

Analysis and Improvement of Business Process

Course Summary

Description

All organizations use business processes in the course of daily work. When a process becomes faulty or inefficient, we analyze it to determine where the fault lies and what action may be required.

Analysis and Improvement of Business Process describes a proven, effective method for modeling of a process, analysis of its faults and their root cause(s), and determination of best steps for improvement. Also included are methods for stakeholder analysis and engagement, information elicitation, process modeling, gap analysis, development of an improvement plan, and more. This course is fully consistent with both traditional (waterfall) and agile project environments.

Objectives

By the end of this course, students will be able to:

- Nature of the business process
- Process quality characteristics
- Factors that affect process quality
- Business Process Analysis (BPA)
- When BPA is needed
- BPA lifecycle
- BPA roles and tools
- Process goals and metrics
- Process modeling
- Problem determination and root cause analysis
- Determining process improvement steps
- Stakeholder validation
- The process improvement proposal

Topics

- Introduction
- Select a Process
- Identify Stakeholders
- Plan the Business Process Analysis
- Elicit Process Information
- Document Goals; Identify Metrics
- Model the As-Is Process
- Root Cause Analysis
- Identify Improvement Options
- Stakeholder Validation
- Model the To-Be Process
- Present Recommendations
- Course Summary and Q&A

Audience

This course is of particular value to business analysts, process owners, project managers, and other managers with direct or indirect responsibility for definition, analysis, and improvement of business processes. Project Management Office staff and managers of business analysts may also find value in this course.

Prerequisite

This course assumes that participants have participated in some projects and have some understanding of one or more business analyst roles.

Duration

Three days
21 CDUs / PDU

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Course Outline

I. *Introduction*

- A. Enterprise Analysis
- B. Business Process Analysis (BPA)
- C. Roles and tools in BPA
- D. Process quality characteristics
- E. Factors that affect process quality
- F. When BPA is needed
- G. BPA lifecycle

II. *Select a Process*

- A. Problem assessment
- B. Business use case diagram

III. *Identify Stakeholders*

- A. Stakeholder identification and analysis
- B. Stakeholder register
- C. Stakeholder management
- D. PAT charter

IV. *Plan the Business Process Analysis*

- A. Plan first, then Do
- B. BPA environment
- C. Business Process Analysis Plan
- D. The benefits of planning

V. *Elicit Process Information*

- A. Planning an Elicitation
- B. Interviews
- C. Workshops
- D. Observation
- E. Surveys
- F. Brainstorming
- G. Document analysis

VI. *Document Goals; Identify Metrics*

- A. Purpose of Goals and Metrics
- B. Process goals
- C. Goal Question Metric (GQM)
- D. Metrics data

VII. *Model the As-Is Process*

- A. Use of models in process analysis
- B. ETVX

C. SIPOC

- D. Flowchart and Swimlane Diagram
- E. Use Case Diagram and Scenarios
- F. Entity Relationship Diagram
- G. BPMN

VIII. *Root Cause Analysis*

- A. Finding root cause
- B. Ishikawa Diagram
- C. Selecting Root Cause(s) to Repair:
Pareto Analysis

IX. *Identify Improvement Options*

- A. Choosing Improvement Options
- B. List of Needs
- C. Process requirements
- D. Business rules
- E. Solution approach
- F. STP Analysis

X. *Stakeholder Validation*

- A. Validation of recommendations
- B. Stakeholder walkthrough

XI. *Model the To-Be Process*

- A. To-Be Process Models

XII. *Present Recommendations*

- A. Business case
- B. Management briefings
- C. Next steps

XIII. *Course Summary and Q&A*