**Assessment criteria and marking Brief (course work quality/ grade to be aimed at 70% and above for each aspects/ criteria of the assessment as given in this document)**

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| --- | --- | --- |
| **Module Code and Title** |  | Business Domain and Requirements Analysis |
|  |  |  |  |  |
| **Type of Assessment** |  |  |  |
|  |  | ☒ Report |  |
|  |  |  |  |
| **Weighting of Assessment** |  | 100% of the overall module assessment |
| **Items to be Submitted** |  | **A written coursework assignment (20 pages of A4)** |
| **Individual or Group** |  | ☒ Individual |  |
| **Assessment** |  |  |  |  |

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|  |  |  |  |  |  | **2. What is the Task for This Assessment?** |  |
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|  |  |  |  |  |  |  |  |  |  |
|  |  | **Task (attach a** |  |  |  |  |  |  |  |
|  |  | **separate briefing** |  | **See below mentioned coursework specification.** |
|  |  | **document if** |  |  |  |  |  |  |  |
|  |  | **required)** |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |
|  |  | **Guidelines/Details of How** |  |  Read the coursework specification and follow the instruction |
|  |  | **to Prepare Your Submission** |  |  | carefully, include all required elements; |
|  |  |  |  |  |  |  Exercise your critical thinking, critical analysis and critical writing |
|  |  |  |  |  |  |  | skills |
|  |  |  |  |  |  |  | - Justify your statements i.e. provide evidence or support |
|  |  |  |  |  |  |  | and avoid unsubstantiated statements; logical |
|  |  |  |  |  |  |  | argumentation |
|  |  |  |  |  |  |  | - Weigh between options |
|  |  |  |  |  |  | ** Remember that you are making a business case, the analyses are** |
|  |  |  |  |  |  |  | **there to support your case; not just there because you have to do** |
|  |  |  |  |  |  |  | them; the readers need to be convinced of your business case; |
|  |  |  |  |  |  |  Executive Summary – intended for senior decision makers; it is not |
|  |  |  |  |  |  |  | an abstract |
|  |  |  |  |  |  |  Business Domain and Requirements Analysis Report – intended for |
|  |  |  |  |  |  |  | those who want to dig deeper into the basis on which the case is |
|  |  |  |  |  |  |  | made |
|  |  |  |  |  |  |  Referencing style – Harvard (author, year), useful resource: |
|  |  |  |  |  |  |  |  |  |  |
|  |  | **The Assessment Criteria to** |  |  |  |  |  |
|  |  | **be Used for Marking This** |  | **Refer to the marking criteria rubric at the end of the coursework** |
|  |  | **Piece of Work** |  |  | **specification.** |
|  |  |  |  |  |  |  |  |  |  |
|  |  | **Self-Regulation: Make sure** |  | **You are required to produce a report and not to produce an essay** |
|  |  | **That You…** |  |  | **, make sure you understand the difference between the** |
|  |  |  |  |  |  | **two.** |
|  |  |  |  |  |  | **Make sure you understand the various techniques and methods** |
|  |  |  |  |  |  | **introduced and be able to apply suitable methods and techniques for** |
|  |  |  |  |  |  | **the business domain and requirements analysis to the case /scenario** |
|  |  |  |  |  |  | **given.** |
|  |  |  |  |
|  |  | **Three Key Pieces of Advice** |  | **Read the case scenario /coursework carefully and understand what are** |
|  |  | **Based on the Feedback** |  |  | **required;** |
|  |  | **Given to the Previous** |  |  |  |
|  |  | **Cohort who Completed This** |  | There is no right or wrong answers but how you justify and convince |
|  |  | **Assignment** |  |  | The readers of your answers/solutions. |
|  |  |  |  |  |  |  |  |  |  |



**3. What is required of me in this Assessment?**

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|  |  |  |
|  | **Formatting Guidelines** | **See below mentioned coursework document.** |
|  |  |  |
|  | **Word Limit/Guidance and** | **See below mentioned coursework document.** |
|  | **Penalty Applied** |  |
|  |  |  |
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| --- | --- | --- |
| **Referencing Style** |  | Referencing in an Author-Year (e.g., Harvard, APA) format |
|  |  |  |  |  |
| **Guidance on Academic** |  | The work you produce must be your own or that of members of your |
| **Misconduct (including using** |  | Group if it is a group assessment. |
| **Turnitin practice area)** |  |  |  |  |
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**Business Domain & Requirements Analysis** **Coursework**

