



# Business Process Analysis and Improvement

## *2-Day Course and Workshop*

### **Course Number: NT-220**

Understanding and documenting business processes is critical for process improvement or in preparation for meeting such compliance initiatives as Sarbanes-Oxley. Business analysts are not always involved in projects of this type, yet they have the skills needed for helping business process analysis teams achieve success. In addition, an understanding of business process has been shown to be critical for building system requirements that meet business needs. For this reason, business analysts must be capable of incorporating an understanding of business process into system requirements projects. DEA's experience working with customers and our continual research in the field has taught us that projects should always begin with business process understanding to ensure that the solution meets the business need.

This course will give you a firm understanding of what's involved in business process analysis, whether the project is focused on improving the way the process is conducted or is the starting point for specifying system requirements. It teaches an approach for analyzing and documenting business processes and explores using various techniques, models and tools to support the work.

DEA's Business Analysis curriculum closely follows the IIBA's Business Area Body of Knowledge (BABOK). As the BABOK is updated, our courses are also updated to follow and reflect the industry best practices. Our courses are developed and delivered by professionals with extensive hands-on experience in business analysis covering many different industries.

The course will rely on examples and a case study developed and refined over the last 15+ years to allow participants sufficient experience to learn how to apply the techniques that they have been taught.



# Courses

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Doreen Evans Associates, Inc.

## Course Objectives:

After taking this course students will be able to:

- Understand the critical role of business process analysis for system requirements projects
- Describe why BAs should participate in and even lead business process analysis efforts
- Use the IIBA Bodies of Knowledge as they apply to business process analysis
- Use different techniques for business process analysis
- Build business area context diagrams, organization charts, business process flow maps, and business information diagrams
- Define business functions and elementary business processes
- Identify business objects and the processes associated with them
- Understand the relationships between business artifacts, such as process steps, information requirements, and system functionality
- Use the business artifacts to help determine what requirements are in scope for a system development effort

## Who Should Attend?

- Entry-level Business Analysts who need to understand basic business process analysis concepts and techniques
- Self-taught Business Analysts
- Experienced Business Analysts interested in expanding their skills to include business process analysis
- Business managers and their staff who need to understand the concepts of business process analysis, so they can participate actively in partnership with Business Analysts



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### **Introduction to Business Process Analysis Concepts**

- What Is a Business Process?
- What Components of a Business Process Are Important and at What Level of Detail?
- Multiple Perspectives
- The Role and Tasks of the Business Analyst in Business Process Analysis
- The IIBA Bodies of Knowledge Areas and How They Apply to Business Process Analysis

### **Planning the Project**

- Defining the Goal
- Targeting Processes to Study
- Business Events
- Worksession: Become Familiar with the Case Study and Identify Business Events

### **Business Models**

- Context Models
- Process Decomposition
- Process Flow Maps
- Conceptual Data Models
- Worksession: Build a Context Model for the Case Study

### **Building an As-Is Process Flow Map**

- Events that Start the Process
- Process Steps
- Swim Lanes Representing Internal and External Participants
- Incorporating Business Rules that Guide Processing
- Worksession: Build an As-Is Process Flow Map

### **Assessing Opportunities for Improvement**

- Spotting Potential Issues: Flow Delays, Multiple Handoffs, Complexity, Risks
- Documenting Opportunities and Risks on a Transition Process Flow Map
- Leading Sessions for Analysis and Decision-Making
- Worksession: Build a Transition Process Flow Map
- Documenting the To-Be Process
- Worksession: Build a To-Be Process Flow Map

### **Using Business Process Needs to Target System Requirements**

- How Process Steps Help Identify System Use Cases
- Documenting System Functionality on the Process Flow Map
- Publishing and Presenting the Deliverables