Basics of Business Analysis

A two day course presented by

Haydn Thomas and Lauren Healey
CSU Project Service Centre

April 2008
Course Objectives

- Understand the importance of business analysis to CSU
- Familiarise with business analysis principles
- Develop business analysis skills
- Obtain a framework for business analysis
- Familiarise with business analysis principles
Day 1

A/ Introduction – Business Analysis & You

B/ Business Analysis and the CSU Context

C/ Project or Improvement Control

1/ Understanding the Business Need & Strategic Direction

2/ Planning & Coordinating the Requirements development process

3/ Collecting Requirements

4/ Formulating Requirements

5/ Ensuring Shared Understanding of Requirements

D/ Review & Improve
Business Analysis  V  Business Expertise

- Not required to have expertise in any area
- Lateral thinking – involving the bigger picture
- Apply structured processes

- Subject matter expertise in specific business areas
- Operational focus rather than big picture thinking
Introductions & Expectations

Background → YOU → Current Role
Exercise
1. Business Analysis and the CSU context
Continuous Improvement at CSU
Examples of individual views
Continuous Improvement at CSU

Example of an enterprise view

Enterprise View

- Innovation
- Continuous Improvement (formal projects & informal projects)
- Maintenance & Basic Operation

Effort / Time

CSU Position Level

Operational Staff

Senior Management
Continuous Improvement at CSU
We all have to get from ‘AS IS’ > ‘TO BE’ somehow...
Continuous Improvement at CSU

...and we all need to think about the same things...what, who, why, etc...
...but which path will maximise the quality of the ‘TO BE’ situation...?
Continuous Improvement at CSU

The CSU Project Service Centre Project Lifecycle / Project Management Framework is an example of a project path to improvement.
Project Phases & Effort
Continuous Improvement at CSU

The Plan Implement Review Improve (PIRI) Cycle is based on a continuous improvement approach to AS IS > TO BE
Business Analysis & Continuous Improvement

Business analysis is a mindset that focuses on...

- WHO
- WHAT
- WHY
- WHERE
- WHEN
- HOW

Business Analysis

CHARLES STURT UNIVERSITY

AUSTRALIA
A Business Analysis Framework

...and involves a set of activities designed to achieve a quality outcome.

Understand the business need and strategic direction
Plan the requirements development process
Gather information
Formulate requirements
Ensure shared understanding of requirements
Formulate how requirements will be implemented
Ensure operational acceptance of implementation
So - in short... Business analysis is the conduit between the requested outputs of a project / improvement and the solution created to address the identified need.
The PSC Needs Hierarchy depicts the relationship between the business needs which business analysis addresses.
So – whether a project framework or continuous improvement cycle is used to achieve ‘TO BE’, it is important that business analysis is undertaken to maximise the quality of the ‘TO BE’ situation.
WHAT

WHO

WHAT

WHY

WHERE

WHEN

HOW

BUSINESS ANALYSIS
WHY

NEEDS HIERARCHY

Each level of the hierarchy must drive the level below – therefore each item must be cross-referenced to the level above.

EXPLANATION OF HIERARCHY COMPONENT

- A Project or Improvement idea is driven by an understanding of the current situation and the desire or need to change the future situation.
- Objectives establish the goals that the change should address, e.g. legislative compliance. Objectives must be measurable.
- Initial Scope sets the boundaries for the change to ensure the objectives will be addressed – what’s in and what’s out.
- Deliverables are what is expected to be achieved by implementing the change, e.g. business processes and procedures to support the introduction of XYZ.
- Requirements are statements which define what needs to be provided by a solution to achieve the deliverables.
- Refined Scope is the review and validation of the initial scope. The initial scope may change as a result of formulating requirements during this phase.
- Functional Requirements describe the behaviour of the requirements that the solution needs to manage.
- Performance Criteria describes what is to be used to judge the solution’s performance.
- Business Rules describe the governance that must apply to the solution.