**Introduction**

The aim of this coursework is to enable students to apply the concepts and techniques introduced during the lectures to a case study and assess their understanding and ability to perform the tasks in business domain and requirements analysis. Students are to conduct the task based on the scenario described in this coursework document, and are expected to carry out the process of business domain and requirements analysis to the scenario in order to provide a systematic analysis of the problem domain that facilitates the project initiation, management and execution at a later stage (the project initiation, management, and execution issues themselves are outside the scope of this coursework). The learning objectives of the coursework include the acquisition of critical thinking, analysis and writing skills.

**Coursework Requirements**

You task is “**to conduct a business domain and requirements analysis for a new training** **system for Innova**”based on the case study/scenario described below.

**Case Study – Innova Consulting Ltd**

Innova Consulting has been in business for 15 years providing process improvement consultancy to an ever-growing portfolio of clients, across all sectors of the economy. Innova’s consultancy services use a number of well-known process improvement approaches, such as Lean Thinking, as well as their own approach to process improvement which they market as ‘E-DAPT’.

Many of Innova’s consultancy assignments also require them to provide their clients with training. This is needed so that the staff can continue the process improvement work after the consultants have left. Following several recent training requests, Innova’s directors have decided that a training division should be set up to provide training as a formal part of the Innova services. The training division will have two initial objectives:

•To design, develop and deliver training programmes to clients for whom consultancy support is currently provided, and

•To sell training programmes to new clients and offer process-improvement consultancy to these clients.

It is envisaged that the new division will require a dedicated training website through which to market Innova’s training services.

One of Innova’s principal consultants, Rita Laxmi, has been designated as Managing Director of Innova Training Ltd, a new company formed as a vehicle for the training venture. She has been assigned two of the company’s experienced consultants as subject matter experts and course presenters, and she has also hired an experienced trainer to undertake course design and development.

Ideally, Innova would like to launch the new venture in six months’ time. However, Rita Laxmi and the Innova directors also wish to ensure that they offer excellent training products to their clients in order to build a good reputation for Innova Training and maintain the parent

company’s highly-regarded brand. To do this, they wish to research the training services domain and the characteristics of a training business system.

The existing Innova website is a ‘shop window’ for the consultancy services but it does not mention the training courses and is not designed as a sales platform. Consultancy assignments are secured through meetings between clients and Innova’s senior consultants and directors. However, it is intended that the website for Innova Training will provide information about courses offered and will enable existing and potential clients to use the website to research courses, book training course places and request additional details about the training offered.

Innova have set up a project to investigate the feasibility of the new business and the options for the new processes and website. This will require research into the training domain and the elicitation, analysis and documenting of the business and system requirements for the new website.

The company has decided that it will use the services of external business analysts to conduct this work, which will take place under the overall guidance of Innova’s Chief Information officer, Mike Jones. Although the content of Innova Training’s new website will be very different from that of the parent company, Innova’s Marketing Director, George Fernandes, is insistent that it should be visually compatible with it and that the overall ‘branding’ should be consistent across both.

It is fair to say that Innova’s Board of Directors is not unanimous in its support for the new venture. One director in particular, Rose Jesney, feels that Innova Training will encourage customers to develop internal consultancy teams who will offer the services that the Innova’s consultants provide. Rose feels that a more limited training service would enhance the consultancy services without risking the loss of business. However, the majority view on the Board is that the consultancy and training offerings are complementary; consultancy assignments will give rise to the clients’ desire for training and clients’ attendance on courses will generate consulting opportunities.

**Consider the development of the new training system for the new Innova Training Division. Where conditions are underspecified, make reasonable assumptions (nothing extreme) about Innova Training Ltd based on the description above.**

Useful information/websites:

<https://www.qa.com/>

<https://irmuk.co.uk/>

<https://www.globalknowledge.com/en-GB>

**The websites would provide the following:**

* General insights into the business domain
* Specific insights into potential competitors
* Examples of portfolios (i.e. course coverage)
* Examples of how such a business would conduct online marketing
* **Help consider factors applicable to a PESTLE analysis or Five-forces analysis.**

**Criteria for Assessment and What to Deliver:**

Students must produce a written report that documents the results of business domain and requirements analysis of the scenario provided above. The report will be in two self-contained and separate parts:

1. Executive Report (2 pages\*)
2. Business Domain and Requirement Analysis Report
3. The complete report (A+B) **should not exceed 20 pages of A4** with a minimum font size of 10, including tables and diagrams/illustrations but excluding references and appendices. An appendix can be used to include more detailed material to back up the main body points but will not be assessed.

