

SOCSCI 2BA3 – Introduction to Business Analysis for Social Sciences

- January 10th, 2021 – April 12th, 2021, Winter, 2021, Online
- Asynchronous - online
- Instructor: Dr. A. Kyprianou (Dr. K. is fine)
- Office: Online
- Office hours: By appointment only
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Course Information

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

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 and Deadlines

Assessment Activity	% of Grade	Date Due
Sprint 1: Getting Ready ● 5% - Open-Book Quiz & Self-Assessment - “The Job Interview” ● 5% - Team Design & Project Plan	10%	11:59 pm Eastern on January 31st

Assessment Activity	% of Grade	Date Due
Sprint 2: Company Profile <ul style="list-style-type: none"> • 20% - Current State Documentation 	20%	11:59 pm Eastern on February 20th
Sprint 3: Identifying Opportunity <ul style="list-style-type: none"> • 25% - Gap Analysis & Future State Hypothesis 	25%	11:59 pm Eastern on March 21st
Sprint 4: Preparing for Go Forward <ul style="list-style-type: none"> • 10% - Feasibility Adjustments (& Potential Pivot) • 15% - Balanced Scorecard 	25%	11:59 pm Eastern on April 4th
Sprint 5: Client Delivery <ul style="list-style-type: none"> • 10% - Client Presentation, Q&A 	10%	11:59 pm Eastern on April 12th
Professionalism, Team Dynamics & Project Contributions	10%	Assessed throughout course

Requirement/Assignment Details

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 and practical opportunity for you to analyze specific companies.

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.

Submitting Assignments & Grading

- All written assignments are to be typed and double-spaced. Please include a title page with your name, student number and email address, the topic title of the assignment and the date submitted.
- Assignments are due at the beginning of class on the due date and may be handed in as a hard copy or uploaded to A2L (preferred).
- Individual assignments submitted electronically must include your last name in the filename: e.g. Smith_Assignment_5_Article_Assessments.doc.
- Only submit digital files using Microsoft software.

Late Submissions

- All work is due on the date stated, at the beginning of class, unless other arrangements have been made in advance with the instructor. A late penalty of 5 percentage points per day will apply after the due date (weekends included).

Class Participation and Engagement

- Class participation and engagement is important component of this course (and of active learning). Therefore, we expect all students to be 'active' participants in this course. This means attending all classes, being actively involved in-class activities and thoughtful discussion and completing all assignments. Additionally, I expect you to have your cameras on during our online classes.

Group Assignments

- For all group assignments, ALL students in the group must be contributing members of that assignment. The expectation is that each student will be an active and respectful member of their group and contribute to the assignment - in a fair and equitable way. Group work is sometimes challenging, but it can also be rewarding in a number of ways, including providing you with opportunities to develop valuable 'working-as-a-team' skills that will serve you well in this and other courses, as well as more broadly in your academic, professional, and personal life.

Avenue to Learn

In this course, we will be using Avenue to Learn. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, usernames 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 this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss them with the course instructor.

- There are no exams in this course.

Form and Style

- Written assignments must be typed and double-spaced and submitted with a front-page containing the title, student's name, student number, and date. Number all pages (except the title page).

Submitting Assignments & Grading

- All submissions for this course are to be submitted online through the Avenue2Learn portal.
- A Grading Rubric will be provided for the discussions and the individual assignment.

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Privacy Protection

In accordance with regulations set out by the Freedom of Information and Privacy Protection Act, the University will not allow the 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 the return of graded materials:

- 1) Submit/grade/return papers electronically.

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.

Academic Integrity

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. The 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](http://www.mcmaster.ca/academicintegrity), located at <http://www.mcmaster.ca/academicintegrity>

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations.

Authenticity/Plagiarism Detection:

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty. Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity

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.

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.

Conduct Expectations:

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or

behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

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 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.

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.

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.

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".

Course Weekly Topics and Readings

This lecture schedule is based upon current university and public health guidelines and may be subject to changes during the term. Any changes to the schedule or course delivery will be communicated on the course announcements section on Avenue to Learn. Please check the announcements prior to attending class.

Week 1: January 10th – 31st

Topics:

Sprint 1

- 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 11:59 pm Eastern on January 31st**

Week 4: January 31st

Topics:

Sprint 2

- 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 required for this Sprint. Please schedule via instructions on A2L.
- **Please have all Sprint materials submitted by 11:59 pm Eastern on February 20th**

*****Week 7: February 21st – Mid-term Recess*****

Week 8: Feb 28th

Topics:

Sprint 3

- Requirements Analysis & Design Definition
- Strategy Analysis; Solution Evaluation Readings:
- 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 Deliverables:
- A video conference with the instructor is required for this Sprint. Please schedule via instructions on A2L.
- **Please have all Sprint materials submitted by 11:59 pm Eastern on March 21st**

Week 11: March 21st

Topics:

Sprint 4

- Requirements Life Cycle Management Readings:
- BABOK V3: p. 75-98

- Value Proposition Design: 262-266
- A2L Material Deliverables:
- A video conference with the instructor is required for this Sprint. Please schedule via instructions on A2L.
- **Please have all Sprint materials submitted by 11:59 pm Eastern on April 4th**

Week 13: April 4th

Topics:

Sprint 5

Readings:

- A2L Material Deliverables:
- A video conference with the instructor is optional for this Sprint.
- **Please have all Sprint materials submitted by 11:59 pm Eastern on April 12th**

Week 14: Final Exam Week – Thursday, April 15th to Friday, April 29th

Topics:

- **There is no exam in this course**