RELEVANT METHODOLOGY DOCUMENT

- Project Definition
- Idea
- Drivers
- Stakeholders
- Commitment
- As Is Situation
- To Be Situation
- Boundaries
- Time Objective
- Budget
- Requirements
- Specific
- Measurable
- Classifiable
- Detailed
- Process
- Governance
- Required Outcome

AS IS

TO BE
HOW

BUSINESS ANALYSIS FRAMEWORK

Understand the business need and strategic direction
Plan the requirements development process
Gather information
Formulate requirements
Ensure shared understanding of requirements
Formulate how requirements will be implemented
Ensure operational acceptance of implementation
B/ Project or Improvement Control

- The Control Kit provides a means of managing the project / improvement
- It also provides team members with a one-stop shop for information

**A RISK** is something that **MAY happen**

**An ISSUE** is something that **HAS happened** AND **NEEDS TO BE ADDRESSED**

**A RISK** is something that **MAY happen**
1/ Understanding the business need and strategic direction

**BUSINESS ANALYSIS FRAMEWORK**

- **WHO**
- **WHAT**
- **WHY**
- **WHERE**
- **HOW**
- **WHEN**

**DEFINITION**
Understand the business need and strategic direction

Plan the requirements development process

Gather information

Formulate requirements

Ensure shared understanding of requirements

Formulate how requirements will be implemented

Ensure operational acceptance of implementation
Stakeholder Maps are a simple method to identify who needs to be involved in a project or improvement.

It is a living diagram which should be revisited throughout the life of the project or improvement.

Exercise

Customers | Recipient of a product output (service, product, information)

Partners | Partners include those that are jointly engaged in the delivery of the product

Service Providers / Enablers | Provides resources and support mechanisms to enable the product delivery

Governance | the systems and processes in place for ensuring proper accountability and openness in the conduct of the University's business.

BUSINESS ANALYSIS TRAINING
2/ Plan the Requirements Development Process

- Understand the business need and strategic direction
- Plan the requirements development process
- Gather information
- Formulate requirements
- Ensure shared understanding of requirements
- Formulate how requirements will be implemented
- Ensure operational acceptance of implementation
Steps in the Interview Process

**Preparation**
- Interview schedule: Who you are going to interview, why, when and where?
- Interview guides: What questions are you going to ask?

**Execution**
- Interview: Structure, Rapport, Listen, Probe, Clarify

**Review**
- Interview notes format: What results were obtained?
  - Information found
  - Decisions
  - Actions
WHY

Why is it so important to plan the requirements development process?

- Requirements are the basis on which potential solutions are assessed

SO –

- If requirement specifications are inaccurate or incomplete there is little chance the solution will be what the business needed
HOW

Based on the information contained in the ‘definition’, plan how you will gather the information you will need to specify the requirements that a solution must satisfy.
WHAT | Interview or Workshop?

**Interview when:**
- requirements are detailed
- requirements cover many areas of knowledge that have specific individuals who are the experts
- differing opinions are likely or are sought

**Workshop when:**
- requirements are high level
- requirements are focused on one area of business in which the participants have knowledge
- consensus is being sought
- All stakeholders are available

*Remember – be aware of your objectives*
Workshop Preparation

- Ensure stakeholder representation
- Determine expected outcomes
- Research background information
- Set any pre-reading
- Set objectives
- Set an agenda
- Set an appropriate location / venue
- Determine expected outcomes
3/ Gather Information

- Understand the business need and strategic direction
- Plan and coordinate the requirements development process
- Gather information
- Formulate requirements
- Ensure shared understanding of requirements
- Formulate how requirements will be implemented
- Ensure operational acceptance of implementation

**BUSINESS ANALYSIS FRAMEWORK**

- WHO
- WHAT
- WHY
- WHERE
- WHEN
- HOW
Steps in the Interview Process

**Preparation**
- Interview schedule: Who you are going to interview, why, when and where?
- Interview guides: What questions are you going to ask?

**Execution**
- Interview:
  - Structure
  - Rapport
  - Listen
  - Probe
  - Clarify

**Review**
- Interview notes format: What results were obtained?
  - Information found
  - Decisions
  - Actions
Exercise
Interview Techniques

- OPEN QUESTIONING
- CLOSED QUESTIONING
- PROBE QUESTIONING
- PARAPHRASING
- THE 6 INTERROGATIVES
- THE 5 WHYS
- THE MAGIC QUALIFIER
- IDENTIFYING SIGNIFICANCE
Open Questioning

- To initiate discussion on a broad subject and to encourage a comprehensive explanation use clear, direct phrasing that asks a single question
- ask **how**, **what** or **when**

> So what do you enjoy about the role?

