**McMaster University**
**SOCSCI 2BA3 – Introduction to Business Analysis for Social Sciences**
**Sept 8th 2020 to Dec 9th 2020**
**Online Delivery**
**Instructor: Christopher Longtin**
**Office Hours:  By Appointment**
**Email & MS Teams: longtinc@mcmaster.ca**

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# Course Overview

**Course Description:**

Business Analysis is the practice of enabling change in an organizational context, by defining needs and recommending solutions that deliver value to stakeholders. This course will introduce students to A Guide to The Business Analysis Body Of Knowledge's (BABOK Guide) six (6) knowledge areas and the set of strategic activities inherent within each area. Students will prepare for participation in future business analysis projects through needs analysis and business plan development, using industry standard strategies such as project charter, interview and focus group techniques.

**Course Objectives:**

Students will focus on functional business analysis activities associated with developing academic skills that are transferable to other university courses as well as to a wide variety of corporate workplace environments. These skills include:

1) Develop new or improved innovative business processes from gap analysis through process design in support of a company's strategic objectives in a socially responsible manner.
2) Use a project management approach to effectively communicate both technical and business information to a variety of internal and external stakeholders.
3) Collaborate, network and communicate with various stakeholders in an ethical manner by applying negotiation and problem-solving skills in order to evaluate and align business processes and business models with the strategic objectives of the organization.

**Course Format**

This course is delivered fully Online via Avenue to Learn and Video Conferencing.  The course introduces you to Business Analysis (BA) through a real-world business engagement with partner companies.  Students, in teams, develop their BA skill-set through in-class exercises and apply their learnings/exercises to partner company deliverables.

This course is organized around sprints (a short, time-boxed period when a team works to complete a set amount of work).  Lectures and guided activities will be available on A2L prior to the stated sprint.  Each team will identify their own project plan (and deadlines) as a part of the first team assignment.  Teams will be required to meet via video conferencing with both the instructor and their partner company multiple times during the term.

**Required Texts:**

1) BABOK V.3 Business Analyst Handbook (2015) [ISBN: 978-1-927584-02-6]

International Institute of Business Analysis

**Additional Suggested Readings**

2) Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers (2010) [ISBN: 978-0-470-87641-1] - Alexander Osterwalder, Yves Pigneur; Wiley

3) Value Proposition Design: How to create products and services customers want (2014) [ISBN: 978-1-118-96807-9]  - Alexander Osterwalder, Yves Pigneur; Wiley

These books are available digitally via McMaster Library and are therefore noted as an optional purchase on this syllabus.  Students will need to read portions of these texts to be successful in the class.

# Course Requirements/Assignments

**Requirements Overview & Deadlines**

**Sprint 1:** September 8th to September 27th

Topics:
- Welcome & Course Overview
- Competencies & Methodologies

Readings:
- BABOK V3: p.1-20, 367-439, 187-216
- Business Model Generation**:** Chapter 1
- A2L Material

Deliverables:
- An optional live session will be held during week 1.
- Please have all Sprint materials submitted by 11:59pm Eastern on September 27th

**Sprint 2:** September 28th to October 18th

Topics:
- Planning & Monitoring
- Elicitation & Collaboration

Readings:
- BABOK V3: p. 21-52; 217, 227, 230, 261, 308, 335, 344
- BABOK V3: p. 53-74; 305, 290, 350, 279, 363, 286
- Value Proposition Design: XVII-XXI, 10-25
- A2L Material

Deliverables:
- A video conference with the instructor is <u>required </u>for this Sprint. Please schedule via instructions on A2L.
- Please have all Sprint materials submitted by 11:59pm Eastern on October 18th

**Sprint 3:** October 19th to November 8th

    <u>Topics:</u>
- Requirements Analysis & Design Definition
- Strategy Analysis; Solution Evaluation

    <u>Readings:</u>
- BABOK V3: p. 133-162, 226
- BABOK V3: p. 99-132, 163-186, 329, 353
- Business Model Generation: Chapter 4
- Value Proposition Design: 40-48
- A2L Material

    <u>Deliverables:</u>
- A video conference with the instructor is <u>required</u> for this Sprint. Please schedule via instructions on A2L.
- Please have all Sprint materials submitted by 11:59pm Eastern on November 8th

**Sprint 4:** November 9th to November 29th

    <u>Topics:</u>
- Requirements Life Cycle Management

    <u>Readings:</u>
- BABOK V3: p. 75-98
- Value Proposition Design: 262-266
- A2L Material

