit Objectives

## Unit 1: The Business Process

### The Business Process in Context

- Not the starting point
- The Business model
  - Diagramming the business model
  - Business modeling notations
- Defining the problem domain

### Defining the Business Process

- Business process characteristics
- Example of business process
  - Business process documentation notation
  - Workshop: Diagram the business process
- The Notion of Value
- Achieving business value with process
- Elements of process
  - **Workshop: analyzing process components**

### Documenting the Business Process

- Functional Decomposition
  - **Workshop: Creating a functional decomposition**
- Basic Process Structure

### Levels of Business Process Analysis

- Business Process Re-engineering
- Business Process Improvement
- Business process modeling
- Business Process Analysis

## Unit 2: Defining the Business Process

### Information Gathering

- Information gathering process
- Information gathering plan
- What information to obtain
- Identifying scenarios
  - Positive scenarios
- Impact of corporate culture
  - **Workshop: creating the information gathering plan**

### Follow the Paper

- Observation techniques
- Documenting the process
  - **Workshop: Diagramming the paper flow**
  - Document analysis



## Unit 3: Modeling Business Processes

### Business Process Modeling

- Purpose
- When to do it
- Why Model a business process?
- Example of a process model

### The Event Horizon

- Identifying scope
- Organizational events
- Events at the System Boundary
- Event partitioning
  - **Workshop: Creating the scope diagram**

### Workflow Diagrams

- Workflow diagrams – level one
- Workflow diagrams decomposed
  - Level 2
  - Data flow rules
- The full Arc
- The String of Pearls
  - **Workshop: creating a workflow diagram**
  - Analyzing workflow diagrams
  - Obstacles and bottlenecks

### Business Use Cases

- Business Actor
  - External interfaces
- Business use case specification
  - Levels of granularity
  - Business use case description and scenario
- Value elements
  - **Workshop: Creating the business use case model**
  - Analyzing business use cases
  - Tracing to essential and system use cases

### Business Object Model

- Business Object
- Value exchange and flow
- Abstract level
- Specific level
  - **Workshop: Creating the business object model**
  - Relating the business object model to requirements and design

### Business Activity and Sequence Diagrams

- Activity diagrams
  - Participants
  - Activity flow
  - Swim lanes
  - **Workshop: Creating an activity diagram**
  - Analyzing the activity diagram



- **Sequence Diagrams**
  - Lifelines and activation
  - Messages
  - Complexities
  - Identifying bottlenecks
  - **Workshop: creating a sequence diagram**
  - Analyzing sequence diagrams

## **Unit 4: Analyzing the Processes**

### **Analysis**

- Purpose of analysis
- Standard analysis process
- Divergence
- Convergence

### **Analysis Techniques**

- Value analysis
- Service Quality Indicator
- RAEW Matrix
  - Organizational analysis
- Activity Matrix
  - Stepwise refinement

### **Looking for Weaknesses**

- Business Impact Analysis
- Tracking the travel time
  - Communication analysis
- CSF analysis
- Performance analysis

### **Impact Analysis**

- Organizational impacts
  - Drivers
  - Customers and suppliers
- Process impacts
  - Adjusting for impact
  - External impacts
  - Perimeter analysis

### **Deriving Business Requirements**

- Business rules
- Defining the problem
- Flowing business process to functional requirements
  - Functional requirements
  - Non-functional requirements

## **Unit 5: The Bottom Line**

- The Business Analyst Process
  - Workshop: analyzing a business process
  - Effecting change successfully
- Where to go for More Information