



## UNSW Course Outline

# INFS5604 Business Process Management - 2024

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## General Course Information

**Course Code :** INFS5604

**Year :** 2024

**Term :** Term 2

**Teaching Period :** T2

**Is a multi-term course? :** No

**Faculty :** UNSW Business School

**Academic Unit :** School of Information Systems and Technology Management

**Delivery Mode :** In Person

**Delivery Format :** Standard

**Delivery Location :** Kensington

**Campus :** Sydney

**Study Level :** Postgraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

This course looks at ways in which business processes can be analysed, redesigned, and improved. A business process is a set of 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 organizations. Business Process Management (BPM) is concerned with the concepts, methods, and techniques that support the design, administration, configuration, enactment, and analysis of business processes. BPM is concerned with the explicit representation of 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 coordinate business process activities.

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

## Course Aims

The major aims of this course are:

- To introduce students to the general management issues at various organizational levels surrounding information technology,
- To provide an understanding of senior management perspectives regarding the use of information technology,¶
- To encourage students to consider the strategic use of information technology for strategic advantage, and to provide practical understanding of the tools and concepts of strategic, tactical and operational management for managing information and communication technologies in business organizations.

## Relationship to Other Courses

The aim of this course is to introduce you to methodologies and techniques of business process modelling. The main objective 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 an information systems specialist course in the MCom.

Process management is concerned with the management of business processes that produce tangible goods or intangible services. The goal of this course is to provide students with knowledge and skills regarding 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.

# Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Evaluate how digital technologies support Business Process Management in enhancing organisational strategy and design.	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li><li>• PLO7 : Leadership Development</li></ul>
CLO2 : Document business processes by using Business Process Modelling and Notation (BPMN) to create clear and detailed process maps.	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li></ul>
CLO3 : Apply digital analytics and process mining tools to evaluate, analyse, and enhance business process performance.	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO4 : Teamwork</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li><li>• PLO7 : Leadership Development</li></ul>
CLO4 : Design, create, and implement strategies that utilise digital technology to boost efficiency and innovation in business processes.	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO4 : Teamwork</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li><li>• PLO7 : Leadership Development</li></ul>
CLO5 : Optimise business processes by applying advanced automation software tools to streamline operations, enhance efficiency, and reduce errors.	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li><li>• PLO7 : Leadership Development</li></ul>

Course Learning Outcomes	Assessment Item
CLO1 : Evaluate how digital technologies support Business Process Management in enhancing organisational strategy and design.	<ul style="list-style-type: none"> <li>• Class Preparation and Participation</li> <li>• Individual Assignment</li> <li>• Team Project</li> <li>• Final Project</li> </ul>
CLO2 : Document business processes by using Business Process Modelling and Notation (BPMN) to create clear and detailed process maps.	<ul style="list-style-type: none"> <li>• Class Preparation and Participation</li> <li>• Individual Assignment</li> <li>• Team Project</li> <li>• Final Project</li> </ul>
CLO3 : Apply digital analytics and process mining tools to evaluate, analyse, and enhance business process performance.	<ul style="list-style-type: none"> <li>• Class Preparation and Participation</li> <li>• Team Project</li> <li>• Final Project</li> </ul>
CLO4 : Design, create, and implement strategies that utilise digital technology to boost efficiency and innovation in business processes.	<ul style="list-style-type: none"> <li>• Team Project</li> <li>• Final Project</li> </ul>
CLO5 : Optimise business processes by applying advanced automation software tools to streamline operations, enhance efficiency, and reduce errors.	<ul style="list-style-type: none"> <li>• Team Project</li> <li>• Final Project</li> </ul>

## Learning and Teaching Technologies

Moodle - Learning Management System | Microsoft Teams

### Learning and Teaching in this course

In this course, the focus is on your learning and acquisition of knowledge, with preparation required prior to each seminar, this preparation is then built on in the seminars. The course is taught in 3-hours flipped mode. 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.

As this course is presented in the flipped mode we will be commencing our studies in earliest from Week 1. It is important you prepare for your Week 1 class as outlined on Moodle and that you arrive at class on time in Week 1.

