

INFO 6215

Business Analysis and Information Engineering

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Office Hours by request via Zoom/Teams

#### Course description

This course will work to develop the skills necessary in the analysis, planning, communication and execution of business and change strategy in today's evolving world. We will take a "learn by doing" approach with an overall theme of business strategy, communication, and the future of work. We will use real life cases and methodologies to focus on translating complex business needs into practical, flexible, and sustainable business solutions that create a positive and effective end user experience. Using a variety of resources and tools we will explore trends relating to the future of work and how best to pivot and adjust as needed striving for optimal ROI.

#### Course Objectives

This course aims to provide a competitive advantage for students interested in the synergy of business and technical engineering strategies and program management. Students who successfully complete this course will gain skills in the following subjects, acquiring a solid business foundation as well as effective consultative approach:

- Principles of business analysis and strategy through identification of evolving stakeholder needs, with a focus on approaches for thoughtful and customized execution as well as how to maintain the best interests internally and externally while building professional credibility and relationships.
- An introduction to business communication with an emphasis on skills necessary to translate and explain technical concepts to non-technical stakeholders, including information exchange and how to optimize delivery of concepts to diverse audiences.
- Innovation and design-thinking skills using context management, with a focus on outcome orientation and strength to pivot and flex (bring to action/understand the context); this will aim to strengthen students' abilities to pilot and test through analysis of various concepts and subsequent application of these ideas to non-technical oriented functions.
- Concepts in problem-solving, including how to foster the ability to anticipate issues and opportunities, adopt holistic and unbiased opinions in evaluations and assessments, formulate appropriate questions, and gain an ability to switch comfortably between focused and helicopter views.

Technical/course materials requirements

Required

*Lean Change Management – Innovative Practices for Managing Organizational Change*

Jason Little

This book combines ideas from Agile, Lean Startup, change management, organizational development and psychology to set a framework and foundation for thinking about change.

Course Evaluation

Participation – in person and online engagement 15%

One short written assignment and sharing with the class (Read & React) – 20%

Interview, written assignment, and class sharing – 25%

Group Project – change management model research and sharing – 15%

Group Project – change management implementation (team report & presentation) – 25%

Information building and sharing

We will use a mix of videos, articles, guest speaker personal accounts and course reading to analyze the various paths organizations have taken related to business strategy and change implementation.

**Participation** – engagement is expected for in class and online discussions.

**"Read and react" assignments** will be posted at least 2 weeks in advance of the due date and students will be asked to "read and react" to 1 assigned article or video throughout the semester and then present to the class. These will be short reflections and learnings; 1-2 pages max. per case.

**Interview (in lieu of mid-term exam):**

Each student will be asked to interview someone from an external organization who has actively participated in a systems implementation/change initiative focusing on a retrospective approach of 1) what worked, 2) what could have been improved and 3) what were lessons learned. Framework and more details to follow.

**Group Project – Change Model Research and Sharing:**

Students will be assigned randomly to a group focused on researching and presenting change management models. More details will be shared in class. This will entail a paper, a minimum of 3 pages, and present to the class an overview of the model, it's strengths and it's weaknesses.

**Group Project – Change Management Implementation:**

Students will be assigned randomly to a group focused on change management in which they will create/identify a scenario that and research, analyze, propose and prepare a 1) business case and 1) project plan for the implementation of a new system focusing on the future of work. The organization can be

fictitious. The tool should be something existing in the market. The more creative with the scenario and organization, the better.

The objectives will be to:

- 1) Understand stakeholder needs and create a reflective and compelling business case
- 2) Select an appropriate vendor/tool to match the needs of the stakeholder and share the approach taken to make the selection
- 3) Create a project plan and timeline; articulate considerations made in the process

Components include:

An exercise on team norms – 5%

Business Canvas – 5%

Paper/presentation – 15%