

# **BCS Practitioner Certificate in Modelling Business Processes Courseware**



Copyright © BCS 2019

# Course contents

## Day 1

- The Context for Business Process Modelling
- Organisational Model of Processes

## Day 2

- Modelling the Business Process
- Documenting Tasks
- Evaluating and Improving Business Processes

## Day 3

- Case Study & Exam Practice

# BCS modelling business processes exam

- Closed book
- Multiple choice
- 40 questions
- 4 options per question
- Pass mark 25/40
- PHOTO ID

**60 minute exam**

# Modelling business processes

The Context for Business Process Modelling



Copyright © BCS 2019

# Topics

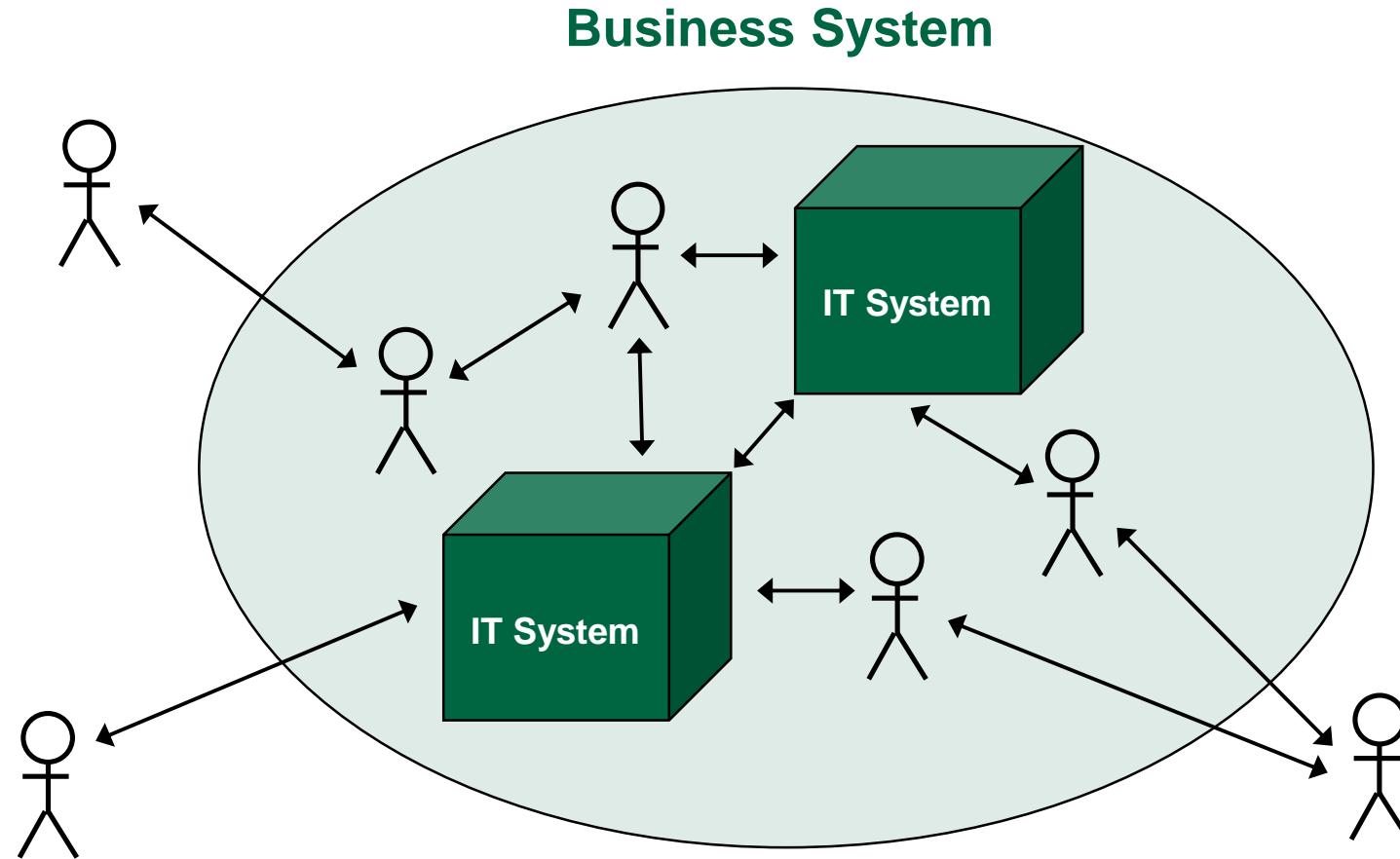
- Demonstrate an understanding of the purpose and benefits of business process modelling
- Identify the three levels of the business process hierarchy: organisation, process and task level
- Explain the importance of the process view versus the functional view of an organisation
- Describe the use of the POPIT model in assessing the impact of a new process design
- Discuss the use of pilot, phased, direct changeover and parallel running to implement business change