**The report should contain all the aspects of business domain and requirements analysis covered in the module. The total of 100% will be allocated to the following aspects of the report, which should also be used as a guideline to structure the report:**

1. **Executive Summary** (10%–**TWO** pages\*)

*The executive summary should effectively summarise within the page limit* ***the business******case*** *(i.e. outcome of the business domain and requirements analysis conducted as in* ***Section B****) aimed at senior level management/project sponsor), including: the**background; problem or opportunity; options available and considered; cost/benefit analysis (immediate and longer term, tangible and intangible); impacts and risks; and recommendations.*

* + Note the length for the executive summary is two pages; if it exceeds two pages, the third page onwards of the Executive Summary will be excluded from the assessment.
1. **The Business Domain and Requirements Analysis Report**

This report provides the academic and analytical detail of the business domain and requirements analysis conducted and to back up the approach taken and the findings and recommendations used in the executive summary report as in (A). The report should cover the following sections:

 **Introduction (10%)**

*The introduction should include the* ***Terms of Reference****, i.e. background and main problem to be addressed, motivation, scope, and assumptions. It should also outline how the report is structured.*

 **Business domain and requirements analysis (50%)**

In this section, you should examine the following:

* + - The business domain (subject matter area) for training and consultancy services. Strategic domain analysis
		- The external business environment for a new training company
		- The background to the new training division
		- The options for the new training business system, including an overview of the possible business system, the definition of key business process and a representation of the requirements for the training website. The risks of these options should also be identified and assessed.
		- The conclusions and recommendations for the new business system

You should also outline how the analysis tasks are to be carried out with justification of methods and techniques used.

Your analyses should include the following:

* + - ***Strategy analysis*** *to support the needs for the new training business system**and align it with the business objectives/strategy- definition of strategy, Strategy analysis method (PEST/ PESTLE, Porter’s Five forces model, SWOT/ MOST analysis, Resource Audit, Value chain, Boston Box, and Value chain. Explain and apply PEST/ PESTLE, Porter’s five forces Model, SWOT, MOST, Resource Audit, Value Chain and Boston Box to the situation.*
		- ***Organisational analysis*** *you should conduct organisation and structure**analysis in which the new training business system is introduced to demonstrate the understanding of the organisational context, and align it with the business objectives/strategy*. ( organisation culture and organisation structure analysis)
		- ***Stakeholder analysis*** *you should identify the key stakeholders, describe**their roles and responsibilities in the context of the training business system/website developed (e.g. RACI/RASCI chart), and make an assessments of the stakeholders identified (e.g. power/interest analysis) and strategies for stakeholder management.*
		- ***Business system modelling*** *this should include (a) identifying and**analysing the business perspectives for the key stakeholders by using CATWOE framework, (b) developing a conceptual business activity model for one business perspective by using suitable approaches and notations (i.e. BAM notations), and (c) modelling the business system requirements /functions by using UML i.e. a use case diagram. Draw clear diagrams for CATWOE/ BAM and UML.*
		- ***Business process modelling to present the “as-is” and “to-be” processes*** *you should include discussion on how the system model as shown in the previous section (e.g. the use case model) will guide business process modelling in terms of taking the resultant use case model as input to create a business process model by using BPMN or UML. If more than one process is involved in the scenario, choose the one that you think best highlights the difference between the ‘as-is’ and ‘to-be’ processes.*
	+ **Managing changes (10%)**

*In this section, you should analyse and discuss (1) issues involved for the introduction of the new training business system and (2) devise change management strategies so as to sustain the changes.*

* **Conclusion, critical evaluation and future improvements (10%)**

*In this section, you should conclude your outcomes, identify and discuss the limitations of your proposed solution and suggestions for further improvements. This might include the assessment of the suitability of the assumptions made e.g. the costs, benefits, impacts, potential risks, and ethical issues if any, analyses conducted, as well as further improvements in relation to the business case.*

