

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, Friday from 5:00 to 6:00 CST and Saturday from 9 to 10 AM CST (check 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 Oovoo: groyce, 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.	150
Weekly 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	300
Assignment 1 – Business Process Improvement Project Case study – Check out HBR for case studies of using Six Sigma, Lean methods, and other major process improvements. Also, use your own company and write up your own case study.	140
Assignment 2 – Cloud Based Workflow Assignment	160
Assignment 3 – Business Process Improvement Project	250
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.

Course Schedule

Week	Title	Description
Week 01	Getting Acquainted & Introduction to Business Process Management	<p>Read: Harmon Chapters 1, 2, and 3 and the Fabric of Change Article from Cargill</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM - Introduction and Overview • ITM 787 BPM - Methodology <p>Submit by midnight Sunday May 6th:</p> <ul style="list-style-type: none"> • Answers to Week 1 blog questions • Send me an email with your Assignment 1 case study topic by Sunday at Midnight.
Week 02	Swim Lane Diagrams and Activity Based Costing	<p>Read: Harmon Chapters 4</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM – Modeling Organizations and Processes <p>Submit by midnight Sunday May 13rd:</p> <ul style="list-style-type: none"> • Answers to Week 2 blog questions • Dewey and Howe Activity • Loan Process Assignment
Week 03	Introduction to Lean Six Sigma for Service and the DEFINE in DMAIC	<p>Read: Harmon Chapters 5 and 6, Heath Chapter 1</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM -Introduction to Lean Six Sigma for Service • ITM 787 BPM - DMAIC Define <p>Submit by midnight Sunday May 20th:</p> <ul style="list-style-type: none"> • Answers to Week 3 blog questions • Six Sigma Problems
Week 04	Lean Six Sigma for Service and MEASURE in DMAIC	<p>Read: Harmon Chapters 10 and 11, Heath Chapter 2</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM –DMAIC Measure • ITM 787 BPM - DMAIC Analyze <p>Submit by midnight Sunday May 27th:</p> <ul style="list-style-type: none"> • Answers to Week 4 blog questions • Six Sigma Problem Worksheet • Assign 1 – Case study Assignment Due
Week 05	Project and Change Management	<p>Read: Harmon Chapters 12, Heath Chapter 3 and 4</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM –DMAIC Analyze Part 2 and Improvement • ITM 787 BPM – Project Management With a Focus on Agile and Scrum Techniques

		<p>Submit by midnight Sunday June 3rd:</p> <ul style="list-style-type: none"> • Answers to Week 5 blog questions • Six Sigma Problem Worksheet • Milestone 1 of assignment 3 is due
Week 06	Change Management and Introduction to Automation Workflow	<p>Read: Harmon Chapters 12, Heath Chapter 5, 6 and 7</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM –Human Change Management • ITM 787 BPM – Cloud Based BPM <p>Submit by midnight Sunday June 10th:</p> <ul style="list-style-type: none"> • Assignment Answers to Week 6 blog • Assign 2 - Cloud Based Workflow Application Integration Assignment Due • Milestone 2 of assignment 3 is due
Week 07	Tools and Technology to Support BPM - Part 1	<p>Read: Harmon Chapters 12, Heath Chapter 5, 6 and 7</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM – BPM Systems • ITM 787 BPM – Portals and BPM <p>Submit by midnight Sunday June 17th:</p> <ul style="list-style-type: none"> • Assignment Answers to Week 7 blog • Milestone 3 of Assignment 3 is due
Week 08	Tools and Technology to Support BPM - Part 2	<p>Read: none</p> <p>Watch and Review Slides from:</p> <ul style="list-style-type: none"> • ITM 787 BPM – BPM Integration • ITM 787 BPM – BPM Rule Based Systems <p>Submit by midnight Sunday June 24th:</p> <ul style="list-style-type: none"> • Assign 3 - Business Process Improvement Project Due. (Schedule your Presentation Time)