



## UNSW Course Outline

# INFS3604 Business Process Management - 2024

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## General Course Information

**Course Code :** INFS3604

**Year :** 2024

**Term :** Term 1

**Teaching Period :** T1

**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 :** Undergraduate

**Units of Credit :** 6

### Useful Links

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

To meet the demands of today's competitive marketplace, 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.

## Course Aims

The course aims to:

- introduce students to the general management issues at various organizational levels surrounding information technology,
- provide an understanding of senior management perspective regarding the use of information technology,
- encourage students to consider the strategic use of information technology for strategic advantage, and
- provide a 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

Process management is concerned with the management of business processes that produce tangible goods or intangible services. This course offers a comprehensive and thorough initiation to Business Process Management (BPM), encompassing key phases in a BPM lifecycle. It encompasses the process identification, process discovery, process analysis, process redesign, and implementation and monitoring phases.

The goal of this course 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. The course aligns with overarching course objectives aimed at cultivating analytical skills for understanding the complexities of real-world organizations. It plays a crucial role in encouraging independent critical inquiry, analysis, and reflective thinking.

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 INFS2603 and have completed 48 UOC of your

program.

## Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Explain how Business Process Management enables organisational strategy and design using Information Technology and other resources.	<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 processes using a Business Process Modeling and Notation (BPMN).	<ul style="list-style-type: none"><li>• PLO1 : Business Knowledge</li><li>• PLO2 : Problem Solving</li><li>• PLO3 : Business Communication</li></ul>
CLO3 : Analyse the performance of processes using a variety of quantitative and qualitative tools and methods.	<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 : Propose and plan a process improvement solution.	<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>

Course Learning Outcomes	Assessment Item
CLO1 : Explain how Business Process Management enables organisational strategy and design using Information Technology and other resources.	<ul style="list-style-type: none"><li>• Class Preparation and Participation</li><li>• Individual Assignment</li><li>• Team Project</li><li>• Final Exam</li></ul>
CLO2 : Document processes using a Business Process Modeling and Notation (BPMN).	<ul style="list-style-type: none"><li>• Class Preparation and Participation</li><li>• Individual Assignment</li><li>• Team Project</li><li>• Final Exam</li></ul>
CLO3 : Analyse the performance of processes using a variety of quantitative and qualitative tools and methods.	<ul style="list-style-type: none"><li>• Class Preparation and Participation</li><li>• Team Project</li><li>• Final Exam</li></ul>
CLO4 : Propose and plan a process improvement solution.	<ul style="list-style-type: none"><li>• Team Project</li><li>• Final Exam</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 week, this knowledge is then built on in class. 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 lecture.

We will be commencing our studies in earnest from Week 1. It is important you prepare for your Week 1 class as outlined on Moodle and that you arrive/join the class on time in Week 1.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Class Preparation and Participation Assessment Format: Individual	10%	Start Date: Weekly Due Date: Weekly	<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: TBC Due Date: TBC	<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: Please refer to Moodle for more information. Due Date: Please refer to Moodle for more information.	<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>
Final Exam Assessment Format: Individual	40%	Start Date: University exams period Due Date: University exams period	<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></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 tutorials, you stand to gain 1 mark. The final mark for this component will be extrapolated to 10%

Assesses: PLO1, PLO2, PLO6, PLO7

#### **Course Learning Outcomes**

- CLO1 : Explain how Business Process Management enables organisational strategy and design using Information Technology and other resources.
- CLO2 : Document processes using a Business Process Modeling and Notation (BPMN).
- CLO3 : Analyse the performance of processes using a variety of quantitative and qualitative tools and methods.

#### **Submission notes**

TBC

#### **Assignment submission Turnitin type**

Not Applicable

### **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.

Assesses: PL01, PL03, PL05, PL07

BCom students: myBCom course points for PL03

#### **Course Learning Outcomes**

- CLO1 : Explain how Business Process Management enables organisational strategy and design using Information Technology and other resources.
- CLO2 : Document processes using a Business Process Modeling and Notation (BPMN).

