

Liverpool John Moores University

Title: BUSINESS ANALYSIS
Status: Definitive
Code: **7500IS** (103634)
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School
Teaching School/Faculty: Dublin Business School

Team	Leader
Alistair Beere	Y

Academic Level: FHEQ7
Credit Value: 15.00
Total Delivered Hours: 148.00
Total Learning Hours: 150
Private Study: 2

Delivery Options

Course typically offered: Semester 2

Component	Contact Hours
Lecture	12.000
Online	124.000
Tutorial	12.000

Grading Basis: 40 %

Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	Coursework 1 - individual business improvement assessment	50.0	
Essay	AS2	Coursework - individual business analysis assignment	50.0	

Aims

To understand the role of business analysis (including business and technology perspectives) in the design and improvement of Information Systems (IS).

To develop an understanding of systems thinking and systems methodologies and their role in business analysis.

To develop skills in the application of a systemic multi-perspective approach to

business analysis.

To understand the principles of change and project management in relation to IS improvement.

To appreciate the focus of current research and current issues and their relation to professional practice.

Learning Outcomes

After completing the module the student should be able to:

- 1 Relate the underlying principles of the primary 'systems methodologies' to business analysis.
- 2 Apply one or more systemic methodologies to business analysis.
- 3 Apply tools for process mapping, modelling and redesign.
- 4 Use the results of business analysis to make a case for IS improvement.
- 5 Develop a strategy for re-engineering business processes and supporting IS.
- 6 Incorporate the principles of change and project management in IS improvement.

Learning Outcomes of Assessments

The assessment item list is assessed via the learning outcomes listed:

Essay	1	2	3	4	5
Essay	2	4	5	6	

Outline Syllabus

Synthesis of a 'hard' and 'soft' systems approaches to provide a multi-perspective methodology for business analysis. Identifying 'people', 'organisation', and 'technology' perspectives within the cultural web of an enterprise. Basic principles of systems thinking.

Hard System approaches: Critical Success Factors; Monitoring; CuSum.

Systemic management; Diagnosis; unravelling systemic influences through Causal Loops; Single and Double Loop Learning.

Process mapping, Modelling and Re-design principles and tools; Business Process Re-engineering; Change Management issues.

Action Learning principles in relation to the business analysts's role; Soft System Methodology and its relation to IS improvement.

Enterprise Analysis (organisational audit); The 'Viable System Model' as a diagnostic tool; Viability; Communication Channels; Recursion. The interface between systems development tools and techniques and the management of business systems design.

Learning Activities

The module is based mainly on lectures, anecdotal illustrations and video sequences. Tutorial work is completed both within the scheduled classes and in the

student's own time.

A substantial case study, usually based on a previous case study exam question, is used throughout the module to illustrate key principles and concepts.

References

Course Material	Book
Author	Beer, Stafford
Publishing Year	1985
Title	Diagnosing the System
Subtitle	For Organisations
Edition	
Publisher	Wiley
ISBN	0-471-95136-6

Course Material	Book
Author	Senge, P.M.
Publishing Year	1990
Title	The Fifth Discipline - The Art and Practice of the Learning Organisation
Subtitle	
Edition	
Publisher	Century Business, London
ISBN	0-712-65687-1

Course Material	Book
Author	Checkland, P. & Scholes, J.
Publishing Year	1999
Title	Soft Systems Methodology in Action
Subtitle	
Edition	
Publisher	Wiley
ISBN	0-471-98605-4

Course Material	Book
Author	Wilson, B.
Publishing Year	1991
Title	Systems
Subtitle	Concepts, Methodologies and Applications
Edition	2nd
Publisher	Wiley
ISBN	0-471-92716-3

Notes

In this module, the term 'Business Analysis' is used to describe the phase in improvement or change programmes where one is initially focusing on understanding the target situation and wider context. This includes how the situation really works now (rather than how they say it works, or how it should work) so that one can assess the implications and consequences of any change made to the situation. The change may involve new roles for people, new tasks, new data, new tools and technology etc.