# MIS 538 Business Process Management

Spring 2017

## Course Objective

Learn the basic concepts of business models, business processes, workflow, and design thinking. Learn to link business models to business processes, focus on enabling innovation through business processes, and apply design-thinking principles to process design. Learn process performance metrics, design and implement process improvements and change management. Focus on business process automation.

## Learning Outcomes

* Understand concepts of business models, work flow, business process, and design thinking
* Develop and apply skills to develop and analyze business models
* Develop and apply skills to design and analyze business processes
* Develop and apply skills of design thinking to business processes
* Develop and apply skills to measure business process performance
* Develop and apply skills to implement new or improved business processes
* Develop business process automation skills

## Instructor

Dr. Sree Nilakanta 3333 Gerdin

email: nilakant@iastate.edu web: www.business.iastate.edu/faculty/nilakant

Class time: 6:40 p.m. - 10:05 p.m. Mondays

Class location: 1127 Gerdin

Office hours: 5:30 – 6:30 p.m. Mondays in 3333 Gerdin  
On Line: 8:00 – 9:00 p.m. Wednesdays, Thursdays

## Skills required

Programming: No

Analysis and Problem Solving: Yes

Communication - WOVE (Written, Oral, Visual, Electronic): Yes

Team: Yes

Ethics and Diversity: Yes

## Course description

The course will introduce the basic concepts of business models, workflow, business processes, and design thinking for business. The course will focus on understanding the role of business processes in enabling innovation among businesses. Students will learn how to analyze an existing process (AS-IS) and recommend an improved or new process (TO-BE) using the design thinking approach. Course **may** include a real-life business process project. In addition to the required reading of text, selected readings added.

## Course Materials

### Required:

1. Harmon, Paul, *Business Process Change*, Morgan Kauffman Publishing, Third Edition, 2014
2. Prahalad, C.K. and Krishnan, M.S., T*he New Age of Innovation*, McGraw-Hill, 2008
3. Liedtka, J. and Ogilvie, T., *Designing for Growth*, Columbia Business School Publishing, 2011
4. Osterwalder, A. and Pigneur, Y., *Business Model Generation*, John Wiley and Sons, 2010.

### Optional:

1. Vom Brocke, BPM, ISBN: 9783319144290 (available free at ISU library)
2. Madison, Dan, *Process Mapping, Process Improvement, and Process Management,* Paton Professional, 2005

Note:

The optional list of texts may be purchased from the used book market.

## Evaluation

|  |  |
| --- | --- |
| Mid Term | 100 |
| Final Paper | 100 |
| Participation | 100 |
| Project | 200 |
| Total | 500 |

### Exams

The midterm and final are different in scope. The midterm is an in-class closed book, closed notes written exam. It will cover material discussed in class, assigned readings, and other assigned tasks.

The final exam is a term paper. I shall give general topic recommendations. The guidelines for completing the final paper are as follows;

You may select a topic from the recommended ones (you may choose other areas associated with BPM). You may use additional sources to supplement or complement your writing. Make sure that you cite these sources. Limit your paper to 6 typed (double space) pages and submit the electronic document (*pdf preferred*) to *the Canvas final exam submission* area no later than week after last class session. Submissions after this date will not be accepted without prior approval. Follow the APA style for references. Include your name and email address in the header of the paper. Your final submission will be checked for plagiarism.

### Participation:

Participation will be assessed via in class activity and on line forum activity. You may be called on to discuss or answer questions in class. For assigned readings, you are expected to provide your reflections online. Reflections may be (and encouraged) commented on by others including me. Participation will be equally divided between in class and online contributions.

Note:

You cannot earn participation points if you are not in class. If your attendance is below 50% for the semester, you will not receive a passing grade, irrespective of what you may have scored in all categories of evaluation.

## Project

Understanding Business Process

The goal of the project is to understand the different issues of managing a business process. By identifying, exploring, and analyzing a process, you will gain a deeper insight about a business processes. In order to achieve this objective, do the following;

1. Choose a firm and its process (you may be assigned one).
2. Identify and interview at least three key executives or senior managers so that you have information on core and support processes. Compile a list of these processes along with their brief descriptions.
3. Prioritize the core processes and support processes - Consult your key contacts at the firm.
4. Select one core and one support process to study. Ideally, the highest ranked processes in each category would be chosen.
5. Create a descriptive case on the selected processes. Details include
   1. Topic and content
   2. Participants and stakeholders
   3. Cultural norms and traditions
   4. Knowledge management support, structure, and governance
   5. Process management attributes
6. Assess the level of process management and IT support
7. Present a written report and oral presentation

## Project guideline

### Objective:

Identify, select, analyze, and present redesigned or improved business process.

### Description:

The project selected must be an existing process or a new process for the organization. Scope the project such that the tasks can be completed within the time constraints of a semester. If you are not assigned a firm/project, you may select an organization of your choice to study.

