

Analysis and Improvement of Business Process

Course Overview

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. Topics include:

- 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

Who should attend

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.

Prerequisites

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

Class Information

- **Course I.D. Number:** 4050
- **Duration:** 3 days
- **Participants receive:**
 - Certified BA Instruction
 - Comprehensive Participant Guide
 - Certificate of Participation
 - Business Analysis templates
 - 21 CDUs / PDU's (Technical: 12 Leadership: 4 Strategic: 5)
- **Typical class size:** 6 to 20 attendees
- **Delivery:** Virtual or onsite

Learning Approach

- A highly qualified instructor will use interactive lecture format, more than 20 hands-on exercises, team activities, group discussions, and other techniques to drive home the essential points of this material
- We will build on your prior experience in this topic, while providing you with a structure and vocabulary to use in all of your future projects.

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Course Outline

Introduction

- Enterprise Analysis
- Business Process Analysis (BPA)
- Roles and tools in BPA
- Process quality characteristics
- Factors that affect process quality
- When BPA is needed
- BPA lifecycle

Step 1: Select a Process

- Problem assessment
- Business use case diagram

Step 2: Identify Stakeholders

- Stakeholder identification and analysis
- Stakeholder register
- Stakeholder management
- PAT charter

Step 3: Plan the Business Process Analysis

- Plan first, then Do
- BPA environment
- Business Process Analysis Plan
- The benefits of planning

Step 4: Elicit Process Information

- Planning an Elicitation
- Interviews
- Workshops
- Observation
- Surveys
- Brainstorming
- Document analysis

Step 5: Document Goals; Identify Metrics

- Purpose of Goals and Metrics
- Process goals
- Goal Question Metric (GQM)

- Metrics data

Step 6: Model the As-Is Process

- Use of models in process analysis
- ETVX
- SIPOC
- Flowchart and Swimlane Diagram
- Use Case Diagram and Scenarios
- Entity Relationship Diagram
- BPMN

Step 7: Root Cause Analysis

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

Step 8: Identify Improvement Options

- Choosing Improvement Options
- List of Needs
- Process requirements
- Business rules
- Solution approach
- STP Analysis

Step 9: Stakeholder Validation

- Validation of recommendations
- Stakeholder walkthrough

Step 10: Model the To-Be Process

- To-Be Process Models

Step 11: Present Recommendations

- Business case
- Management briefings
- Next steps

Course Summary and Q&A

This course includes over 20 exercises that reinforce comprehension and retention.

Why should I take this course?

- Experienced Business Analysts will acquire a broader understanding of how to carry out an effective Business Process Analysis.
- If you are new to Business Process Analysis, the exercises in this course will give insights into essential concepts and techniques.

Licensing

Use this course to teach your students!

This course is available under license to qualified Training Providers. See: <http://www.cvr-it.com/coursewareondemand/> or contact us: (800) 877.8129 or info@cvr-it.com