# Business systems and IT systems

- The Business Analyst is typically involved with two kinds of 'system':
  - A **Business System**
    - Expressed as a set of related business processes
    - Each process is a sequence of tasks conducted by roles
  - An **IT System**
    - Provides the IT services needed to facilitate the business processes in meeting the business goals

Organisations often recognise the need to analyse the two types of 'system' by creating a team of business analysts and a team of systems analysts.

# Business systems and IT systems



# Some definitions of ‘process’

- **'A business process is an activity, or set of related activities, performed on any physical entity or resource'**
  - *Geoff Hogbin and David Thomas, IBM, 'Investing in Information Technology'*
- **'Process: a complete end-to-end set of activities that together create value for a customer'**
  - *Michael Hammer, 'Beyond Reengineering'*
- **'A true process comprises all of the things we need to do to provide someone who cares with what they expect to receive. It also contains all of the actions we take when we fail to meet those expectations'**
  - *Roger Burlton, 'Business Process Management'*
- **'Business processes are the means by which an organisation carries out its internal operations and delivers its products and services to its customers'**
  - *Keith Hindle, BCS, 'Business Analysis 2<sup>nd</sup> Edition'*

# Processes

- **Processes transform inputs into outputs to perform the ‘work’ of the organisation**
  - i.e. Produce goods/services for its customers
- **Processes orchestrate the resources of the business to provide *capability***
  - Capability to achieve the organisation’s goals
- **Poor processes lead to high costs, low customer satisfaction, low morale**
- **Good processes lead to low costs, high customer satisfaction, high morale**

# What do you think?

Why are organisations focusing  
on business processes?

# Why model business processes?

- Document an undocumented process
- Enforce a consistent/standard way of doing a process
- Staff training now and in the future
- Look for problems
- Look for efficiency gains
- Look for automation opportunities
- Enable change for a new product or service
- Satisfy a regulator
- Save money
- Improve customer service
- Cope with mergers and acquisitions

# Why model business processes?

- **Process Modelling is part of Business Architecture**
  - Provides documentation, so we know what we should be doing
  - Makes future change more agile and secure
  - Often necessary for certification (ISO etc.)
  - Not a project based activity
- **Process Modelling is part of Problem Solving**
  - Aids communication and understanding between the stakeholders
  - Helps identify and solve problems
  - Project based activity

# Mapping vs modelling

- **Mapping and Modelling as terminology are often interchangeable**
  - This can be because we map a business process to understand it using a **model**
- **Business analysts do not operate at any other level, so mapping and modelling are the same activity**
- **In this course we will use a Process Map to describe high level processes and dependencies.**
- **Process Models describe the flow of tasks, actors and decisions.**
  - At a lower level than the process map