You will be part of a project team. Team member contributions will be assessed using appropriate peer evaluation instruments. These evaluations will be used to derive individual scores (does not apply to one-member projects).

Use the following outline for monitoring your progress of the project assignment. The deliverables listed for each milestone is used for assessment purpose.

### Project Outline

1. Project selection

Deliverable: Process Poster for the project

1. General Description of the Organization/ Firm
   1. identification of overall business within its industry
   2. Location of the target organization or business process within the overall organization
   3. Motivation for redesign

Deliverable: One page description

1. Detailed description of the As-Is process
   1. Narrative description of the as-is process
   2. Graphic illustration of the as-is process
   3. Estimate of as-is process performance measures Deliverable: Narrative not to exceed four pages.
2. Detailed description of the To-Be organization or process
   1. Narrative description of the to-be process
   2. Graphic illustration of the to-be process 3.3 Estimate of benefits from the to-be process Deliverable: Narrative not to exceed four pages.
3. Implementation plan
   1. Project timeline
   2. Change management strategy Deliverable: One page narrative.

Length restrictions: Do not exceed the suggested lengths for each section. Total pages cannot exceed 10 excluding figures and lists. Report should be typed, double-spaced, 12-point fonts.

Evaluation criteria: The following criteria apply, namely, (a) clarity of descriptions, both narratives and graphics, (b) appropriate use of tools and methods in realizing the to-be design, and (c) the feasibility of the implementation plan. All reports are due on the last class session.

### Project Team

Project teams have four members with equal responsibilities. Peer evaluations and individual assessments are used.

### EMAIL:

Email is a professional means of communication in business, primarily used for short thoughts or questions. I will not respond to emails unless the following professional criteria are met.

* Include a subject. Write what your message is about (i.e., grades, homework, exam, lecture, etc.).
* Address the recipient. (Dr. Nilakanta or Dr Sree).
* Be concise. If you need to communicate more than a few paragraphs of information, talk to me.
* Use proper spelling, grammar, and punctuation. Proofread the message before sending it and use spell check! Use appropriate upper and lower case letters. I suggest you use [Grammarly.](http://gram.ly/qbrc)
* Use words. “How R U?” and “C U” are not words or sentences.
* Appropriate questions. Consult the syllabus before emailing me. All exam dates, homework dates, and submission criteria are described in detail on this syllabus.

### COLLEGE OF BUSINESS RESOURCES:

* Communication Center <http://www.business.iastate.edu/communication> provides help in improving your communication skills.
* Professional Standards and Expectations <http://www.business.iastate.edu/standards>An explanation of what the College of Business expects from its students.

### UNIVERSITY POLICIES:

#### ACADEMIC DISHONESTY

The class will follow Iowa State University’s policy on academic dishonesty.

Anyone suspected of academic dishonesty will be reported to the Dean of

Students Office. <http://www.dso.iastate.edu/ja/academic/misconduct.html>

#### DISABILITY ACCOMMODATION

Iowa State University complies with the Americans with Disabilities Act and Sect 504 of the Rehabilitation Act. If you have a disability and anticipate needing accommodations in this course, please contact (instructor name) to set up a meeting within the first two weeks of the semester or as soon as you become aware of your need. Before meeting with (instructor name), you will need to obtain a SAAR form with recommendations for accommodations from the Disability Resources Office, located in Room 1076 on the main floor of the Student Services Building. Their telephone number is 515-294-7220 or email disabilityresources@iastate.edu . Retroactive requests for accommodations will not be honored.

#### DEAD WEEK

This class follows the Iowa State University Dead Week policy as noted in [section 10.6.4 of the Faculty Handbook http://www.provost.iastate.edu/resources/ faculty-handbook .](http://www.provost.iastate.edu/resources/faculty-handbook)

#### HARASSMENT AND DISCRIMINATION

Iowa State University strives to maintain our campus as a place of work and study for faculty, staff, and students that is free of all forms of prohibited discrimination and harassment based upon race, ethnicity, sex (including sexual assault), pregnancy, color, religion, national origin, physical or mental disability, age, marital status, sexual orientation, gender identity, genetic information, or status as a U.S. veteran. Any student who has concerns about such behavior should contact his/her instructor, Student Assistance at 515-294-1020 or email dso-sas@iastate.edu, or the Office of Equal Opportunity and Compliance at 515-294-7612.

#### RELIGIOUS ACCOMMODATION

If an academic or work requirement conflicts with your religious practices and/or observances, you may request reasonable accommodations. Your request must be in writing, and your instructor or supervisor will review the request. You or your instructor may also seek assistance from the Dean of Students Office or the Office of Equal Opportunity and Compliance.

#### CONTACT INFORMATION

If you are experiencing, or have experienced, a problem with any of the above issues (academic dishonesty to religious accommodation), email academicissues@iastate.edu.

