

INFS3604 BUSINESS PROCESS MANAGEMENT

Course Outline Semester 1, 2017

Part A: Course-Specific Information

Please consult Part B for key information on Business School policies (including those on plagiarism and special consideration), student responsibilities and student support services.

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PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS

Lecturer-in-charge: Associate Professor John D'Ambra
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Phone No: 9385 4854
Email: j.dambra@unsw.edu.au
Consultation Times: Tuesday 16:00 – 17:00 or by appointment

Tutor: TBA
Contact details:

2 COURSE DETAILS

2.1 Teaching Times and Locations

Seminars commence in Week 1 and finish in Week 12. The times and location are below. Students must attend the seminar they are enrolled in.

Day	Time	Location
Wednesday	1400 – 1600	BUS G21
Wednesday	1600 – 1800	BUS G21

2.2 Units of Credit

The course is worth 6 units of credit.

This course is taught to both undergraduate and postgraduate students. The assessment tasks in the two courses are different.

2.3 Summary of Course

To meet the demands of today's competitive market place enterprise processes must be lean and customer focussed. This course looks at ways in which business processes can be analysed, redesigned, and improved thus ensuring that they are meeting the needs of customers and the enterprise. A business process is a set of related activities that jointly realise a business goal in an organisational and technical environment. These processes take place in a single organisation but may need to interact with processes in other organisations. Business process management (BPM) is concerned with the concepts, methods, and techniques that support the design, improvement, management, configuration, enactment, and analysis of business processes that deliver lean and customer focused business processes. BPM includes process modelling that explicitly represents processes – once they are defined, processes can be analysed, improved, and enacted. Software in the form of business process management systems can be used to manage business process.

By taking this course you will be able to understand business process from a management and process analyst perspective, learn tools, analytical frameworks and general principles for managing business processes. The course will incorporate a laboratory component using BPM software.

2.4 Course Aims and Relationship to Other Courses

The aim of this course is to increase your awareness of the concepts and foundations of business process modelling and the potential to improve the efficiency and effectiveness of organisations by using business process modelling techniques.

This course is a third year course in the BIS, BCom (Information Systems), BCom/BIS and BIS Co-op. The prerequisite for this course is INFS1602 and have completed 72 UOC of your program. Process management is concerned with the management of business processes that produce tangible goods or intangible services. The goal of this unit is to provide students with a foundation in the fundamental and emerging issues surrounding Business Process Management, to clarify how various fields of study contribute to the implementation of BPM programs, and to enable students to participate in BPM projects.

2.5 Student Learning Outcomes

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

1. Synthesise the principles of organisational strategy and process design.
2. Explain the role of IT in BPM.
3. Document processes using a process mapping tool using BPMN.
4. Analyse the performance of existing processes and identify process improvement.
5. Propose business solutions in written and verbal forms for process innovation and redesign Projects.
6. Create a BPM implementation strategy and implementation plan for an organization.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all undergraduate students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes – what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

For more information on the Undergraduate Program Learning Goals and Outcomes, see Part B of the course outline.

Business Undergraduate Program Learning Goals and Outcomes

1. Knowledge: Our graduates will have in-depth disciplinary knowledge applicable in local and global contexts.

You should be able to select and apply disciplinary knowledge to business situations in a local and global environment.

2. Critical thinking and problem solving: Our graduates will be critical thinkers and effective problem solvers.

You should be able to identify and research issues in business situations, analyse the issues, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective professional communicators.

You should be able to:

- a. Prepare written documents that are clear and concise, using appropriate style and presentation for the intended audience, purpose and context, and
- b. Prepare and deliver oral presentations that are clear, focused, well-structured, and delivered in a professional manner.

4. Teamwork: Our graduates will be effective team participants.

You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of the ethical, social, cultural and environmental implications of business practice.

You should be able to:

- a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
- b. Identify social and cultural implications of business situations.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all Business undergraduate students:</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Knowledge	Synthesise the principles of organisational strategy and process design. Explain the role of IT in BPM. Propose business solutions in written and verbal forms for process innovation and process redesign projects. Document processes using a process mapping tool using the BPMN.	Team assignment; Seminar Exercises; RATs; Examination
2	Critical thinking and problem solving	Document processes using a process mapping tool using the BPMN. Analyse the performance of existing processes and identify process improvement. Create a BPM implementation strategy and implementation plan for an organization.	Seminar Exercises; Team Assignment; RATs; examination
3a	Written communication	Propose business solutions in written and verbal forms for process innovation and process redesign projects.	Team assignment; examination

		Create a BPM implementation strategy and implementation plan for an organization.	
3b	Oral communication	Propose business solutions in written and verbal forms for process innovation and process redesign projects.	Seminar exercises
4	Teamwork	Propose business solutions in written and verbal forms for process innovation and process redesign projects. Analyse the performance of existing processes and identify process improvement. Create a BPM implementation strategy and implementation plan for an organization.	Team assignment
5a	Ethical, social and environmental responsibility	Not specifically addressed in this course	
5b	Social and cultural awareness	Not specifically addressed in this course.	

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

In this course, the focus is on your learning and acquisition of knowledge, with preparation required prior to each seminar, this knowledge is then built on in the seminars. 12 learning modules have been developed for the course. These learning modules integrate original learning material, the text book, exercises and other resources to assist you in the learning process. **Each learning module must be completed before attending the weekly seminar. Readiness Assurance Tests (RATs)** will be administered each week (apart from week 1) these will be based on the learning material in each module.

