

BCS Practitioner Certificate in Modelling Business Processes Courseware



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Objectives

- **Demonstrate a practical understanding of:**
 - The context in which business process modelling occurs.
 - How to construct organisational models of business process at the enterprise level.
 - The use of modelling techniques at the event-response level.
 - The use of modelling techniques at the actor-task level.
 - The approaches used for improving business processes.
 - Considerations when managing and implementing change.

SFIA

KSB01	Acquiring a proper understanding of a problem or situation by breaking it down systematically into its component parts and identifying the relationships between these parts. Selecting the appropriate method/tool to resolve the problem and reflecting critically on the result, so that what is learnt is identified and assimilated.
KSB02	Acquiring understanding and insights regarding the underlying issues in complex problems or situations through the development of abstract representations, the identification of patterns and the analysis of hypotheses.
KSC04	Applying techniques which help investigating, analysing, modelling and recording a business area or system of interest. Example, but not limited to: business environment analysis and process modelling.
KSC09	Using tools (manual or automated) to record the structure, relationships and use of information within an organisation. Examples, but not limited to class diagram and relational data model.
KSC19	Applying standards, practices, codes, and assessment and certification programmes relevant to the IT industry and the specific organisation or business domain.

Syllabus Key Topics

Syllabus Area	Syllabus Weighting	Question type
1. The context for Business Process Modelling	15%	Multiple choice and multiple response.
2. Modelling at the enterprise level	15%	Multiple choice and multiple response.
3. Modelling at the event-response level	30%	Multiple choice and multiple response.
4. Modelling at the actor-task level	15%	Multiple choice and multiple response.
5. Improving business processes	20%	Multiple choice and multiple response.
6. Managing and Implementing change	5%	Multiple choice and multiple response.

Syllabus (1-3)

1. The context for Business Process Modelling 15%

- Demonstrate understanding of the purpose and benefits of business process modelling.
- Identify the three levels of the business process hierarchy.
- Explain the importance of the process view versus the functional view of an organisation.

2. Modelling at the enterprise level 15%

- Interpret the construction of an organisational model of business process.
- Explain how the processes on the organisational model support the delivery of the value proposition.

3. Modelling at the event-response level 30%

- Interpret the construction of a business process model.
- Explain why using a standard notation set is important.
- Apply knowledge to distinguish between modelling business process terms and describe how they relate to each other.
- Demonstrate that a task typically involves one person (actor) at one place at one time, and that it is represented as a single 'box' on a process model.
- Identify the different types of business events.
- Explain the purpose of process performance measures and the difference between internal performance measures and customers' expectations of performance.

Syllabus (4-6)

4. Modelling at the actor-task level 15%

- Construct a task description
- Demonstrate an ability to document the steps and business rules within a task.

5. Improving business processes 20%

- Apply approaches to improving business processes.
- Show understanding of the need to challenge business rules and assumptions when improving or automating business processes.
- Identify the areas of a business process that may contribute to unsatisfactory performance.
- Explain the need to test processes through use of business scenario analysis.
- Prepare a gap analysis on a 'to be' business process model, in order to identify the functional requirements that could be supported by an IT solution.

6. Managing and implementing change 5%

- Describe the considerations of introducing a new process design.
- Discuss the use of implementation strategies for implementing business change.

BCS Modelling Business Processes Exam

- Closed book
- 40 questions
- Multiple choice & multiple response
- Pass mark 26/40 (65%)
- Photo ID

60 minute exam

The Context for Business Process Modelling

Key Topic 1

15%



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Topics

- **The purpose and benefits of business process modelling**
- **Levels of the business process hierarchy: Enterprise, Event-Response and Actor-Task level**
- **The importance of the process view versus the functional view of an organisation**

Business Systems and IT Systems

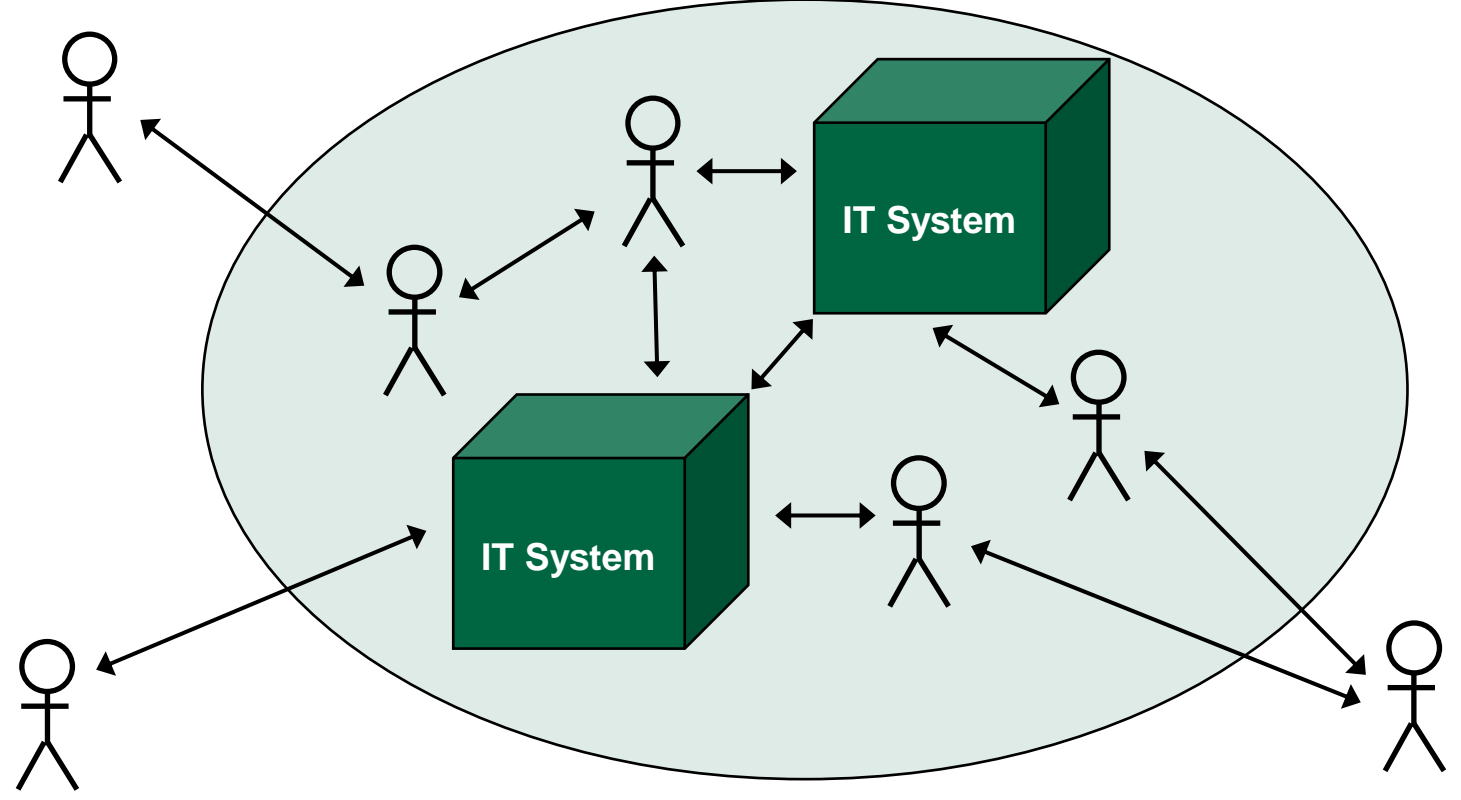
The Business Analyst is typically involved with two kinds of 'system':

- **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

Business System



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 2nd 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