# Schedule

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| --- | --- | --- | --- | --- |
| Date | Topic | Tasks | Deliverable | Notes |
| Aug. 28 | Introduction  PK1, PK2  OP | Review syllabus  Review projects  Assign teams  Review videos of  Business Models, BPM intros and identify top five. |  | [https://www.youtube.com/watch?](https://www.youtube.com/watch?feature=player_embedded&v=XtvIU0ZCwjE)  [feature=player\_embedded&v=XtvIU0Z CwjE](https://www.youtube.com/watch?feature=player_embedded&v=XtvIU0ZCwjE) [https://www.youtube.com/watch?](https://www.youtube.com/watch?feature=player_embedded&v=_YXqnEXnnBk)  [feature=player\_embedded&v=\_YXqnE XnnBk](https://www.youtube.com/watch?feature=player_embedded&v=_YXqnEXnnBk)  [https://www.youtube.com/watch? v=QoAOzMTLP5s](https://www.youtube.com/watch?v=QoAOzMTLP5s) [https://www.youtube.com/watch?](https://www.youtube.com/watch?v=aN36EcTE54Q)  [v=aN36EcTE54Q](https://www.youtube.com/watch?v=aN36EcTE54Q) |
| Sept. 4 | Holiday | Labor Day |  |  |
| Sept. 11 | Business  Model - OP | Reading assignment 1 | Written report and presentation | Six building blocks … |
| Sept. 18 | Business  Processes  H2, H3 | Reading assignment 2 | Written report and presentation | Big data business models  Big data and business processes |
| Sept. 25 | Process  Architecture  H4, PK3 | Reading assignment 3 | Written report and presentation | Six core elements of BPM |
| Oct. 2 | Process  Models &  Analysis  H8 - H10 |  | As Is of the project |  |

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| Date | Topic | Tasks | Deliverable | Notes |
| Oct. 9 | Design  Thinking  LO | Reading assignment 4 | Written report and presentation | [https://www.youtube.com/watch?](https://www.youtube.com/watch?v=NQHlJb9kJKA&feature=player_embedded)  [v=NQHlJb9kJKA&feature=player\_emb edded](https://www.youtube.com/watch?v=NQHlJb9kJKA&feature=player_embedded) [https://www.youtube.com/watch?](https://www.youtube.com/watch?v=i_bVcsk7TA8&feature=player_embedded)  [v=i\_bVcsk7TA8&feature=player\_embe dded](https://www.youtube.com/watch?v=i_bVcsk7TA8&feature=player_embedded) [https://www.youtube.com/watch? v=TPXrheqhTCs](https://www.youtube.com/watch?v=TPXrheqhTCs)  Kees Dorst, The core of ‘design thinking’ and its application, Design Studies, Volume 32, Issue 6,  November 2011, Pages 521-532, [ISSN 0142-694X, http://dx.doi.org/ 10.1016/j.destud.2011.07.006.](http://dx.doi.org/10.1016/j.destud.2011.07.006) |
| Oct. 16 |  | Mid Term exam |  | In class |
| Oct. 23 | Design  Thinking - Journey mapping LO, C |  |  | [https://www.evernote.com/shard/s4/sh/](https://www.evernote.com/shard/s4/sh/49401f61-82cb-4d8f-9cdf-aeafc33fb571/8ea645cc51c8dce4c8103dfde75fc86b)  [49401f61-82cb-4d8f-9cdf-](https://www.evernote.com/shard/s4/sh/49401f61-82cb-4d8f-9cdf-aeafc33fb571/8ea645cc51c8dce4c8103dfde75fc86b)  [aeafc33fb571/8ea645cc51c8dce4c810](https://www.evernote.com/shard/s4/sh/49401f61-82cb-4d8f-9cdf-aeafc33fb571/8ea645cc51c8dce4c8103dfde75fc86b)  [3dfde75fc86b](https://www.evernote.com/shard/s4/sh/49401f61-82cb-4d8f-9cdf-aeafc33fb571/8ea645cc51c8dce4c8103dfde75fc86b) |
| Oct. 30 | Process  Metrics  H5, H11 | Reading assignment 5 | Written report and presentation | <https://vimeo.com/106236408>  Measuring Performance  Primer on Metrics |
| Nov. 6 | Process  Governance  H6, H7, PK6PK8 | Reading assignment 6 | Written report and presentation | BP Governance: Theory and Application |
| Nov. 13 | Process IT & Analytics  PK4, H15H17 | Reading assignment 7 | Written report and presentation | To-Be  <https://youtu.be/G3psxs3gyf8> (Blockchains)  <https://youtu.be/k53LUZxUF50> (blockchain)  <https://youtu.be/zOmx5kD1Og0> (BPMS & BC)  Common Process Analysis  Process Analytics report |