

Teaching: Practical “managing by processes” for business analysts

1 Teaching description

1.1 The problem to be addressed

As enterprises are more and more often managed by processes, the coherent understanding and use of Business Process Management (BPM) and Service-Oriented Architecture (SOA) between the business and IT becomes critical to improve the enterprise performance. At present, there is still no world-wide agreed views on BPM and SOA. This creates a serious barrier between the business way of “managing by processes” discipline and the IT approach to delivery “managing of processes per se” technologies and tools (BPM suites and SOA). Combining those two views (on the basis of the overarching enterprise architecture viewpoint) allows to achieve the synergy between the business strategies, business needs, best business practices and the potentials of modern technologies and tools.

As the business analysts are the people who are systemising the business requirements and matching them with the IT potentials, they should be the primary role to be equipped with the overarching viewpoint.

1.2 Objectives

The purpose of this teaching is to provide the basic knowledge and extensive practical experience necessary to

- better understand how BPM and SOA are working together;
- clearly communicate the synergy between BPM and SOA for all stakeholders, and
- formally express the business requirements in the form of explicit and executable business-processes.

1.3 The approach

The course is based on the practical use of Enterprise Architecture (EA) which a methodology and practice for executing the strategy. The focus of this course is the role “business analyst”. Considering that, this role is critically important for effective and efficient work between of the business and IT, business analysts will be using the working methods which are aligned though the enterprise.

1.4 Learning outcomes

The participants will

- 1) learn about modern business disciplines and information technologies, primarily BPM and SOA;
- 2) learn how those disciplines and technologies are working together for a systematic architecting, design, implementation, operations and evolution of process-centric business solutions;
- 3) be able to better understand different (business and IT) subject matter experts;
- 4) be able to formally express the business requirements as explicit and executable business processes;
- 5) know and practice business best practices as actionable process patterns, and
- 6) be able to prepare operational prototypes for process-centric solutions.

1.5 Target audience

The target audience include the following roles:

- members of "organisational" units;
- members of ISO 9000 quality teams;
- project managers;
- members of "change management" teams, and
- business analysts.

1.6 Requested knowledge

General knowledge of IS/IT

2 Layout of the teaching

Teaching will be given as a set of theoretical and practical sessions. For practical work, an open source BPM suite will be used (and the participants will obtain a vendor-issued certification).

At the end of the teaching, the participants will be asked to prepare a real operational prototype for a process-centric solution.

3 Teaching agenda

Module 1 – Management by processes as discipline, architecture and tools (6 hours)

- Introduction
- Briefly about enterprise architecture
- Basics of the business architecture
- BPM/SOA as a tool for improving the enterprise performance
- Related information technologies
- Architecting your BOM/SOA system
- Typology of the main BPM artefacts

Module 2 Modelling of business processes (6 hours)

- BPMN 2
- Diagramming style
- Modelling procedure
- Practical process patterns

Module 3 BPMs tool and modelling of executable business processes (15 hours)

- Standard training course for the BPMs tool
- Practical work on modelling

Module 4 – Building solutions with flexibility and extensibility (3 hours)

- Introduction to system architecting
- Introduction to related patterns

Module 5 – A personal project for implementing an operational prototype (10 hours)

4 Bibliography

[1] A. Samarin, Book "Improving enterprise business process management systems", Trafford, 2009.

[2] Professional blog <http://improving-bpm-systems.blogspot.ch/>

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