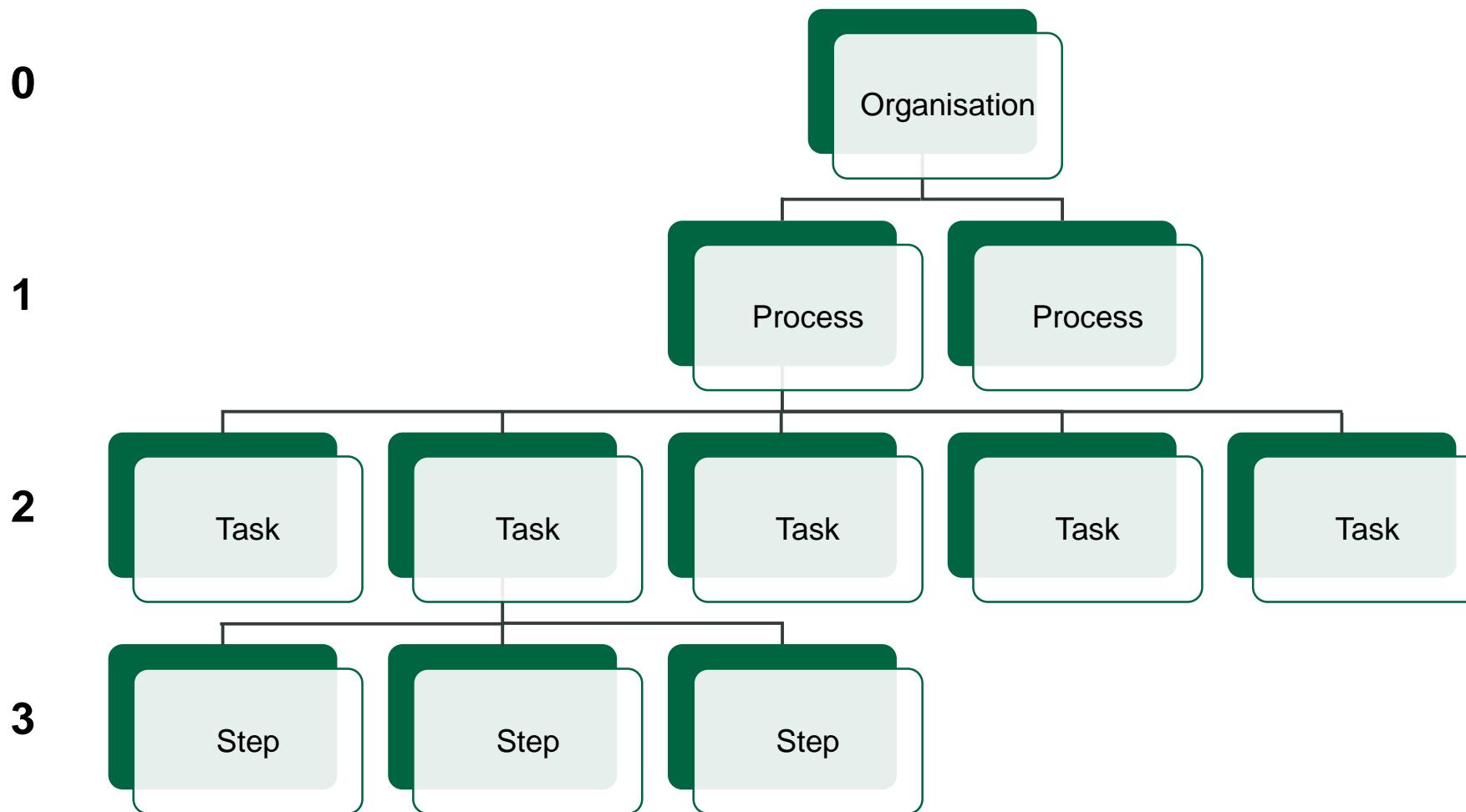
# **Role of IT in businesses**

- **Information is one of the key resources of the business**
- **IT is a key enabler for exploiting information within a business process**
- **Deploying IT can often significantly improve the performance of a process, improving:**
  - Accuracy
  - Speed
  - Consistency

