

How to Model, Analyze, and Improve Business Processes

Instructor-Led, On-Site Duration 2 - 2.5 days

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.

This training workshop presents business process analysis techniques, methods, and tricks to help Business Analysts model, analyze, and improve manual and automated business processes. You will learn how to model business processes using context, data flow, activity, and swimlane diagrams to show workflow, transformations, and scope. Creating the model increases your understanding of the business processes and business rules involved. This activity is often even more revealing to those who live with or in the process. With this foundation, you will learn how to analyze the models and extract requirements for business process improvement or information technology solutions. These techniques can be used to identify problems in the current (AS-IS) situation or to predict behaviors in a proposed (TO-BE) solution.

Note: *This instructor-led course can be delivered in a series of virtual sessions via the Internet or live your site.*

Target Audience

Business Analysts	Strategic Planners
Business Process Owners	System Analysts
Business Process Managers	Process Analysts
Process Improvement Specialists	
Requirements Definition Specialists	

Expansions

To meet specific training needs, this class can be combined with the following offers:

[How to Define and Document Use Cases](#)

[How to Model, Analyze, and Improve Business Data](#)

[How to Elicit \(Gather\), Write, and Analyze Business Requirements](#)

Developed and presented by:



Requirements Solutions Group, LLC
3837 Northdale Blvd, Ste. 361
Tampa, FL 33624
We Build Business Analysts™

Telephone: **(813) 319-5851**
Fax: (813) 864-0131
E-mail: training@requirementsolutions.com
Web: www.requirementsolutions.com/

**Learning
Objectives**

Upon completion of this seminar, you will . . .

- Draw business process models
- Apply 5 improvement methods based on business process models
- Model the AS IS business process
- Document existing business processes
- Draw data flow, activity, swimlane, and sequence diagrams
- Choose the most appropriate technique to document the details of each process
- Extract and analyze business rules embedded on the processes
- Devise process measurements to evaluate initial and continuous improvement
- Develop a list of process improvements and/or requirements
- Interpret the Process Models for the business community for review

1 Introduction to Process Modeling

The Problem with Process

- Analysis of Business Systems Analysis
- The Fate Chart
- A Question File
- A Problem with Language
- Process Definition
- Benefits of High-Quality Models

2 Modeling Business Processes

Creating Context Diagrams

- System Modeling - A Short History
- Basic Process Modeling (The Symbols)
 - Exercise: Identify the Errors on this Diagram
- The Simple Rigorous Business Process Model
- “Rigorous Business” Process Model Example
 - Exercise: Order Entry Department Rigorous Business Model
- Exercise: Rigorous Model to Level 1 Process Model, step 1
- Top Level Functional (Process) Model
- Case Study Part 1

Creating Process Models

- Leveled Process Models
- Second Level Process Model
 - Exercise: Second Level Process Model
- Leveled Process Models (Review)
- Completely Leveled Process Models
- Case Study

Creating Event/Response Diagrams

- Visual Tools
- Event/Response Symbols and Conventions
 - Event/Response Example Diagram
 - Exercise: Creating Event/Response Models

Creating Wall Charts

- Process Models Can Be Visually Confusing
- The Main Line
- Wall Chart
 - Enter Order
 - Check Credit
 - Fill Order

Introducing BPMN Symbols

- Business Process Modeling Notation (BPMN)
- Business Process Modeling Connections

3 Analyzing Business Processes

Analyzing Activity Diagrams and Process Models

- Exercise: Functional Analysis of the Current Situation
 - Functional Analysis Diagram
- Problem Definition
 - Exercise: Problem Analysis
 - Process Model for Problem Analysis
- Timing Analysis

- Exercise: How to Show Timings

- Process Model for Timing Analysis

- Exception Identification

- Exercise: Exception Identification

- Process Model for Exception Analysis

- Exercise: Information Usage Analysis

- Process Model for Information Usage Analysis

Business Rules

- Finding Rules and Constraining Requirements

- Rule and Constraint Components

- Why Are Business Rules Hot?

- Discussion: Where Do Business Rules Live?

- Relationships between Business Rules

Creating Decision Trees and Tables

- Analyzing Business Rules

- Business Rule for Validation Example

- Exercise: Decision Trees

- Decision Tables

- Exercise: Decision Tables

- Decision Tables

- Exercise: Decision Table Actions

Creating Activity Diagrams

- Activity Diagramming Conventions

- Example of an Activity Diagram

- Exercise: Creating an Activity Diagram

- Introducing Swimlanes

- Example of a Swimlane Diagram

- Exercise: Modeling Swimlanes

- Concurrency and More

- From Data Flow to Object Flow

- Introducing Object Flow

- Exercise: Modeling Object Flow

- When To Use Swimlane Diagrams

- What’s Wrong with this Diagram?

4 Improving Business Processes

Improving Business Processes

- Improvement Opportunities

- Process Model for Finding Improvements

- Exercise: Suggesting Improvements

- Exercise: Using Appropriate Controls

- 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”)

- Process Model for Short Term Improvements

- Exercise: Finding Short Term Improvements

- Exercise: Long Term Suggestions

- Process Model for Long Term Improvements

- Improving Business Process Improvement