The course emphasises a 'hands-on' approach to learning through the illustration of new concepts through worked exercises 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.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Class Preparation and Participation Assessment Format: Individual	10%	Start Date: Not Applicable Due Date: Weekly before Seminar	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO6 : Global and Cultural Competence</li><li>• PLO7 : Leadership Development</li></ul>
Individual Assignment Assessment Format: Individual	20%	Start Date: Not Applicable Due Date: Refer to Moodle	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO3 : Business Communication</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO7 : Leadership Development</li></ul>
Team Project Assessment Format: Group	30%	Start Date: Not Applicable Due Date: Refer to Moodle	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO4 : Teamwork</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li><li>• PLO7 : Leadership Development</li></ul>
Final Project Assessment Format: Individual	40%	Start Date: Not Applicable Due Date: Refer to Moodle	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li><li>• PLO5 : Responsible Business Practice</li><li>• PLO6 : Global and Cultural Competence</li><li>• PLO7 : Leadership Development</li></ul>

# **Assessment Details**

## **Class Preparation and Participation**

### Assessment Overview

Class preparation and participation will account for 10% of your mark. For each of the graded workshops, you stand to gain 1 mark. The final mark for this component will be extrapolated to 10%

### Course Learning Outcomes

- CLO1 : Evaluate how digital technologies support Business Process Management in enhancing organisational strategy and design.
- CLO2 : Document business processes by using Business Process Modelling and Notation (BPMN) to create clear and detailed process maps.
- CLO3 : Apply digital analytics and process mining tools to evaluate, analyse, and enhance business process performance.

### Detailed Assessment Description

Class preparation and participation will account for 10% of your mark. For each of the graded workshops, you stand to gain a mark. The final mark for this component will be extrapolated to 10%.

Assesses: PLO1, PLO2, PLO6, PLO7

### Assessment Length

Weekly before Seminar

### Submission notes

TBC

### Assessment information

The Class Preparation is to be submitted weekly before the Seminar via Moodle.

### Assignment submission Turnitin type

This is not a Turnitin assignment

## **Individual Assignment**

### Assessment Overview

The purpose of the individual assignment is to develop students' abilities to apprehend Business Processes Modelling. The students work independently in applying knowledge learned in the

course to model a real-world case study problem.

#### Course Learning Outcomes

- CLO1 : Evaluate how digital technologies support Business Process Management in enhancing organisational strategy and design.
- CLO2 : Document business processes by using Business Process Modelling and Notation (BPMN) to create clear and detailed process maps.

#### Assessment Length

N/A

#### Submission notes

TBC

#### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

### **Team Project**

#### Assessment Overview

The Team Case Study involves the analysis of a real-world case study where the students will document and analyse the performance of the existing processes: from process identification to process automation. Based on their analysis, students identify inefficiencies in the business processes and formulate improvements to these processes; they create an implementation strategy and plan for the organisation.

The purpose of the team assignment is to develop and evaluate relevant representations of complex business processes - of a real-world case study - in a consistent and unambiguous way. Students synthesize the principles of organisational strategy and process design and recognize the interdependencies of business processes within and across organizational boundaries to make them achieve high performing business processes in a service-oriented business environment. Further details will be made available via Moodle.

#### Course Learning Outcomes

- CLO1 : Evaluate how digital technologies support Business Process Management in enhancing organisational strategy and design.
- CLO2 : Document business processes by using Business Process Modelling and Notation (BPMN) to create clear and detailed process maps.
- CLO3 : Apply digital analytics and process mining tools to evaluate, analyse, and enhance business process performance.
- CLO4 : Design, create, and implement strategies that utilise digital technology to boost

efficiency and innovation in business processes.

- CLO5 : Optimise business processes by applying advanced automation software tools to streamline operations, enhance efficiency, and reduce errors.

#### Assessment Length

TBA

#### Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

### **Final Project**

#### Assessment Overview

For your final project, you are tasked with writing a 1000-word case on an existing business process of your choice. Your case should detail the process, identify its issues, and analyse these problems using a mix of qualitative and quantitative methods. Start with a thorough description of the process and its flaws. Then, apply business analysis tools to examine these issues deeply. Based on your findings, propose realistic solutions to optimise the process, which might include redesign, technological updates, or management changes. This project assesses your analytical skills and ability to suggest practical improvements.

#### Course Learning Outcomes

- CLO1 : Evaluate how digital technologies support Business Process Management in enhancing organisational strategy and design.
- CLO2 : Document business processes by using Business Process Modelling and Notation (BPMN) to create clear and detailed process maps.
- CLO3 : Apply digital analytics and process mining tools to evaluate, analyse, and enhance business process performance.
- CLO4 : Design, create, and implement strategies that utilise digital technology to boost efficiency and innovation in business processes.
- CLO5 : Optimise business processes by applying advanced automation software tools to streamline operations, enhance efficiency, and reduce errors.