> Are there any other issues I should be aware of?

**Advantages**
- Puts interviewee at ease
- Interesting for interviewee
- Provides depth of detail
- Reveals other areas of enquiry

**Disadvantages**
- You may lose control
- May use up too much time
- Interviewer may appear unprepared
- Harder to analyse later
- Lower reliability of data
Closed questioning

Use a closed-ended question to elicit a specific reply such as yes/no, a simple piece of information or a selection from multiple choices.

- Is the new form better or worse than the old form?
- Is it Mary or Jane who enter the application details?

**Advantages**
- Efficient use of time
- Easy to compare interviews
- Higher reliability of data
- Less interviewing skill needed
- Focuses interviewee

**Disadvantages**
- Can be boring for interviewees
- Doesn’t provide the opportunity to qualify answers
- You may miss other areas
Probe questioning involves asking for more detailed information to clarify a vague state phrase such as ‘quite high’ or ‘often late’.

Probe questioning needs to be balanced with open and closed questioning to avoid the interview seeming like an interrogation.

How frequently does that happen?
How did that change impact your division?

Advantages
- Provides data on new aspects
- Supplies detail in context
- Shows interest in conversation

Disadvantages
- Can appear threatening
Paraphrasing is a technique used to confirm or clarify something the interviewee has said or implied.

Executed properly it can also build rapport by showing you in alignment with their thoughts and feelings.
"I keep six honest serving men
(They taught me all I knew);
their names are
What and Why and When
and How and Where and Who."
...Rudyard Kipling.
The 5 Whys

Moving from symptom through to root cause

The goal of applying “The 5 Whys” method is to get to the cause / effect relationships underlying a particular problem.
The Magic Qualifier

Specifically...

To elicit better quality information add this word to the question.

We then approve the application...

Specifically how do you approve the application?
Identifying Significance

To determine **overall** significance:

Ask *what* is important to you in ABC?

To determine **relative** significance:

Ask *which* is more important to you – X, Y or Z?
Be aware of...

...to ensure information is captured accurately and completely
Be aware of your interviewee & adjust your style

- Nervous
- Assuming knowledge
- A non-talker
- Protecting others
- Too familiar with the job
- Hostile
- Exaggerating
- Pro-establishment
Be aware of filtering

- Filtering occurs when the receiver of a message alters its interpretation by applying certain influences or biases.
- The consequence of filtering is misunderstanding which can lead to an unexpected response.
- Be aware that just because a message has been sent does not mean it has been received and interpreted as expected.
Exercise
Common Areas Which Cause Filtering

COMMON CAUSES OF FILTERING

- Assumptions
- Situational Factors
- Workplace Culture
- Emotional Factors
- Semantics
- Ethics
- Organisational Status
- Knowledge-Base
Be aware of communication barriers

i.e. obstacles that restrict effective communication

COMMON CAUSES OF COMMUNICATION BARRIERS

- Prejudices
- Hidden agendas
- Absence of appropriate channels
- Information withholding
- Emotional sensitivity
- Background noise / clutter
- Geographical separation
- Management by memo
Exercise
The goal of **active listening** is to improve mutual understanding.

- Use non-verbal cues such as head nods to show you are listening.
- Do not internally prepare the next question while the interviewee is speaking.
- Listen for emotions and attitudes as well as facts.
- Do not interrupt unless you sense avoidance or the interviewee has drifted.
- Request clarification, paraphrase and ask follow on questions.

**Be aware of listening**

True listening involves mutual understanding.
Steps in the Interview Process

**Preparation**
- **Interview schedule**
  - Who you are going to interview, why, when and where?
- **Interview guides**
  - What questions are you going to ask?