#### **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.

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6, PLO7

BCom students: myBCom course points for PLO7

#### Course Learning Outcomes

- CLO1 : Explain how Business Process Management enables organisational strategy and design using Information Technology and other resources.
- CLO2 : Document processes using a Business Process Modeling and Notation (BPMN).
- CLO3 : Analyse the performance of processes using a variety of quantitative and qualitative tools and methods.
- CLO4 : Propose and plan a process improvement solution.

#### Submission notes

TBC

#### Assessment information

Students teams are expected to plan ahead and to be able to balance out a missing member without an extension. An extension will not be granted for team projects/assignments.

#### Assignment submission Turnitin type

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

## **Final Exam**

#### Assessment Overview

The final exam will cover all material discussed in the course, the lecture notes, workshop discussion, the assignments, case studies and the required readings. The exam will focus on an

informed and well-reasoned argument that shows student's ability to understand the concepts of Business Process Management via an essay type and case-based questions.

Assesses: PLO1, PLO2, PLO3, PLO5, PLO6

BCom students: myBCom course points for PLO6

#### **Course Learning Outcomes**

- CLO1 : Explain how Business Process Management enables organisational strategy and design using Information Technology and other resources.
- CLO2 : Document processes using a Business Process Modeling and Notation (BPMN).
- CLO3 : Analyse the performance of processes using a variety of quantitative and qualitative tools and methods.
- CLO4 : Propose and plan a process improvement solution.

#### **Submission notes**

To be confirmed

#### **Assignment submission Turnitin type**

This is not a Turnitin assignment

## **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 1 : 12 February - 18 February	Module	Week 1 Module due before Week 1 Lecture
	Lecture	Introduction to Business Process Management + Process Identification
	Workshop	Process Identification
	Assessment	Class Preparation and Participation (Practice quiz is not graded)
Week 2 : 19 February - 25 February	Module	Week 2 Module due before Week 2 Lecture
	Lecture	Process Discovery: Essential Process Modeling
	Workshop	Process Discovery: Essential Process Modeling
	Assessment	Class Preparation and Participation
Week 3 : 26 February - 3 March	Module	Week 3 Module due before Week 3 Lecture
	Lecture	Process Discovery: Advanced Process Modeling
	Workshop	Process Discovery: Advanced Process Modeling
	Assessment	Class Preparation and Participation
Week 4 : 4 March - 10 March	Module	Week 4 Module due before Week 4 Lecture
	Lecture	Process Mining and Analysis Approaches
	Workshop	Process Mining and Analysis Approaches
	Assessment	Class Preparation and Participation Individual Assignment due (Part A)
Week 5 : 11 March - 17 March	Module	Week 5 Module due before Week 5 Lecture
	Lecture	Process Mining and Analysis Approaches
	Workshop	Process Mining and Analysis Approaches
	Assessment	Class Preparation and Participation
Week 6 : 18 March - 24 March	Lecture	Flexibility week (No class)
Week 7 : 25 March - 31 March	Module	Week 7 Module due before Week 7 Lecture
	Lecture	Process Mining and Analysis Approaches
	Workshop	Process Mining and Analysis Approaches
	Assessment	Class Preparation and Participation Team Case Study due (Part B)
Week 8 : 1 April - 7 April	Module	Week 8 Module due before Week 8 Lecture
	Lecture	Process Redesign: Development approaches
	Workshop	Process Redesign: Development approaches
	Assessment	Class Preparation and Participation
Week 9 : 8 April - 14 April	Module	Week 9 Module due before Week 9 Lecture
	Lecture	Process Redesign: Implementation approaches
	Group Activity	Group activity in tutorial/workshop class (attendance is mandatory)
	Assessment	Class Preparation and Participation
Week 10 : 15 April - 21 April	Lecture	Case study review and wrap up
	Workshop	Case study review and wrap up
	Assessment	Class Preparation and Participation Team Case Study due (Part C)
	Presentation	Project presentations in tutorial/workshop class (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: (available online via UNSW Library)

- 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	TBA	No	Yes
Tutor	John D'Ambra				TBA	No	No
Head tutor	Frieda Maher				TBA	No	No
Tutor	Maria George				TBA	No	No

## 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.