The unit emphasises a 'hands-on' approach to learning through the illustration of new concepts through worked examples and demonstrations. The concepts introduced are presented in business scenarios. You will work on case studies in the seminars. You will be required to work in teams.

3.2 Learning Activities and Teaching Strategies

To achieve the objectives of the course the concepts, principles and theoretical approaches outlined in each Learning Module are reinforced by the practical component and other learning experiences. The vehicle for the practical component is a series of exercises where skills in BPM will be learnt and applied to a series of problems through the learning tasks in the seminars. The Learning Modules will be directly related to the practical component of the course.

4 ASSESSMENT

4.1 Formal Requirements

- Attendance at seminars is compulsory. Attendance will be recorded for each seminar. Students are reminded that they are required to attend 80% of all classes or a failure in the course will be recorded.
- Any of the results of the assessment tasks may be scaled to a mean of 60%.
- All components of assessment must be completed at a satisfactory level (normally a minimum mark of 45%). If this level of performance is not achieved in any component a UF will be awarded.
- Team members are expected to work in a harmonious and professional manner.
- Peer assessment may be used to weight marks for individual students. Individual marks are private and will not be disclosed under any circumstances to team members.
- This subject will be assessed in accordance with the School's assessment policies that can be found at:
<https://www.business.unsw.edu.au/about/schools/information-systems>.

4.2 Assessment Details

Assessment Task	Weighting	format	Due Date
Readiness Assurance Tests (Best five attempts out of 11)	10%	A number of questions administered electronically each week from week 2.	Weeks 2 to 12.
Seminar exercises	20%	TBA	TBA
Case study	20%	See handout	TBA
Final Exam	50%	2 hours	University Exam Period
Total	100%		

Readiness Assurance Tests (RATs)

A RAT will be conducted each week. Each RAT will consist of up to 10 multiple choice questions. RATs will be conducted within the first 10 minutes of each seminar. These questions will be based upon the material in the Learning Module that must be completed before attending each seminar. To prepare for RATS read the material in each learning module, the text book and complete all exercises in the module. Each RAT will be marked out of 10, with the average score contributing to the 10%. If a medical certificate is provided to cover a missed RAT a make-up rate will be administered at the discretion of the LIC.

Seminar exercises

A number of exercises will be completed in seminars and will contribute 20% of the final mark.

Case Study – Team Assignment

A case study where, as a member of a team, you will be required to:

- Document processes using a process mapping tool using BPMN.
- Analyse the performance of existing processes and identify process improvement
- Create a BPM implementation strategy and implementation plan for an organization.

This assessment task will be completed over a number of stages.

Teams will be formed within tutorials and peer assessment will be conducted at the end of the semester.

4.3 Assessment Format

Details of the format of each assessed component and the submission procedure will be published on the subject's Web site prior to submission deadline. Teams are also encouraged to discuss the format of assessable components during consultations with the Unit Coordinator.

4.4 Assignment Submission Procedure

Details of the format of each assessed component and the submission procedure will be published on the subject's Web site prior to submission deadline. Teams are also encouraged to discuss the format of assessable components during consultations with the Unit Coordinator.

4.5 Late Submission

The late submission of assignments carries a penalty of 10% of the maximum marks for that assignment per day of lateness (including weekends and public holidays), unless an extension of time has been granted. An extension of time to complete an assignment may be granted by the course co-ordinator in case of misadventure or illness. Applications for an extension of time should be made to the course co-ordinator by email or in person. You will be required to substantiate your application with appropriate documentary evidence such as medical certificates, accident reports etc. Please note that work commitments and computer failures are grounds for an extension.

Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

5 COURSE RESOURCES

The textbook for this course is:

- Dumas M. et al., 2013, ***Fundamentals of Business Process Management***, Springer Verlag Berlin Heidelberg, ISBN: 978-3-642-33142-8 (Print) 978-3-642-33143-5 (Online).

Useful references:

- Sharp A, and McDermott P, 2009, ***Workflow Modeling: Tools for process improvement and application development***, Artech House Inc, Norwood.
- Harmon P, 2007, ***Business Process Change, A guide for business managers and BPM and six sigma professionals***, Morgan Kaufman, Burlington.

The course website can be found at: <https://moodle.telt.unsw.edu.au/login/index.php>

The following websites are also useful sources:

www.bpminstitute.org

<http://bpt.hpi.uni-potsdam.de/BPMAcademicInitiative/>

6 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's myExperience survey is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through the end of semester myExperience responses and through informal feedback to the course coordinator throughout the semester. The surveys and feedback is taken into account in all course revisions.

7 COURSE SCHEDULE

Week	Topic	Reading
Week 1 1 March	Introduction to Business Process Management	Module 1
Week 2 8 March	Process Identification	Module 2
Week 3 15 March	Essential Process Modeling	Chapter 3
Week 4 22 March	Advanced Process Modeling	Module 4
Week 5 29 March	Process Discovery	Chapter 5
Week 6 5 April	Qualitative Process Analysis	Module 6
Week 7 12 April	Quantitative Process Analysis	Module 7
Mid-semester break: Friday 14 April – Saturday 22 April inclusive		
Week 8 26 April	Process Redesign	Module 8
Week 9 3 May	Process Automation	Chapter 9
Week 10 10 May	Process Intelligence	Module 10
Week 11 17 May	Lean	Module 11
Week 12 24 May	Six Sigma	Module 12
Week 13 31 May	NO LECTURES	