* **List of References ( not included on total word count)**

**Quality of the report**: There are 10% allocated to the quality of the report as follows:

* *Clarity of organisation and structure/presentation e.g. consistency, logic of arguments, overall flow, coherence and integration*
* *Style of writing, use of English, effective use of tables and diagrams, proper use of citation and referencing in an Author-Year (e.g., Harvard, APA) format, length/page limit.*

**The criteria used for grading assignment**:

|  |  |  |
| --- | --- | --- |
| **Aspects/Criteria** | **% Range** | **Descriptors** |
| **Executive** | 70% and | **A coherent, well-focused, persuasive business case with** |
| **Summary (10%)** | above | **excellent support and justifications** |
|  | 60-69% | A generally clear and coherent business case with good |
|  |  | focus, support or justification. |
|  |  |  |
| **Business Analysis** |  |  |
| **Report (80%)** |  |  |
| Introduction (10%) | 70% and | **A highly effective introduction, defining area, setting** |
|  | above | **context and indicating content that will follow.** |
|  |  |  |
|  | 60-69% | A good introduction, possibly omitting one of the above |
|  |  | areas or lacking in definition of one of these. |
|  |  |  |
|  |  |  |
| Business Domain | 70% and | **A coherent, well-focused, original analysis that is** |
| and Requirements | above | **powerful and persuasive, entirely relevant to the tasks** |
| Analysis (50%) |  | **with very good support and justifications for the** |
|  |  | **methods/techniques used.** |
|  |  | **Wide background reading; excellent original synthesis and** |
|  |  | **very good use of relevance sources/concepts/literature in** |
|  |  | **supporting the arguments/viewpoints.** |
|  |  | **Clear and comprehensive diagrams and correct use of** |
|  |  | **notations for the business system and business process** |
|  |  | **modelling, and are consistent with the requirements** |
|  |  | **specification.** |
|  | 60-69% | A generally clear and coherent analysis with good focus, |
|  |  | support or justification, which is directly relevant to the |
|  |  | tasks. Clear rationale for the approaches taken. |
|  |  | Good background reading; generally good use of concepts |
|  |  | and relevant sources/literature in supporting the |
|  |  | arguments/viewpoints. |
|  |  | Appropriate diagrams and correct use of notations for the |
|  |  | business system and process modelling with only minor |
|  |  | errors, and are generally consistent with the requirements |
|  |  | specification. |
|  |  |  |
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| Managing changes | 70% and | **A coherent, well-focused, original analysis that is** |
| (10%) | above | **powerful and persuasive, entirely relevant to the tasks** |
|  |  | **with very good support and justification and application of** |
|  |  | **theories/concepts to practice.** |
|  |  |  |
|  | 60-69% | A generally clear and coherent analysis/discussion with |
|  |  | good support or justification, which is directly relevant to |
|  |  | the tasks. Clear rationale for the approaches taken and |
|  |  | application of concepts/theories to practice. |
|  |  |  |
|  |  |  |
| Conclusion, | 70% and | **Very good analysis of the evidence with clear and** |
| critical evaluation | above | **illuminating conclusions that is very well-justified and** |
| and future |  | **related to the business case.** |
| improvements |  |  |
| (10%) | 69-69% | Clear and orderly analysis of the evidence with good and |
|  |  | appropriate conclusion with adequate support and |
|  |  | justification in relation to the business case. |
|  |  |  |
| **Quality of the** | 70% and | Meticulously presented and original structure; excellent |
| **report (10%)** | above | standard and style of writing; appropriate diagrams; |
|  |  | guides reader at all times. Clear indication of sources and |
|  |  | perfect use of *Author-Year (e.g., Harvard, APA)* |
|  |  | *format,* for all references |
|  |  |  |

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| --- | --- | --- |
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|  | 60-69% | Very well presented and structured; integrating theory and |
|  |  | practices coherently; very good standard and style of |
|  |  | writing; guides reader at most time; clear indication of |
|  |  | sources and use of *Author-Year (e.g., Harvard, APA)* |
|  |  | *format,* of referencing |
|  |  |  |
|  |  |  |