**Execution**
- **Interview**
  - Structure
  - Rapport
  - Listen
  - Probe
  - Clarify

**Review**
- **Interview notes format**
  - What results were obtained?
    - Information found
    - Decisions
    - Actions
Interviews are exceptionally rich sources of information. However, no two interviewees are alike: some tend to ramble, others are suspicious and curt, some will need only the slightest encouragement to speak their minds, while others will have to be guided along. The interviewer’s job is to conduct the interview to gather the information required, which takes skill, practice and structure. Once you have concluded your interviews, they must be summarised to yield the ‘big picture’. Your questions should therefore allow for valid comparison and summarisation of your interviewee’s viewpoints.
Interview Review

Write up notes as soon as possible after the interview
Workshop Execution

SOME TIPS FOR HOLDING A WORKSHOP

- Have a ‘Parking Lot’
- Publish outputs for review & comment
- Have a Glossary of Terms
- Understand the next steps
- Make it participative
4/ Formulate Requirements

- Plan the requirements development process
- Gather information
- Formulate requirements
- Ensure shared understanding of requirements
- Formulate how requirements will be implemented
- Ensure operational acceptance of implementation

BUSINESS ANALYSIS FRAMEWORK

Understand the business need and strategic direction
Plan the requirements development process
Gather information
Formulate requirements
Ensure shared understanding of requirements
Formulate how requirements will be implemented
Ensure operational acceptance of implementation

DEFINITION
The Needs Hierarchy | Requirements
Requirement Criteria

If requirements do not fulfil these criteria further information must be sought

- Clearly states what is required
- SPECIFIC / UNIQUE
- REQUIREMENT
- CLASSIFIABLE
- MEASURABLE
- Mandatory, important or nice to have
- To confirm when it has been met
What should be included in a requirement?

<table>
<thead>
<tr>
<th>ID #</th>
<th>Project Requirement Title</th>
<th>Description</th>
<th>Areas Impacted</th>
<th>Level of Importance</th>
<th>Verification</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Card deactivation</td>
<td>Be able to deactivate lost/stolen security cards.</td>
<td>Security</td>
<td>Mandatory</td>
<td>Deactivate a test card and then test that a transaction cannot be completed with the card.</td>
<td>3.Security</td>
</tr>
<tr>
<td>2.</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
</tbody>
</table>
5/ Ensure Shared Understanding of Requirements
Process for Agreeing Requirements & Sign Off

1. **Requirements Review**
   - OWNER
     - TEAM
     - REQUIREMENTS REVIEW
   - SIGN OFF
     - NO
     - ATTEMPT TO REACH CONSENSUS
       - CONSENSUS
         - NO
         - ESCALATE
   - DECISION/S REFLECTED IN REQUIREMENTS
     - REQUIREMENTS AMENDED
     - MAKE DECISION/S RE REQUIREMENT/S
       - NO
       - REQUIREMENTS REVIEW
         - SIGN OFF
           - NO
           - YES
           - REQUIREMENTS SIGNED OFF
         - YES
     - RECOMMENDATION/S ARTICULATED
       - NO
       - ACCEPT UPDATED REQUIREMENTS
         - REQUIREMENTS SIGNED OFF
         - SIGN OFF
           - NO
           - YES

2. **Sign Off**
   - OWNER
     - TEAM
     - REQUIREMENTS REVIEW
       - SIGN OFF
         - NO
         - ATTEMPT TO REACH CONSENSUS
           - CONSENSUS
             - NO
             - ESCALATE
   - DECISION/S REFLECTED IN REQUIREMENTS
     - REQUIREMENTS AMENDED
     - MAKE DECISION/S RE REQUIREMENT/S
       - NO
       - REQUIREMENTS REVIEW
         - SIGN OFF
           - NO
           - YES
           - REQUIREMENTS SIGNED OFF
         - YES
     - RECOMMENDATION/S ARTICULATED
       - NO
       - ACCEPT UPDATED REQUIREMENTS
         - REQUIREMENTS SIGNED OFF
         - SIGN OFF
           - NO
           - YES

3. **Decision/Reflection in Requirements**
   - OWNER
     - TEAM
     - REQUIREMENTS REVIEW
       - SIGN OFF
         - NO
         - ATTEMPT TO REACH CONSENSUS
           - CONSENSUS
             - NO
             - ESCALATE
   - DECISION/S REFLECTED IN REQUIREMENTS
     - REQUIREMENTS AMENDED
     - MAKE DECISION/S RE REQUIREMENT/S
       - NO
       - REQUIREMENTS REVIEW
         - SIGN OFF
           - NO
           - YES
           - REQUIREMENTS SIGNED OFF
         - YES
     - RECOMMENDATION/S ARTICULATED
       - NO
       - ACCEPT UPDATED REQUIREMENTS
         - REQUIREMENTS SIGNED OFF
         - SIGN OFF
           - NO
           - YES
Reaching Consensus

