

How to Model, Analyze, and Improve Business Processes

Course Overview

Business processes are what organizations do. Whether documented or not, whether designed or not, whether understood or not, nothing gets done until someone (or “the system”) does it. That is what business processes are all about. They are a combination of business operating procedures, business rules, business data, and supporting technology. Yet, many business processes are undocumented, misunderstood, not optimized, not followed, error-prone, and inefficient.

Business process analysis is one of the most critical business analyst skills. It is the activity that uses business process models for improving business processes without putting your project— or your organization— ask.

This business analyst workshop teaches how to create business process models (context, dataflow, activity, and swimlane diagrams). It includes how to use those business process models to analyze and understand your organization’s business processes. Finally, the class explains how process analysis reveals hidden business requirements, stakeholder requirements, solution requirements, and transition requirements for changes to the underlying information technology.

The target audience for this course is anyone wearing the business analysis hat, including business analysts, subject matter experts, agile product owners, project leaders and managers, line managers, systems analysts, software testers, and solution architects.

Key Outcomes

Upon completion of this course, participants will be able to:

- Document existing business processes and workflows in data flow, activity, or swimlane diagrams
- Create context and second level process models of current and proposed business processes
- Confirm that your requirements are in scope for your project
- Analyze Business Process Diagrams to understand and resolve business problems
- Analyze process models to discover missing requirements
- Extract and analyze business rules embedded in processes
- Use the process model to identify, present, and resolve workflow issues and uncover timing anomalies
- Plan to incorporate selected techniques to improve your performance on the job

Course Outline

1. Introduction to Process Modeling – Overview

- Process as a Noun & a Verb
- Current Conventions
- Benefits of High-Quality Process Models

2. Modeling Business Processes Fundamentals of Process Modeling

- Basic Process Modeling Symbols
- Creating a Context Diagram & Example
- Business Process Model Scope
- Scoped Business Process Model

At-a-Glance:

Course Length:

2 days

Course Number & Level:

225.HBP2 – Foundational

Professional Development Units (PDUs): 14 (Business)**Delivery Option:**

- Instructor-led Training (Delivered Onsite at Your Location)

- Context Diagram
- Leveled Process Models
- Completely Leveled Data Flow Diagram
- Example: Exploding a Process
- Process Specifications
- Worksheet: For Your Answer
- Case Study

Activity and Swimlane Diagrams

- Activity Diagramming Conventions & Example
- Exercise: Creating an Activity Diagram
- Introducing Swimlanes & Example
- Exercise: Modeling Swimlanes
- Concurrency and More
- Depicting Data on an Activity Diagram
- Introducing Object Flow
- Exercise: Modeling Object Flow
- When To Use Swimlane Diagrams & Examples
- Exercise: What's Wrong with this Diagram?

3. Analyzing Business Process Models

Basic Process Analysis

- Problem Definition
- Process Problem Analysis
- Pareto Software
- Timing Analysis
- Showing Timing on a Process Model
- Information Usage Analysis
- Order Form for Invoicing System
- Existing Outputs

4. Improving Business Processes

Basic Process Improvement

- Improvement Opportunities
- REUSEZ98 Process Model for Finding Improvements
- Exercise: Suggesting Improvements
- All Controls Share the Following
- Determining Functional Control Location
- Locating Functional Controls
- Exercise: Defining Functional Controls
- Exercise: Implement This (Rule) Control Requirement
- Short Term Improvements ("Quick Fixes")
- Exercise: Finding Short Term Improvements
- Exercise: Long Term Suggestions

5. From Showtime to Go Time!

Personal Improvement Plan

- Understanding the Learning Curve
- Exercise: My Techniques
- My Personal Implementation Plan