



TWENTYEIGHTY STRATEGY EXECUTION

# Nuovo Curriculum BUSINESS ANALYSIS

Allineato alla versione 3.0 del BABOK®

# FUNDAMENTALS OF BUSINESS ANALYSIS

## YOU WILL LEARN TO:

- Describe the discipline of business analysis
- Explain major functions in the scope of business analysis:
  - Defining business needs
  - Requirements management
  - Benefits management
  - Enterprise analysis
- Describe how business analysis can contribute to your organization and your individual work and responsibilities

## COURSE SYNOPSIS

Many people are unaware of the discipline of business analysis; many people become business analysts or begin doing business analysis almost by accident, and have never thought of it as a disciplined set of knowledge, skills and techniques. And managers and SMEs who work with those accidental BAs often have no idea that there is a discipline, or that it can provide so much value to work regardless of title.

*Fundamentals of Business Analysis* addresses the entire scope of business analysis: before, during and after a solution to a business problem is implemented, and also includes enterprise business analysis. It is a broad overview to allow an understanding of the value that business analysis delivers in terms of executing strategy – both doing the right work and doing the right work right.

This foundational course looks at the whole organization and how business analysis is applied in articulating and prioritizing business needs, identifying and assessing solution options, making recommendations, defining solution scope, requirements management within a project, supporting a solution once it is in place, making sure the business objectives are met and continuously improving the solution to increase its business value.

Managers, business subject matter experts, developers, project managers, junior business analysts, and anyone else who is responsible for delivering value through project- and program-based work might be interested in taking this course.

## KEY TOPICS

- ▶ **The Basics of Business Analysis**
  - What is business analysis?
  - Who does business analysis?
  - Scope of business analysis
  - Contexts for business analysis
  - Asking the right questions: Who, what, where, when why and how?
  - It's more than just requirements: Business analysis information
  - Modeling
  - Requirements classification and traceability
- ▶ **Defining the Business Needs**
  - Types of business needs
  - Writing effective goals and objectives
  - Stakeholder analysis
  - Current and future state analysis
  - Feasibility assessment
  - Business risk
  - Alternatives assessment
  - Business cases
  - Solution scope recommendation
- ▶ **Requirements Management**
  - Business analysis planning
  - The BA approach
  - Elicitation techniques and challenges
  - Communicating requirements with models
  - Acceptance criteria
  - Traceability
  - Supporting testing and implementation
- ▶ **Benefits Management**
  - Goals of benefits management
  - Benefits and value
  - The benefits management lifecycle
  - Solution evaluation and refinement
  - Organizational change management
  - Continuous process improvement
  - Process analysis and design
- ▶ **Enterprise Analysis**
  - The business ecosystem
  - Enterprise analysis models
  - Customer value analysis
  - Strategy mapping
  - Organization mapping
  - Business capabilities
  - Value streams
  - Selecting a portfolio of projects
  - Business architecture

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✓	✓	—	PDU: 15 CPE credits: 18 CDUs: 15	 On-site delivery available

\*Credits may vary by delivery method.

# DEFINING BUSINESS NEEDS AND SOLUTION SCOPE

## YOU WILL LEARN TO:

- Explain how the concepts of business needs and value drive change initiatives
- Describe the importance of business cases to solution recommendation
- Use current state analysis to identify business needs, goals, and objectives
- Relate the discipline of benefits management to solution recommendation
- Utilize stakeholder and capability analysis to plan future states
- Conduct feasibility assessments on solution alternatives
- Develop and present business cases for or against potential solutions

## COURSE SYNOPSIS

The skills of business analysis can help many professionals identify the right types of solutions to solve their business challenges and build the business cases to justify those recommendations. *Defining the Business Needs and Solution Scope* is an intermediate to advanced course designed to provide the knowledge needed to begin working on identifying business needs and analyzing the benefits of various solution options to help limit the choices before work gets underway or even before the solution work is chartered. In particular, this course “precedes” the typical project-life cycle as it sets up the benefits, value and possibilities that the change may bring, which then become the focus of the initiation phase of a project to implement those changes and execute the strategy.