1/ IDENTIFY AREAS OF AGREEMENT & CLEARLY STATE DIFFERENCES
   - State positions and perspectives as neutrally as possible
     - Document a summary of concerns

2/ FULLY EXPLORE DIFFERENCES
   - Explore each perspective and clarify
     - Involve everyone in the discussion – avoid one-on-one debates
     - Identify common ground and attempt to develop a compromise

3/ REACH CLOSURE AND ARTICULATE THE DECISION
   - Ensure all team members have expressed their perspective
     - Detect when the team is approaching consensus
   - Ask each member if they agree and will they support the decision
     - Document the decision
Review & Improve – Wrap Up Day 1

- Review Objectives
- Feedback
- What’s in store for Day 2?
Day 1

A/ Introduction – Business Analysis & You

B/ Business Analysis and the CSU Context

C/ Project or Improvement Control

1/ Understanding the Business Need & Strategic Direction

2/ Planning & Coordinating the Requirements development process

3/ Collecting Requirements

4/ Formulating Requirements

5/ Ensuring Shared Understanding of Requirements

D/ Review & Improve
Course Objectives

- Understand the importance of business analysis to CSU
- Familiarise with business analysis principles
- Develop business analysis skills
- Obtain a framework for business analysis
- Familiarise with business analysis principles
Day 2

6/ Formulating How the Requirements will be Implemented

7/ Ensuring Operational Acceptance of Implementation

A/ Business Analysis Tools & Techniques

B/ Review & Improve
Course Objectives

Understand the importance of business analysis to CSU
Familiarise with business analysis principles
Develop business analysis skills
Obtain a framework for business analysis

COURSE OBJECTIVES

CHARKLES STURT UNIVERSITY

AUSTRALIA
6/ Formulate how requirements will be implemented
Defining the solution

- There is always more than one solution that can potentially meet the requirements

- Hence it is important to assess the alternatives to determine the best solution
The Solution Process

A solution process could involve one or many of the following:

- Build your own
- Predefined solution
- Investigation of others
- Request for Information (RFI)
- Request for Proposal (RFP)
Problem Solving Techniques

Can be used for:

- identifying and developing a solution recommendation based on the business requirements
- resolving issues
- addressing risks
- general problem solving
1/ IDENTIFY POSSIBLE SOLUTIONS

- Generate multiple possible solutions, e.g. brainstorm
- Do not filter out potential solutions
  Then:
  - consider/refine each idea to see how it could meet requirements

2/ ASSESS THE POTENTIAL SOLUTIONS

- Shortlist the feasible potential solutions
- Determine the criteria to be used to assess the solutions incl. impact on other areas of the business and level of risk
  - Apply weightings to the criteria
  - Rate each solution against the weighted criteria
The Do and Don’t of Problem Solving

Do:
- ✓ Clearly state the problem
- ✓ Identify several solutions
- ✓ Assess potential solutions based on real or agreed requirements
- ✓ Ensure that business users accept the proposed solution
- ✓ Consider the big picture and the context

Don’t:
- × Make assumptions
- × Jump to conclusions
- × Promote one solution without evaluation
- × Allow a group with one specific area of expertise to propose solutions
- × Attempt to solve the problem in isolation
Solution Recommendation

- Alternative Solutions Considered
- Project Costings
- Assessment Criteria
- Preferred Solution
- Assessment Method and Results
Functional Requirements
Translating requirements into specifications for the solution
WHO

Who should develop functional requirements?
- The team plus input from stakeholders and process owners

Who uses functional requirement information?
- All stakeholders with a responsibility for building, developing, delivering and/or maintaining the solution including external vendors
## A Typical Functional Requirement