#### Submission notes

TBA

#### Assignment submission Turnitin type

Not Applicable

# General Assessment Information

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

You are expected to complete all assessment tasks for your courses in the School of Information Systems and Technology Management. Classes are highly practical and relevant to your assessments, so you are expected to attend at least 80% of all scheduled classes.

Where group assignments are used, team members are expected to work in a harmonious and professional fashion, which includes adequate management of non-performing members. You should inform your tutor as soon as possible if you experience problems within a project team. You may be required to evaluate the contribution of each team member (including yourself) in group work and marks for individual students may be adjusted based on peer assessment.

## Grading Basis

Standard

## Requirements to pass course

In order to pass this course, you must:

- achieve a composite mark of at least 50 out of 100;
- meet any additional requirements described in the Assessment Summary section.

# Course Schedule

Teaching Week/Module	Activity Type	Content
Week 0 : 20 May - 26 May	Other	Please introduce yourself in the "Introduce yourself Forum" on Moodle.
Week 1 : 27 May - 2 June	Module	Week 1 Module due before Week 1 Seminar
	Seminar	Introduction to Business Process Management + Process Identification
	Assessment	Class Preparation and Participation (Week 1 RAT is for practice - not graded)
Week 2 : 3 June - 9 June	Module	Week 2 Module due before Week 2 Seminar
	Seminar	Process Discovery: Essential Process Modeling
	Assessment	Class Preparation and Participation
Week 3 : 10 June - 16 June	Module	Week 3 Module due before Week 3 Seminar
	Seminar	Process Discovery: Advanced Process Modeling
	Assessment	Class Preparation and Participation
Week 4 : 17 June - 23 June	Module	Week 4 Module due before Week 4 Seminar
	Seminar	Process Mining and Analysis Approaches
	Assessment	Class Preparation and Participation Individual Assignment due (Part A)
Week 5 : 24 June - 30 June	Module	Week 5 Module due before Week 5 Seminar
	Seminar	Process Mining and Analysis Approaches
	Assessment	Class Preparation and Participation
Week 6 : 1 July - 7 July	Workshop	Process Mining/Automation Workshop
Week 7 : 8 July - 14 July	Module	Week 7 Module due before Week 7 Seminar
	Seminar	Process Redesign: Development approaches
	Assessment	Class Preparation and Participation Team Project due (Part B)
Week 8 : 15 July - 21 July	Module	Week 8 Module due before Week 8 Seminar
	Seminar	Process Redesign: Implementation approaches
	Assessment	Class Preparation and Participation
Week 9 : 22 July - 28 July	Module	Week 9 Module due before Week 9 Seminar
	Seminar	Process Redesign: Implementation approaches
	Assessment	Class Preparation and Participation Group activity in seminar (attendance is mandatory)
Week 10 : 29 July - 4 August	Seminar	Case study review and wrap up
	Assessment	Team Project due (Part C) Project presentations are assessed in class under exam conditions (i.e. attendance is mandatory)

## Attendance Requirements

Your regular attendance and active engagement in all scheduled classes and online learning activities is expected in this course. Failure to attend / engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities. The Business School may refuse final assessment to those students who attend less than 80% of scheduled classes where attendance and participation is required as part of the learning process (e.g. tutorials, flipped classroom sessions, seminars, labs, etc.). If you are not able to regularly attend classes, you should consult the relevant Course Authority.

[View more information on attendance](#)

# Course Resources

## Prescribed Resources

The textbook for this course is:

- Dumas, M. 2018 et al. Fundamentals of Business Process Management, (2nd ed.), Springer Berlin Heidelberg.

## Recommended Resources

Useful references:

- Sharp A, and McDermott P 2009, Workflow Modeling: Tools for process improvement and application development, Artech House Inc, Norwood.
- Harmon P, 2019, Business Process Change: A Business Process Management Guide for Managers and Process Professionals 4th Edition, Morgan Kaufman, Burlington

The course website can be found on [Moodle](#).

The following websites are also useful sources:

- [BPMInstitute.org](#)
- [SAP Signavio BPM Academic Initiative](#)
- [Business Process Technology](#)

## Course Evaluation and Development

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

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.

# Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	George Joukhadar		Quad 2115	+61 2 9385 5754	Tuesday 9:00 - 10.00 am	No	Yes

## Other Useful Information

### Academic Information

#### COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support page](#).

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

#### STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support page](#). For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

## Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

## Submission of Assessment Tasks

### SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a

- supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
  4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
  5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
  6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
  7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

## LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

## FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with

feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

## Faculty-specific Information

### PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

### COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

### 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.

## TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.