

## Module One

### Overview of BI Programs

- Business Intelligence Defined
- Business Intelligence Frameworks
  - BI Components Framework
  - BI Organizational Framework
  - BI Technology Framework
- Program vs. Project
- Program Management Roles and Responsibilities

## Module Two

### Activities of BI Program Management

- Scope of Responsibilities
- BI Portfolio Management
  - Analytic Services
  - Information Services
  - BI Systems
  - BI Projects
- BI Process Management
  - Development Processes
  - Operations Processes
  - Service Processes
- Quality Management
  - Technical Quality
  - Data Quality
  - Information Quality
  - Business Quality
  - Services Quality
  - Decision Process Quality
  - Learning and Growth Quality
- Change Management
  - BI and the Rate of Change
  - The Challenges
  - Practices and Techniques
- Service Management
  - The BI Services Catalog
  - Service Level Agreements
- Value Management
  - The BI Business Case
  - Managing the Value Chain
- Related Disciplines

## Module Three

### Assessment of BI Programs

- Assessment Concepts
  - What is Assessment?
  - Readiness Defined
  - Assessment and Readiness
- Principles of BI Assessment
  - The Dimensions of Assessment
  - Why Assess?
  - What to Assess?
  - When to Assess?

- How to Assess?
- Performing a BI Program Assessment
  - The BI Maturity Model
  - Self-Assessment Scale
  - Self-Assessment Technique
  - BI Assessment Survey
  - Scoring the Survey Results
  - Understanding the Results
  - Using the Results

## Module Four

### Complementary Assessment Techniques

- Data Warehousing Assessment
  - The Dimensions of Assessment
  - Self-Assessment Scale
  - Self-Assessment Measurement Technique
  - Data Warehousing Assessment Survey
  - Scoring the Survey Results
  - Understanding the Results
  - Using the Results
- Quality, Service, and Value (QSV) Assessment
  - Dimensions of Quality
  - Impacts of Quality
  - Dimensions of Service
  - Dimensions of Value
  - QSV Assessment Survey
  - Scoring the Survey Results
  - Understanding the Results
  - Using the Results

## Module Five

### Measuring and Managing Quality

- Principles of Quality
  - Definitions
  - The Source of Product Defects
  - Responding to Defects
  - Quality Economics
- Quality in BI Systems
  - Business Quality
  - Information Quality
  - Technical Quality
  - Quality Management Factors
- Measuring the Quality of BI Systems
  - Measurement Concepts – Levels of Measurement
  - Measurement Concepts – Types and Techniques
  - Measurement Concepts – Comparative Measurement
  - The Goal-Question-Metric Approach
  - Measurement Process
  - From Goals to Data
  - Using Measurement Data
- Managing the Quality of BI Systems
  - Continuous Attention to Value
  - Growth Management
  - Putting the Pieces Together

**Module Six**

## Summary and Conclusion

- Ongoing Assessment
- Best Practices in BI Program Management
- References and Resources

**Appendix A**

## Quality Management Workshop

- Workshop 1: Defining Quality
- Workshop 2: Setting Quality Goals
- Workshop 3: Applying GQMM for BI Quality
- Workshop 4: Developing Quality Questions
- Workshop 5: Understanding Metric Structures
- Workshop 6: Developing Quality Metrics
- Workshop 7: From Metrics to Measures

**Appendix B**

## A Sample Framework of Quality Metrics

- Business Quality Examples
- Information Quality Examples
- Technical Quality Examples

**Appendix C**

## Quality Toolkit

- Toolkit Content
- Toolkit Roadmap
- Goals Worksheet
- Questions Worksheet
- Metrics Specification Worksheet
- Measurement Needs Summary Worksheet
- Measurement Specification Worksheet

**Appendix D**

## Program Assessment Workshop

- Workshop 1: BI Program Questionnaire
- Workshop 2: BI Assessment Survey
- Workshop 3: Data Warehousing Assessment
- Workshop 4: QSV Assessment

**Appendix E**

## Additional Reading

- Ten Best Practices in Business Intelligence
- The Keys to the Data Warehouse
- Beyond Information Delivery
- Total Cost of Ownership

**Appendix F**

## Bibliography and References