### Functional Requirement 1

<table>
<thead>
<tr>
<th>Requirement Cross Reference:</th>
<th>cross-references / describes which requirement/s this functional requirement addresses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Rule Cross Reference:</td>
<td>cross-references / describes which business rule/s constrain this functional requirement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name</th>
<th>Name of the functional requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detail Definition</td>
<td>Definition of the functional requirement</td>
</tr>
<tr>
<td>Preconditions</td>
<td>List conditions that must exist or be established before the functional requirement can occur</td>
</tr>
<tr>
<td>Inputs</td>
<td>List inputs required for this functional requirement</td>
</tr>
<tr>
<td>Outputs</td>
<td>List outputs required for this functional requirement</td>
</tr>
<tr>
<td>Formulas</td>
<td>List formulas and calculations required</td>
</tr>
<tr>
<td>Triggers/Interfaces</td>
<td>List internal/external triggers and interfaces and their data requirements</td>
</tr>
<tr>
<td>Volume/Frequency</td>
<td>Describe anticipated volume for all interfaces, e.g. approx. number of users, critical time periods</td>
</tr>
<tr>
<td>Printing Requirements</td>
<td>List printing requirements (if any) by volume, type, time and period</td>
</tr>
<tr>
<td>Main Scenario – Tasks / Sub Functions</td>
<td>List step by step the necessary main tasks and sub-functions</td>
</tr>
<tr>
<td>Extensions</td>
<td>List the necessary sub-functions outside of the main scenario, i.e. if ABC occurs, XYZ must occur</td>
</tr>
<tr>
<td>Test Verification</td>
<td>How the functional requirements will be verified</td>
</tr>
</tbody>
</table>
Ensuring operational acceptance of implementation

- Understand the business need and strategic direction
- Plan the requirements development process
- Gather information
- Formulate requirements
- Ensure shared understanding of requirements
- Formulate how requirements will be implemented
- Ensure operational acceptance of implementation

**FUNCTIONAL REQUIREMENTS**

- WHO
- WHAT
- WHY
- WHERE
- HOW
- WHEN
Business Analysis | Testing Activities

Business analysis can assist in:

- Determining how the solution will be tested by its users to attain their acceptance of it, e.g. take early screen design concepts back to users for feedback

- Developing complete and detailed user acceptance tests (UATs) which reflect the Functional Requirements

- Helping users to understand the needs of UAT and their responsibilities in the UAT process

- Ensuring user acceptance testing is completed satisfactorily prior to implementation including resolving UAT issues
WHY test?
- To ensure that a project delivers what is expected and has been agreed
- Is a means of identifying defects introduced during the development lifecycle

WHEN does testing happen?
- From the beginning of the construction phase to the end of testing (refer to PSC Project Lifecycle)

WHAT are some types of testing?
- Unit
- Systems
- Regression
- Integration
- User Acceptance
- Destructive
Business Analysis | Training Activities

Training should be provided to users of the solution as necessary to facilitate the implementation of the change.

Business analysis assists in training activities by:

- Producing the training strategy to determine how the users of the solution will be trained
- Facilitating training preparation & delivery (but not necessarily providing the actual training)
- Ensuring training is provided
- Measure training effectiveness
Business Analysis | Implementation

Business analysis can assist in implementation to ensure that the solution is handed over to the operational area/s successfully and disruption to the existing business during implementation is minimised.

Business analysis can assist in developing:

- Implementation strategy
- Implementation schedule
- Post Implementation Review (PIR)
Business Analysis Tools & Techniques

Understand the business need and strategic direction
Plan the requirements development process
Gather information
Formulate requirements
Ensure shared understanding of requirements
Formulate how requirements will be implemented
Ensure operational acceptance of implementation

WHO
WHAT
WHY
WHERE
HOW
WHEN

BUSINESS ANALYSIS FRAMEWORK
Context Modelling

- Context diagrams are used during the business need ‘definition’ stage to provide a high-level visual model of the project / improvement

- It serves as a view of the business solution to be built, and identifies the entities that will interface with the solution

- They assist in understanding / agreeing the scope under review
Stakeholder Context
Business Systems Context Diagram

Appendix C
Asset Management Project - Business View

The Asset Register:
* its relationship within an Asset Management System; and
* how it will interact with other CSU Applications.

Project Idea/Goal: Identify a suitable Asset Register software solution.

Legend
- Provides some source data for fixed asset objects.
- Output
- Two way interaction
Exercise
Business Processes

Business process modelling (BPM) is a means of representing the steps, participants and decision logic in a business process.