    <u>Deliverables:</u>
- A video conference with the instructor is <u>required</u> for this Sprint. Please schedule via instructions on A2L.
- Please have all Sprint materials submitted by 11:59pm Eastern on November 29th

**Sprint 5:** November 29th to December 9th

    <u>Readings:</u>
- A2L Material

    <u>Deliverables:</u>
- A video conference with the instructor is optional for this Sprint.
- Please have all Sprint materials submitted by 11:59pm Eastern on December 9th

**Requirement/Assignment Details**
1) [10%] Sprint 1: Getting Ready
   - 5% - Open-Book Quiz & Self-Assessment - "The Job Interview"
   - 5% - Team Design & Project Plan
2) [20%] Sprint 2: Company Profile
   - 20% - Current State Documentation
3) [25%] Sprint 3: Identifying Opportunity
   - 25% - Gap Analysis & Future State Hypothesis
4) [25%] Sprint 4: Preparing for Go Forward

- 10% - Feasibility Adjustments (& Potential Pivot)
- 15% - Balanced Scorecard
5) [10%] Sprint 5: Client Delivery
   - 10% - Client Presentation, Q&A
6) [10%] Professionalism, Team Dynamics & Project Contributions

As you engage with and prepare deliverables for your partner organization, please remember that you are doing so as a representative of your group and of McMaster University.  Building this work experience as part of your course work is a rare opportunity and we are lucky these companies have volunteered both their time and their organization for analysis.

All students in each group are expected to fully and equally contribute to the workload associated with each deliverable.  The course instructor will distribute and collect "peer evaluation" forms as deemed necessary to accurately reflect participation levels. Individual assignment grades will be adjusted accordingly.

## Assignment Submission and Grading

**Submitting Assignments & Grading**
- All written assignments are to be typed and submitted in a digital format.  The majority of assignments for this course have a suggested template.  For those students opting out of using the template, please include a title page with your name, student number, the topic title of the assignment and the date submitted.  All assignments will be submitted through the Dropbox in Avenue 2Learn.  Grading is completed more quickly if you submit in a Microsoft format.
- All work is due at the time and date stated on your team project plan, unless otherwise agreed to in advance and in writing by the instructor.

**Courses with an on-line element**
Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

**Online Proctoring**
Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

**Privacy Protection**
In accordance with regulations set out by the Freedom of Information and Privacy Protection Act, the University will not allow return of graded materials by placing them in boxes in departmental offices or classrooms so that students may retrieve their papers themselves; tests and assignments must be returned directly to the student. Similarly, grades for assignments for courses may only be posted using the last 5 digits of the student number as the identifying data. The following possibilities exist for return of graded materials:

1) Direct return of materials to students in class;
2) Return of materials to students during office hours;
3) Students attach a stamped, self-addressed envelope with assignments for return by mail;
4) Submit/grade/return papers electronically.

Arrangements for the return of assignments from the options above will be finalized during the first class.

**Extreme Circumstances**
The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

## Student Responsibilities

- Students are expected to contribute to the creation of a respectful and constructive learning environment. Students should read material in preparation for class, attend class on time and remain for the full duration of the class. A formal break will be provided in the middle of each class, students are to return from the break on time.

**Academic Integrity**
You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. It is your responsibility to understand what constitutes academic dishonesty. Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university. It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at https://secretariat.mcmaster.ca/university-policies-proceduresguidelines/

The following illustrates only three forms of academic dishonesty:
- Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- Improper collaboration in group work.
- Copying or using unauthorized aids in tests and examinations.

**Copyright and Recording**
Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, including lectures by University instructors The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you

**Academic Accommodation of Students with Disabilities**
Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca  For further information, consult McMaster University's Academic Accommodation of Students with Disabilities policy.

**Religious, Indigenous and Spiritual Observances (RISO)**
Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy.  Students requiring a RISO accommodation should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations.  Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

Please review the RISO information for students in the Faculty of Social Sciences about how to request accommodation.

**E-mail Communication Policy**
Effective September 1, 2010, it is the policy of the Faculty of Social Sciences that all e-mail communication sent from students to instructors (including TAs), and from students to staff, must originate from the student's own McMaster University e-mail account.  This policy protects confidentiality and confirms the identity of the student.  It is the student's responsibility to ensure that communication is sent to the university from a McMaster account. If an instructor becomes aware that a communication has come from an alternate address, they may not reply.

**McMaster Student Absence Form (MSAF)**
In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work".

# Additional Resources

**Authenticity/Plagiarism Detection**
In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via Avenue to Learn (A2L) plagiarism detection

(a service supported by Turnitin.com) so it can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to [www.mcmaster.ca/academicintegrity](www.mcmaster.ca/academicintegrity).