## KEY TOPICS

- ▶ **Driving Toward Business Value**
  - Business value and business need
  - Value proposition
  - Types of business needs
  - Value stream, value chain
  - Who, what, where, when, why and how
- ▶ **The Business Case**
  - Purpose of a business case
  - Content and structure of a business case
  - Participant roles in the business case
  - Characteristics of a good business case
- ▶ **Define the Current State**
  - Define the current situation
  - Facts
  - Issues and concerns
  - Ask the right questions
  - Analyze the current state
  - Define the business need in terms of prioritized problems and opportunities
  - The Business Case: Communicating the Current State and Business Need
- ▶ **Establish Business Goals and Objectives**
  - Begin with the end in mind
  - Strategic vision and alignment
  - Prioritized business goals
  - Participants in business goal development
  - Types of goals
  - SMART business objectives
  - The balanced scorecard
  - Goal hierarchy
  - Goal prioritization
  - Approval of the business objectives
- ▶ **Benefits Management**
  - What is benefits management
  - What is a benefit
  - Roles in benefits management
  - Identify potential benefits and dis-benefits
  - Quantify the benefits
  - Portfolio level benefits
  - Identify stakeholders in benefits managements
  - Benefits mapping
  - Benefits realization plan
  - Planned and emergent benefits
- ▶ **Define the Solution Scope**
  - Future state vision
  - Identify and describe stakeholder needs
  - Required capabilities
  - Conditions and constraints about the solution
  - Link capabilities to goals
  - Refine the solution scope in terms of who, what, where, when, why and how
- ▶ **Identify and Assess Alternatives**
  - Identify alternative solutions
  - Determine the viable and non-viable alternatives
  - Analyze the feasibility of the viable alternatives
  - Organizational feasibility
  - Technical feasibility
  - Economic feasibility
  - Real options analysis
- Identify alternative solution approaches
- Describe the change strategy
- Refine the future state
- ▶ **Financial Analysis**
  - Cost-benefit and Financial Analysis
  - Patterns of planned business value
  - Estimate benefits
  - Estimate costs
  - Costs to acquire the solution
  - Costs to live with the solution
  - Financial analysis and indicators
- ▶ **Risk Analysis**
  - Risks to business value
  - Identify risks
  - Business risks
  - Technology risks
  - Project risks
  - Risk theory
  - Risk management
  - Risk tolerance
  - Risk impact scale
  - Risk log
  - Allowance for risk contingency
- ▶ **Putting the Business Case in Context**
  - Approvals
  - Benefits Management
  - Making a No Decision
  - After approval
  - Revisiting the business case during development

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# ELICITING AND MANAGING REQUIREMENTS

## YOU WILL LEARN TO:

- Explain the critical role of business analysis with respect to requirements management
- Validate solution scope
- Use appropriate modeling techniques in requirements management work
- Plan requirements elicitation and analysis to maximize efficiency and estimate the required effort
- Determine the most appropriate techniques for eliciting requirements at different points in the analysis cycle
- Analyze various kinds of requirements into complete, coherent, and organized requirements documentation
- Build consensus in order to validate and finalize the requirements
- Manage the requirements throughout the project lifecycle

## COURSE SYNOPSIS

After the scope of a solution to a business problem has been proposed and accepted, the work (typically project-based) of designing and developing that solution must commence. This course explores how the discipline of business analysis contributes to the work of a project, ensuring that the requirements of the solution being developed are fully elicited from, communicated to, and understood by all stakeholders involved. Additionally, the course discusses how business analysis in the context of a project ensures that the solution developed fulfills the intended scope as well as covers considerations for managing requirements (and changes to those requirements) throughout their effective lifecycle.

A participant does not have to be a formally titled business analyst to benefit from Eliciting and Managing Requirements. Many formal project and program managers find themselves being asked to apply business analysis to project work to ensure that what is developed actually solves the problem it was intended to. Anyone responsible for delivering specific outcomes that meet business needs or solve problems can benefit from this course.

## KEY TOPICS

- ▶ **Validating Understanding of the Solution Scope**
  - The origin of the scope
  - Aligning strategy and project work
  - Solution drivers
  - AS-IS modeling
  - Common scoping document
  - Validating the solution scope
- ▶ **Collaborative Elicitation and Analysis**
  - Identifying and prioritizing stakeholders for elicitation
  - Elicitation techniques
  - Progressive elicitation
  - Diagnostic approach
  - Soft skills of elicitation
  - Developing requirements
- ▶ **Modeling the Solution**
  - Modeling as part of elicitation
  - Standards in modeling
  - AS-IS vs TO-BE modeling
  - Context models
  - BPMN
  - UML
  - Use case and activity diagrams
  - Other BA models
- ▶ **Documenting and Communicating Good Requirements**
  - The requirements repository
  - Guidelines for technical writing
  - Prioritization
  - Characteristics of effective requirements
  - Analyzing requirements
  - User stories
  - Traceability
  - Communicating requirements
- ▶ **Validating Requirements**
  - Sources of Errors
  - Requirements impact on project risk
  - Choosing a validation approach
  - Common validation techniques
  - Validating various requirements
  - Managing consensus
- ▶ **Controlling Requirements**
  - Reasons for requirements change
  - Requirements change management
  - Change request documentation
  - Impact analysis
  - Traceability matrix
  - Cost-benefit analysis
  - Risk analysis
  - The importance of stable requirements
- ▶ **Business Analysis Planning**
  - The importance of planning
  - Factors in business analysis planning
  - Developing the requirements work plan