The goal of BPM is to articulate a business process to assist understanding and to potentially:

- Improve business processes
- Re-engineer the business
- Automate an existing business process
Business Operation Modelling | WHAT

- Business operation models are a business analysis technique for breaking down a high level operation and dividing entities into smaller and smaller related parts – or ‘functional components’

- A business operation model shows a hierarchical organisation of the business processes that comprise the business operation

- A business operation model is distinct from a process flow diagram which shows the sequence of events of a business process
Business Operation Model | WHAT

- Course Administration
  - Course Enrolment
    - Course Application
    - Course Payment
  - Course Completion
    - Course Assessment
    - Course Certification
  - Course Attendance
A large or complex operation is more easily understood when broken down into smaller processes.

It therefore facilitates understanding of the business operation and hence is a useful tool in conducting analysis and design.
Business Operation Modelling is used in determining and defining the functional requirements of a solution.

- It can be used to break up a large or complex business process into smaller components prior to developing process flow diagrams.

- It can also be used during the planning, analysis and design phases to assist in understanding business operations.
### Business Operation Modelling | HOW

1. Identify the boundaries – which business operation is to be broken down

2. Consult with business experts – the people managing / working with the operation

3. For the operation identify the high level processes which comprise it

4. Continue to break each process down to lower levels until sufficient meaningful level of detail is achieved

5. Determine the purpose of each function and record for subsequent process flow models

6. Draft the business operation model

7. Review with the experts to ensure completeness

8. Refine and finalise
Process mapping is a technique of diagrammatical modelling.

The diagram represents a series of processes and how they are related.

Process mapping provides a visual representation of who does what and in what order.
WHY | Process mapping helps to clarify the steps involved in a particular process.

WHEN | Use process mapping to:
- understand the current process
- clarify responsibilities
- identify process inefficiencies
- design new procedures
- assist in training
Process Mapping | HOW

1/ Identify the boundaries – the process beginning and end

2/ Consult with business experts – the people managing/working with the project

3/ Identify the participants – the roles involved in the process

4/ Identify the steps – what is done in which sequence by who

5/ Identify the decision points and the alternate paths

6/ Draft the process flow

7/ Review with the experts to ensure completeness

8/ Refine and finalise
Process Mapping | HOW

Which shapes to use

- **Terminator/Initiator**: Marks the start and end of a process
- **Process**: Describes the action
- **Decision Point**: Always has yes and no streams
- **Related Process**: Does not detail the process but refers to it
## Swim Lane Diagrams | WHAT & WHY

<table>
<thead>
<tr>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
</tr>
<tr>
<td>Supervisor</td>
</tr>
<tr>
<td>Administration</td>
</tr>
</tbody>
</table>

**WHAT** | Each swim lane represents the area of involvement of each participant who has a role in the process being mapped.

**WHY** | Swim lane diagrams assist in identifying all participants involved in the process. ‘Participants’ may be an individual, a team, a division/section or an organisation.
Swim Lane Diagrams | HOW

- Starting at top left with the start symbol
- Draw each step along the swim lane and use arrows to represent the sequence
- Each step should start with a verb
- A number may be assigned to each step
Swim Lane Diagrams | HOW

- When a step is performed by a different participant switch lanes
- If the next step depends on a decision show this as in the example above, labelling the alternatives and showing the steps that follow
Wrap Up Exercise
Review & Improve – Wrap Up Day 2

- Review objectives
- What will you take away?
- Feedback

Further information sources

www.csu.edu.au/division/psc/
www.csu.edu.au/staff/yourcsu/
www.theiiba.org
Day 1

A/ Introduction – Business Analysis & You

B/ Business Analysis and the CSU Context

C/ Project or Improvement Control

1/ Understanding the Business Need & Strategic Direction

2/ Planning & Coordinating the Requirements development process

3/ Collecting Requirements

4/ Formulating Requirements

5/ Ensuring Shared Understanding of Requirements

D/ Review & Improve
Day 2

6/ Formulating How the Requirements will be Implemented

7/ Ensuring Operational Acceptance of Implementation

A/ Business Analysis Tools & Techniques

B/ Review & Improve
Course Objectives

Understand the importance of business analysis to CSU

Develop business analysis skills

Obtain a framework for business analysis

Familiarise with business analysis principles
Review & Improve – Wrap Up Day 2

- Review objectives
- What will you take away?
- Feedback

- Further information sources
  www.csu.edu.au/division/psc/
  www.csu.edu.au/staff/yourcsu/
  www.theiiba.org