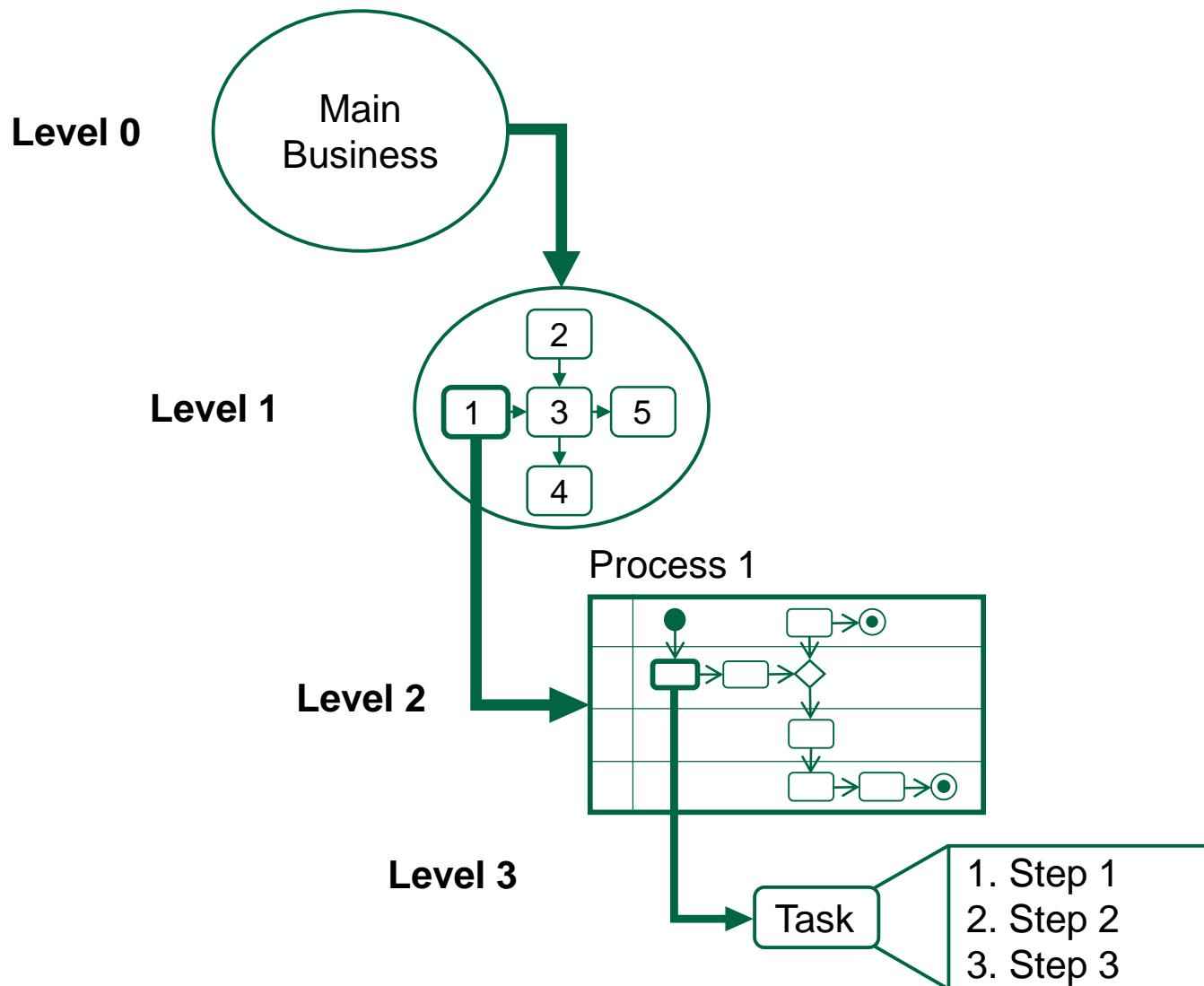
# Approaches to business process modelling

- We will be using an Activity Flow oriented approach
- *De Facto* standard: modelling at several *levels*
  - Helps deal with the ‘granularity’ issue
  - Reduces complexity
  - Focus of different concerns
- Other possible approaches include:
  - Data Flow oriented (covered in the SMT structured syllabus)
  - Object oriented (covered in the SMT using UML syllabus)
  - Holistic Systems (covered in the BAP syllabus)

