

## Liverpool John Moores University

Title: BUSINESS ANALYSIS  
Status: Definitive  
Code: **7501FTKIS** (116276)  
Version Start Date: 01-08-2011

Owning School/Faculty: Liverpool Business School  
Teaching School/Faculty: Kaplan Financial London

Team	Leader
Alastair Balchin	Y

**Academic Level:** FHEQ7  
**Credit Value:** 15.00  
**Total Delivered Hours:** 24.00  
**Total Learning Hours:** 150  
**Private Study:** 126

### Delivery Options

Course typically offered: Runs Twice - S1 & S2

Component	Contact Hours
Lecture	12.000
Tutorial	12.000

**Grading Basis:** 40 %

### Assessment Details

Category	Short Description	Description	Weighting (%)	Exam Duration
Essay	AS1	Individual business improvement assessment.	50.0	
Essay	AS2	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), and to develop an understanding of systems thinking and systems methodologies and their role in business analysis. Also, to develop skills in the application of a systemic multi-perspective approach to business analysis and to understand the principles of change and project management in relation to IS improvement. Finally, 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*  
*Multi-perspective methodology for business analysis*  
*Hard System approaches.*  
*Systemic management; Diagnosis*  
*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' role.*  
*Enterprise Analysis; The 'Viable System Model' as a diagnostic tool;*  
*Viability; Communication Channels.*

## 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
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<b>Author</b>	Beer, Stafford
<b>Publishing Year</b>	1985
<b>Title</b>	Diagnosing the System :For Organisations
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	Wiley
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Senge, P M
<b>Publishing Year</b>	1990
<b>Title</b>	The Fifth Discipline - The Art and Practice of the Learning Organisation
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	Century Business, London
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Checkland, P and Scholes, J
<b>Publishing Year</b>	1999
<b>Title</b>	Soft Systems Methodology in Action
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	Wiley
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Wilson, B
<b>Publishing Year</b>	1991
<b>Title</b>	Systems: Concepts, Methodologies and Applications
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	2nd edition, Wiley
<b>ISBN</b>	

<b>Course Material</b>	Book
<b>Author</b>	Paul, D and Yates, D
<b>Publishing Year</b>	2007
<b>Title</b>	Business Analysis
<b>Subtitle</b>	
<b>Edition</b>	
<b>Publisher</b>	BSC, Sandbach
<b>ISBN</b>	

**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.

The Third Edition of the bestselling *Diagnosing Organizations* shows how consultants and applied researchers can help decision makers quickly and flexibly diagnose problems and challenges and decide how to deal with them. Key Features. Models for framing diagnostic problems, identifying underlying conditions, and providing feedback. Methods for gathering and analyzing diagnostic data. Processes for working on a diagnosis with clients and other members of an organization. This thoroughly revised edition can help practitioners of diagnosis directly address concerns that are critical to clients, r Cite this article. Beaumont, J. *Diagnosing the System for Organisations*. *J Oper Res Soc* 37, 722â€“723 (1986). <https://doi.org/10.1057/jors.1986.129>. Download citation. Organizational diagnosis is an exercise attempted to make an analysis of organization. And analysis of its structure, sub systems and processes in order to identify the strengths and weaknesses of its structural components and processes and use it as a basic for developing plans to improve and /or maximize the dynamism and effectiveness of the organization. Organizational Analysis: *if*¼Analyzing the organization in terms of its components and their functioning is the first step in a comprehensive diagnosis. *if*¼In addition the various processes that contribute to the effective functioning of the org...Â They are further divided into smaller groups and then ask to discuss a particular issue and diagnose the situation. Organizational. diagnoses are â€œ. . . investigations that draw. on concepts, models, and methods from. the behavioral sciences in order to examine.Â symptoms, not the underlying problems. Diagnosis in organizations like in the. health care example above is a critical *î*,*rst*. step in any organizational change process. S. Beer. In *Brain of the Firm and The Heart of Enterprise* Stafford Beer worked out the scientific laws that govern any viable system. They constitute the basis for this book which is concerned solely with the application of those laws to the understanding of any particular enterprise. In the form of a Handbook or Manager's Guide, *Diagnosing the System* deals with the fundamental problem of management how to cope with complexity itself. It shows you how to design (or redesign) an enterprise in conformity with the laws of viability, and will help you to diagnose faults in your organizational structure.

Start by marking "Diagnosing the System for Organizations" as Want to Read: Want to Read savingâ Want to Read. In the form of a Handbook or Manager's Guide, Diagnosing the System deals with the fundamental problem of management: how to cope with complexity itself. It shows you how to design (or redesign) an enterprise in conformity with the laws of viability, and will help you to diagnose faults in your organizational structure. ...more. In the field of corporate diagnosis is a process that involves the three steps of publicly entering a human system, collecting valid data about experiences, and feeding back to the system toward promoting corporate performance (Zarei et al., 2014). The effective diagnosis of organizational culture, and structural and operational strengths and weaknesses are fundamental to any successful organizational development intervention. As Beckhard said in the preface to his seminal work *Not in Liberty*. 3. Diagnosing the system for organizations. 1985, Wiley. in English. aaaa. Borrow Listen. Download for print-disabled. Add another edition? Diagnosing the system for organizations. First published in 1985. Subjects. Includes index. Series. The Managerial cybernetics of organization. Classifications. Dewey Decimal Class. Save Save Diagnosing Organizations For Later. 0 ratings 0% found this document useful (0 votes). 10 views 16 pages. Diagnosing Organizations. Uploaded by. anon\_289835365. Open system organization. Key Terms: Environment - everything beyond the boundaries of the system that can indirectly or directly affect performance and outcomes. Feedback - information used to control the future functioning of the system. Open system organization. Key Terms: Inputs consists of human resources or other resources, such as information, energy, and materials, coming into system. Transformations are the processes of converting inputs into outputs. Outputs are the results of what is transformed by the system and sent to the environment. The Third Edition of the bestselling *Diagnosing Organizations* shows how consultants and applied researchers can help decision makers quickly and flexibly diagnose problems and challenges and decide how to deal with them. Key Features. Models for framing diagnostic problems, identifying underlying conditions, and providing feedback. Methods for gathering and analyzing diagnostic data. Processes for working on a diagnosis with clients and other members of an organization. This thoroughly revised edition can help practitioners of diagnosis directly address concerns that are critical to clients, r