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# FACILITATION TECHNIQUES FOR BUSINESS ANALYSIS

## YOU WILL LEARN TO:

- Define facilitation in the context of business analysis
- Identify opportunities for facilitation in business analysis
- Explain the role and responsibilities of a facilitator
- Plan a facilitation session
- Choose appropriate facilitation techniques for a given session
- Conduct a facilitation session using best practices
- Manage conflict during a session

## COURSE SYNOPSIS

Those practicing business analysis spend a significant amount of time facilitating sessions to gather requirements and other information. Yet, many facilitators lack formal training on how to effectively do so. A successful facilitation session results in requirements and information that can be analyzed and worked with once the session is complete. Facilitation Techniques for Business Analysis focuses on teaching the facilitation skills necessary to elicit and analyze requirements on a project.

In this highly interactive course, you will learn how to effectively help stakeholders define their needs and form these into quantifiable requirements through facilitation. As a facilitator, you will learn how to prepare for and conduct both face-to-face and remote group sessions. You will be exposed not only to several facilitation techniques, but you will also learn effective facilitation practices and how to manage conflict in a session. Most importantly, you will have the opportunity to practice these skills in a safe environment with a trained facilitator to guide you through various activities. You will leave the class with the confidence to prepare for a session, including creating a facilitation plan, motivating a group's participation, building consensus, managing conflict, maintaining session focus, and evaluating results for lessons learned.

## KEY TOPICS

### ► Facilitation and Business Analysis

- What Is Facilitation?
- The Facilitation Process
- What Is a Facilitator?
- Facilitation in Business Analysis
- Facilitation in Business Analysis Is Iterative
- Roles in Facilitated Sessions
- The Importance of the Role of the Sponsor and SMEs
- BA Facilitation Opportunities
- Good Facilitation is a Combination of Techniques and Practices

### ► Facilitation Session Planning and Techniques

- Considerations for Session Planning
- Session Planning: Objective and Participants
- Session Planning: Potential Risk
- Risk Management Plan
- Session Plan: Environment
- Considerations for Remote Sessions
- Take Advantage of Virtual Tools
- Remote Session Tips
- Session Planning: Agenda and Techniques
- Facilitation Techniques Overview
- Brainstorming
- Idea Generation/Grouping/ Categorization
- Brainwriting
- Focus Group
- Various Requirements Workshops
- Gap Analysis
- Root Cause Analysis (i.e. Fishbone Diagram, 5 Whys);
- Force Field Analysis
- Gap Analysis
- Root Cause Analysis
- Force Field Analysis

- Multivoting
- Criteria-Based Grid
- Impact/Effort Grid
- Verification of Facilitation Session Plan

### ► Facilitation Practices

- Facilitation Practices Overview
- Executing a Facilitation Session: Prior, During, Ending
- Active Listening
- Generating Participation
- Neutrality
- Questioning
- Paraphrasing
- Maintaining Focus
- Using Visual Aids
- Feedback
- Summarizing
- Synthesizing Ideas
- Intervention
- Executing a Facilitation Session

### ► Facilitation Conflict Techniques

- Argument vs. Debate
- Types of Conflict During Facilitation
- How to Prevent Group Dysfunction (The Basics of Team Dynamics: 'Forming, Storming and Norming')
- Managing Conflict Between Participants
- Managing Conflict with a Participant
- How to Handle 'Negativeholics'
- How to Handle Resistance to Change
- How to Manage Diverse Groups and Other Cultural Considerations
- Intervention During Conflict
- Resolving Issues
- Steps for Working Toward Consensus

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# ANALYZING BENEFITS AND REFINING SOLUTIONS

## YOU WILL LEARN TO:

- Describe how project- and program-level solutions provide benefits that contribute to enterprise strategic goals.
- Measure, track, evaluate, and manage the solutions that are intended to deliver the required benefits.
- Define the role of change management, continuous improvement, and technology in how successfully solutions are implemented.