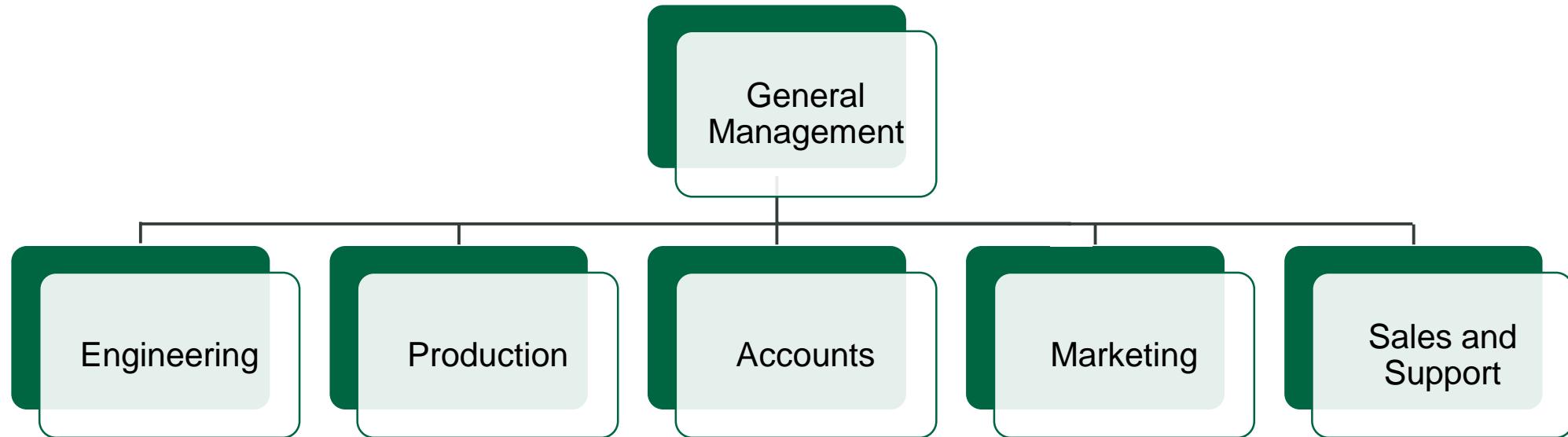
# Hierarchy of business processes



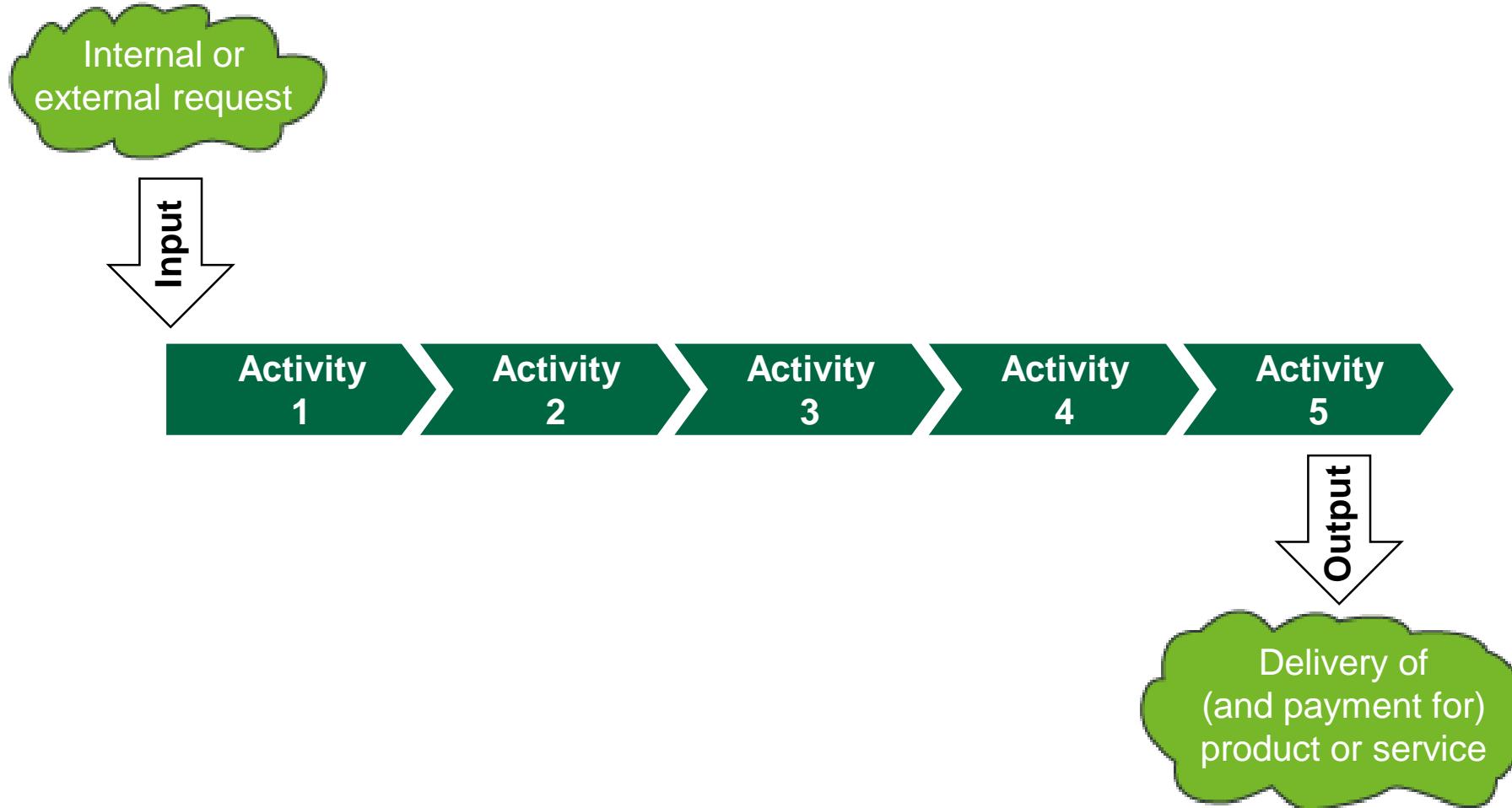
# Process levels



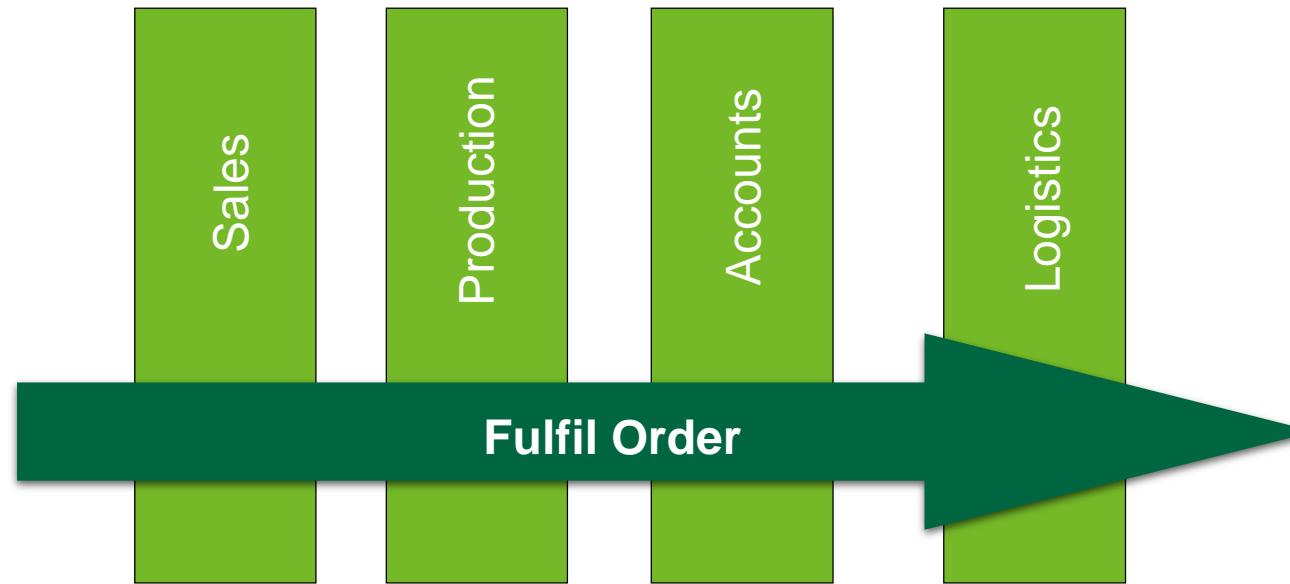
# Functional view of an organisation



# Process view



# Functional vs. process view



- Processes can, and often do, cross departmental/functional boundaries
- They are horizontal rather than vertical
- ‘Silo’ effect makes ownership problematic
- Process view focuses on what we are in business to do from our customer’s perspective