

Creighton University

COURSE: ITM 787 Business Process Management - Online
INSTRUCTOR: Dr. George Royce
OFFICE HOURS: I will be available to take chat/IM and calls on Monday from 5:30 to 6:30 CST, Tuesday from 5:30 to 6:30 CST and Saturday from 10:30 to 11:30 CST (my website <http://roycesite.com/george> for any changes in these hours). You can also email me and we can set up a time to discuss any questions you have.
PHONE and IM: Cell phone is 402-312-7929. You can also connect with Skype: gkroyce, and gtalk or my gmail. I also use Microsoft IM (george.royce@live.com). I prefer IM over email if you are comfortable with IM but email is acceptable.
E-Mail georgeroyce@creighton.com or george.royce@gmail.com

Course Description:

As Jack Welch put it “The power of your company is contained in the processes themselves.” This course is designed to provide the student with the tools they need to effectively analyze, improve, and redesign business processes to improve business performance. Students will learn and use business process management techniques such as business modeling, six sigma techniques and change management. Case studies, practical hands on experience with business process modeling techniques and tools will be used in class to prepare the student for a business process management project in which the students will work with a company or public institution to evaluate their current processes and develop process recommendations for this institution, a plan to implement these changes and a change management plan to gain the buy in of the employees and stakeholders.

Prerequisites:

ITM 731

Objectives:

After taking this course, a student will, among other things, be able to:

1. Use techniques to identify, document and measure the effectiveness and efficiency of current business processes.
2. Work with employees, stakeholders and a sponsor to develop improved business processes.
3. Using business process modeling tools, determine that the new process will substantially improve the business processes and outcomes.
4. Develop a cost benefit analysis for the proposed changes.
5. Conduct a business process management engagement with a team of employees.
6. Recommend technology solutions which can improve the business processes you have studied.
7. Develop an effective change management plan to make the process changes and obtain the buy in of the sponsor of the change, stakeholders and employees.

Text:

Business Process Change – A Guide to Business Managers and BPM and Six Sigma Professionals by Paul Harmon. Morgan Kaufman Publishers, 2007, 2nd Edition, ISBN 978-0-12-374152-3.

Switch: How to Change Things When Change Is Hard by Chip and Dan Heath, 2010. ISBN-13: 978-0385528757. (consider ordering the audio book if you are an audio learner).

Additional References:

1. This is a great book if you want more detailed information on lean six sigma but is not required for the class: Lean Six Sigma for Service by Michael L George, 2003. The ISBN is 0-07-141821-0.
2. Lean Hospitals – Improving Quality, Patient Safety and Employee Satisfaction by Mark Graben, 2009. The ISBN is 978-1-4200-8380-4.
3. Improving Healthcare Quality and Cost with Six Sigma by Dr. Brett E. Trusko, Carolyn Pexton, Dr. H. James Harrington, Paveen Gupta, 2007. ISBN: 0-13-174171-3

Grading:

Activity	Points
Class Discussion – responses to questions raised and questions you post for me and the class to answer each week.	140
Class Activities – these are class activities which help you learn the concept we cover each week in class. In the last 4 weeks of the class they are also first drafts of deliverables for your process improvement project	330
Assignment 1 – Business Process Improvement Project – Case study – be sure to have one that includes some kind of technology improvement with the process improvement – Check out HBR for Case studies DMAIC case studies and those provided	140
Assignment 2 – Cloud Based Workflow Assignment	160
Assignment 3 – Business Process Improvement Project	230
Total	1000

Class Policies:

Late Assignments: 10% deduction per day late. Assignments will not be accepted after a week late.

Cheating – If you copy another person's work in whole or in part, you will receive no credit for the assignment. If you allow your work to be copied by another person, you will receive no credit for the assignment. Two such incidents can result in a failing grade for the course.

Class Outline:

Week	Title	Description
Week 01	Getting Acquainted & Introduction to Business Process Management	<p>Readings:</p> <ul style="list-style-type: none"> • Harmon Chapters 1, 2, and 3 <p>Power Point Slides</p> <ul style="list-style-type: none"> • ITM 787 BPM - Introduction and Overview • ITM 787 BPM - Methodology <p>Week 01 - Discussion</p> <p>Week 01 - Fabric of Change Assignment</p> <p>Week 01 - Case Study Assignment - Select Topic</p>
Week 02	Swim Lane Diagrams and Activity Based Costing	<p>Readings:</p> <ul style="list-style-type: none"> • Harmon Chapters 4, 5, and 6 <p>Power Point Slides</p> <ul style="list-style-type: none"> • ITM 787 BPM - Modeling Organizations and Processes <p>Week 02 - Discussion</p> <p>Week 02 - Dewey and How Assignment</p> <p>Week 02 - Loan Process Assignment</p>
Week 03	Introduction to Lean Six Sigma for Service and the DEFINE in DMAIC	<p>Readings:</p> <ul style="list-style-type: none"> • Harmon Chapters 4, 5, and 6 • Heath and Heath Chapter 1 <p>Power Point Slides</p> <ul style="list-style-type: none"> • ITM 787 BPM -Introduction to Lean Six Sigma for Service • ITM 787 BPM - DMAIC Define <p>Week 03 - Discussion</p>

		Week 03 - Six Sigma Problem Worksheet Week 03 - DMAIC Define Exercises
Week 04	Lean Six Sigma for Service and MEASURE in DMAIC	Readings: <ul style="list-style-type: none"> • Harmon Chapters 10 and 11 • Heath and Heath Chapter 2 Power Point Slides <ul style="list-style-type: none"> • ITM 787 BPM - DMAIC Measure • ITM 787 BPM - DMAIC Analyze Week 04 - Discussion Week 04 - Six Sigma Problem Worksheet Week 04 - Case Study Assignment Due
Week 05	Project and Change Management	Readings: <ul style="list-style-type: none"> • Harmon Chapter 12 • Heath and Heath Chapter 3 and 4 Power Point Slides <ul style="list-style-type: none"> • ITM 787 DMAIC Analyze Part 2 and Improvement • ITM 787 BPM - Project Management With A Focus on Agile and Scrum Techniques Week 05 - Discussion Week 05 - Six Sigma Problem Worksheet Week 05 - Business Process Improvement Project - Project Plan Due
Week 06	Change Management and Introduction to Automation Workflow	Readings: <ul style="list-style-type: none"> • Heath and Heath Chapters 5, 6 and 7 Power Point Slides <ul style="list-style-type: none"> • ITM 787 BPM - Change and Communication Management • ITM 787 BPM - Cloud Based BPM

		<p>Week 06 - Discussion</p> <p>Week 06 - Change Management Questions</p> <p>Week 06 - Business Process Improvement Project - Change Management Plan Due</p> <p>Week 06 - Business Process Improvement Project - Communication Plan Due</p>
Week 07	Tools and Technology to Support BPM - Part 1	<p>Readings:</p> <ul style="list-style-type: none"> • Harmon Chapters 15 and 16 <p>Power Point Slides</p> <ul style="list-style-type: none"> • ITM 787 BPM Systems • ITM 787 Portals and BPM <p>Week 07 - Discussion</p> <p>Week 07 - Cloud Based Workflow Application Integration Assignment Due</p>
Week 08	Tools and Technology to Support BPM - Part 2	<p>Readings:</p> <ul style="list-style-type: none"> • None <p>Power Point Slides</p> <ul style="list-style-type: none"> • ITM 787 BPM - B2B Integration • ITM 787 BPM rule based systems <p>Week 08 - Business Process Improvement Project Due</p>