## COURSE SYNOPSIS

*Analyzing Benefits and Refining Solutions* applies an approach to using business analysis skills that addresses the work needed to ensure that a solution, once in place, actually delivers the business value that was expected of it, and to optimize that business value over its useful life.

A solution could have a useful life of many years, and is likely to evolve over its lifetime, just as the organization that uses it, and the business context within which it operates will also evolve. One of the challenges of supporting an existing solution is that often, the logic of why a solution is the way it is, and what the original requirements were gradually gets lost.

This course explores the period after solution development and implementation. This may be a time where there is no identified project manager in place, but when an organization should be evaluating the solution to ensure it is providing the value it was intended to provide. Business analysis remains critical at this point.

## KEY TOPICS

- ▶ **Benefits Analysis and Management**
  - What are benefits?
  - Types of Benefits
  - Attributes of a good benefit
  - Benefits Ownership
  - Emphasizing Benefits Management
  - Overview of the benefits life cycle
  - Ongoing Analysis and Evaluation
  - Challenges in evaluating solutions post-implementation
  - Key success factors in benefits analysis
  - Benefits management scorecard
- ▶ **Benefits Realization, Tracking, and Reporting**
  - Benefits Realization Mapping
  - Benefits Tracking
  - Benefits Reporting and Adjustment
  - Capabilities Roadmap
  - Benefits Governance
  - Transitioning from Current to Future State
  - Analyzing and Evaluating CSFs and KPIs
- ▶ **Solution Evaluation**
  - Solution Evaluation Tasks
  - Benefits Measurement and Reporting
  - Evaluation techniques
  - Assessing Solution Limitations
  - Assessing Environmental Limitations
- ▶ **Organizational Change Management**
  - How are Benefits Realization and Change Management Linked?
  - Value Realization
  - The people side of change
  - Resistance to change
  - Organizational inertia
  - Leveraging the organizational culture
  - Individual leadership
  - The Role of Communication
  - Assessing organizational readiness
  - Reinforcing and enforcing change
  - Overall change readiness assessment
- ▶ **Continuous Improvement**
  - Designing for flexibility, scalability, and adoption
  - Value stream analysis
  - Reducing waste and variability
  - Opportunities and emergent benefits
  - Governance of Continuous Improvement
  - Governance scope
- ▶ **Changes to Technology Systems**
  - The role of technology
  - The IT perspective
  - IT Considerations
  - IT Governance
  - The role of IT in change initiatives
  - IT support for solutions and benefits

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# TESTING TECHNIQUES FOR TRACING AND VALIDATING REQUIREMENTS

## YOU WILL LEARN TO:

- Explain and apply the role of business analysis in the testing process
- Validate business requirements documentation and analyze models with stakeholders
- Verify that the solution conforms to technical specifications
- Recognize the importance of a testing methodology
- Decide what to test, and trace those requirements throughout the solution development life cycle (SDLC)
- Develop and execute a test plan
- Describe various testing techniques
- Explain how business analysis informs and contributes to testing
- Discuss the testing process from user and acceptance testing to component testing
- Explain the relationship between test strategies, test plans, test cases, and test scenarios

## COURSE SYNOPSIS

To ensure project success, planning and executing the testing process must begin as soon as the vision and scope for the solution takes shape. As the requirements for the solution are elicited, the business analyst and the test team develop and refine a master test plan. This plan incorporates test strategies to identify any defects in the requirements, solution or corresponding documentation.

In this interactive course, you'll work to develop a master test plan under the guidance of an experienced instructor. You will also perform exercises designed to help you establish a risk-based and comprehensive master test strategy for a testing effort. These activities help the business analyst ensure that all requirements trace back to the business need.

By attending this course, you'll develop the competencies required to create test cases and scenarios and to ensure proper test coverage according to the risk level. You will also learn about the different levels and types of testing commonly used in solution development today.

## KEY TOPICS

- ▶ **Introduction to Testing**
  - Recognizing the Importance of Testing
  - Recognizing the BA Role in the Testing Process
  - Differentiating between Validation and Verification
  - Validating the requirements and models
  - Verifying the Solution
- ▶ **The Testing Process**
  - Identifying the IT Strategy
  - Identifying the Testing Life Cycle
  - Aligning the Solution Development Life Cycle (SDLC) and the Testing Life Cycle
  - Recognizing the Importance of Test Methodologies
  - Employing Traceability and Defect Analysis
- ▶ **Levels and Types of Testing**
  - Using the V-Model of Testing
  - Planning the Different Levels of Testing
  - Planning the Different Types of Testing
- ▶ **The Master Test Strategy**
  - Defining the Master Test Strategy
  - Identifying Test Goals
  - Defining the Test Strategies for each Level of Testing
  - Identifying the Likelihood and Impact of Defects when Developing the Master Test Strategy
  - Documenting the Master Test Strategy
- ▶ **Planning Testing**
  - Identifying the Roles for Developing the Master Test Plan
  - Documenting the Components of the Master Test Plan
  - Compiling the Master Test Plan
  - Planning for Changes in Requirements, Risk, and Quality
- ▶ **Testing from the BA Perspective**
  - Testing and Assessing that Business and User Requirements are Met
  - Performing User Testing and Acceptance Testing
  - Conducting a Satisfaction Assessment
  - Performing Usability Testing during Unit, Integration, System, and User Testing
  - Conducting a Pilot Implementation Testing
  - Managing and Prioritizing Risk and Developing Risk Response Strategies
- ▶ **Test Case Design Techniques**
  - Developing Test Scenarios and Test Cases
  - Converting Use Case Scenarios to Test Scenarios
  - Performing Black Box and Glass Box Testing
  - Ensuring Test Coverage is Risk-Driven
  - Using Test Tools
- ▶ **Executing the Plan**
  - Executing and Updating the Master Test Plan
  - Managing Changes to Test Strategies and Business Requirements
  - Reviewing the Acceptance Test

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✓	✓	✓	PDU's: 21 CEUs: 2.1 CPE credits: 25 CDUs: 21	 On-site delivery available

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# DEVELOPING USE CASES

## YOU WILL LEARN TO:

- Employ use cases to elicit, analyze, document and communicate functional requirements for software
- Use the Unified Modeling Language (UML) to create use case diagrams
- Determine when to employ use case modeling
- Prioritize use cases based on their importance to the business and on technical considerations
- Describe ways to develop consistent vocabulary between use cases and objects
- Ensure use case quality

## COURSE SYNOPSIS

As a fundamental component of identifying requirements for a new or upgraded system, business analysts must be able to illustrate how “actors,” such as end users, stakeholders, or related systems, will be affected after the new system is implemented. This process, also known as use case modeling, provides business analysts with a powerful tool for documenting functional (and related) requirements—and the relationships between these requirements—in a manner that can be easily communicated to designers, programmers, project managers, and other project stakeholders.

Developing Use Cases provides business analysts with the required competencies for identifying and modeling use cases, which serve as vehicles for eliciting, analyzing, documenting, and communicating functional requirements. Participants will practice creating use cases using the Unified Modeling Language (UML®) to graphically represent the interactions between use cases and actors.

The course is designed for those who perform the function of business analysis (BA) and those who need to manage or participate in use case modeling.

## KEY TOPICS

- ▶ **Introduction to Use Case Modeling**
  - Organizing requirements with use cases
  - Use case diagrams as a UML notation
  - Organizing the model with packages
- ▶ **Identifying and Describing Actors**
  - Use case actors
  - Business versus system actors
  - Identifying actors
  - Mapping stakeholders to actors
  - Users versus actors
- ▶ **Identifying and Describing Use Cases**
  - Identifying use cases
  - Writing a use case description
  - Including preconditions, postconditions, assumptions, and scenarios
- ▶ **Writing Use Case Scenarios**
  - Identifying the main success scenario
  - Identifying alternates and exceptions
  - Indicating iteration
- ▶ **Advanced Use Case Modeling Techniques**
  - Diagramming an <<include>> relationship
  - Diagramming an <<exclude>> relationship
  - Diagramming generalization and specialization
  - Considering multiplicity
- ▶ **Ensuring Use Case Quality**
  - Employing quality assurance techniques
  - Ensuring use cases are testable
- ▶ **Prioritizing Use Cases**
  - Estimating project cost with use cases
  - Employing prioritization techniques

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# BUSINESS DATA MODELING

## YOU WILL LEARN TO:

- Explain how a lack of effective data analysis and usage can affect the risk exposure, cost control, and profitability of your organization
- Explain the role of the business analyst in gathering data-related requirements from stakeholders
- Create, communicate, and validate conceptual data models with your business stakeholders
- Create normalized logical data models as a hand-off to solution delivery

## COURSE SYNOPSIS

*Business Data Modeling* explores business rules, policies and procedures and how they can be modeled effectively. Participants will learn entity relationship diagramming, super and sub-types, attributive and associative entities, and documenting data constraints. The logical data modeling approaches taught in this class are designed to focus the attention on the important requirements of the business that are discovered through significant user involvement during the analysis phase. Participants will also learn how to create models without being limited by technology or organizational structure. It also provides an understanding of how the data elements are constructed, allowing for an integrated and seamless transition between the work of the BA and the data architect.

The ability to communicate the intersection of business processes and information/data needs is key to the success of any software development project. Understanding and explaining user needs is a major challenge and opportunity for the business analyst. The business analyst who understands structured modeling has a distinct advantage in addressing and communicating requirements. And the use of models can greatly increase all stakeholders' understanding of the relevancy of business rules and data management requirements to the project at hand.

## KEY TOPICS

- ▶ **Business Data and Governance**
  - Data Governance
  - Data Management Functions
  - Data Governance vs. IT Governance
  - Data Management Roles
  - Business Analysis and Data Management
  - The Value of Data to the Organization
  - Data Management and Risk
  - Data, Costs, and Revenue
  - Data Quality
- ▶ **Conceptual Data Models**
  - System development challenges
  - Data requirements
  - Models and modeling
  - Data, information and knowledge
- ▶ **Data Relationships**
  - Naming standards for relationships
  - Relationship cardinalities
  - Relationships affected by time
  - Modeling time-dependent data
  - The importance of definitions
  - Alternative notations
- ▶ **Logical Data Models**
  - Entity types
  - Subtyping
  - Attributive entities and multivalued attributes
  - Nondependence
- ▶ **Applying Logical Data Models**
  - Associative entities
  - Data constraints
  - Using logical data models
  - Analysis of organizational and geographical data distribution
  - Supporting the organizational data standards
  - Software acquisition
- ▶ **Data Normalization**
  - Normalization and forms
  - The physical data model
  - Reverse engineering
  - The database designer
  - Denormalization
- ▶ **Verifying and Validating Data Models**
  - Internal verification
  - Presenting data diagrams
  - Dos and don'ts of presenting data diagrams
- ▶ **Business Data Modeling Workshop**
  - Put what has been learned into practice

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# BUSINESS PROCESS MODELING

## YOU WILL LEARN TO:

- Describe the Process Modeling Management (PMM) framework
- Define key PMM terms and concepts
- Conduct major activities performed during each phase of PMM, including workflow modeling
- Perform the business analyst's role and responsibilities in PMM
- Apply PMM methodologies and techniques specific to the business analyst's role and responsibilities

## COURSE SYNOPSIS

*Business Process Modeling* provides participants with the opportunity to perform the four phases of a process improvement project—Define, Analyze, Implement, and Control—which have been derived from the phases of the industry's leading process improvement models. The key deliverables and outputs for the business analyst are emphasized during each phase, as well as the importance of tying all outputs back to the business strategy. Participants practice identifying and prioritizing the processes that require improvement, as well as creating the documents needed to communicate these changes to the rest of the organization. Participants focus on the competencies necessary to perform workflow modeling and create AS-IS and TO-BE process maps. Finally, participants learn how to conduct a gap analysis, create new process benchmarks, and develop measurements for tracking the effectiveness of the new processes.

Participants leave this course with the preparation necessary to perform BA responsibilities within the process improvement process and to employ the required skills in accordance with sensitive cost, organizational, and stakeholder requirements.

## KEY TOPICS

- ▶ **Key PMM terms and concepts**
  - Process modeling, process management, process improvement
  - Process management activities
  - Workflow modeling
  - Key benefits of PMM
  - Process improvement project (PIP) phases
  - Business analysis roles and responsibilities
  - Managing organizational change
- ▶ **Conducting the Define Phase**
  - Obtaining consensus on processes to be included in PIP
  - Relating processes to business strategy
  - Developing high-level plans for risk, communication and change management
- ▶ **Conducting the Analyze Phase**
  - Conducting workflow modeling
  - Creating swimlane diagrams
  - Conducting value stream mapping
  - Developing "As-Is" process map
  - Defining and gathering metrics
  - Creating process benchmarks
  - Performing gap analysis
  - Performing root cause analysis
  - Conducting stakeholder analysis
  - Performing high-level cost-benefit analysis
- ▶ **Conducting the Implement Phase**
  - Documenting, validating and confirming new goals and objectives
  - Formulating measurements
  - Designing the new process
  - Updating risk, communications and change management plans
- ▶ **Conducting the Control Phase**
  - Communicating findings
  - Carrying out implementation plans
  - Monitoring and controlling els to increase project success

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