



THE UNIVERSITY OF
WESTERN AUSTRALIA
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Unit Outline*

INMT8504

Business Process Management

**Semester I, 2011
Crawley**

Associate Professor Nick Letch



Business School

www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School **Unit Outline Supplement** available on the Current Students web site <http://www.business.uwa.edu.au/students>

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UNIT DESCRIPTION

Introduction

Welcome to Business Process Management INMT8504. This postgraduate unit introduces the “process-oriented” perspective of organisations and discusses how information and communication technologies can be used to design and manage efficient and effective business processes. This unit is of relevance to any student or manager (regardless of their background) who is interested in understanding and participating in business process management projects that cross traditional functional lines.

Unit content

This unit examines concepts of Business Process Management (BPM) and analytical tools that can be used to model, analyse, understand and design business processes. Strategic and tactical issues involved with a process-oriented perspective on enterprises and their IT-applications are addressed. Based on foundation concepts drawn from approaches such as Business Process Reengineering, process innovation, and strategic information systems, students will examine techniques for the identification and modelling of relevant processes. The increasingly critical role of enterprise systems (eg SAP) in support of business processes will also be investigated.

The goal of the unit

The goal of this unit is to provide students with a background to the fundamental and emerging issues surrounding Business Process Management, to clarify the how various fields of study contribute to the implementation of BPM programs, and to enable students to participate in BPM projects.

Learning outcomes

On completion of this unit, you should be able to:

- Identify the strategic, tactical and operational roles of Business Process Management in organisations;
- Identify, model and analyse processes in a business organisation;
- Develop business process models using BPMN
- Understand the nature and evolution of enterprise architectures
- Appreciate the complexity and integration of business processes in an ERP environment
- Participate in and effectively contribute toward implementing and managing IT-enabled change programs

Educational principles and graduate attributes

In this unit, you will be encouraged and facilitated to develop the ability and desire to:

- Critically evaluate and design business processes
- Evaluate the role of emerging information technologies in supporting business processes
- Develop effective team-based communication skills through working in a group BPM project
- Demonstrate independent learning through weekly reflective journal activities

TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

This unit will be based around a weekly meeting of the class in a seminar environment. The primary topics of interest will be delivered through interactive lectures and supplemented with in-class discussion and exercises. In preparation for each seminar it is expected that all students have read the essential reading for that week and are prepared to participate in discussion.

In order to cover issues and perspectives beyond those covered in the text and essential readings, several academic papers and case studies will also be discussed during class.

A core aspect of Business Process Management involves the modelling of business processes and workflows. During semester, a selection the major process modelling techniques and approaches will be examined and students will have the opportunity to apply these techniques using appropriate modelling software.

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit -The Student Perception of Teaching (SPOT) and the Students' Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

Attendance

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that 'to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials'. Where a student, due to exceptional circumstances, is unable to attend a scheduled class, they are required to obtain prior approval of the unit coordinator to be absent from that class. Any student absent from class without having had such absence approved by the unit coordinator may be referred to the faculty for advice and may be required to withdraw from the unit.

CONTACT DETAILS

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

Unit coordinator/lecturer	
Name:	Associate Professor Nick Letch
Email:	Nick.Letch@uwa.edu.au
Phone:	6488 3741
Consultation hours:	Available most days <i>by appointment</i>
Lecture times:	Thursday 5.00pm – 8.00pm
Lecture venue:	BUSN:EYLT

About your lecturer, Nick Letch

Nick Letch is an Associate Professor at the UWA Business School where he teaches and researches in the field of Business Information Systems. His PhD thesis investigated public sector information systems and in particular their support for citizen-administration relationships. He has published and presented his research in a range of national and international forums on topics such as e-Government, socio-technical networks, knowledge management, online social networks, and the digital divide. He has also provided consultancy services to government and private sector organisations in areas such as database design and development, information systems evaluation and information systems management and governance.

TEXTBOOK(S) AND RESOURCES

Unit website

<http://www.webct.uwa.edu.au>

Recommended/required text(s)

The required text for this unit is:

Harmon, Paul (2007) *Business Process Change : A Guide for Business Managers and BPM and Six Sigma Professionals* (2nd edition). Morgan Kaufmann Publishers.

Software requirements

Laboratory exercises and assignment work during semester will make use of Signavio process modelling software. This is a web-based application to which you will be granted an account for academic purposes.

To demonstrate processes in an ERP environment, students will also complete exercises using SAP ERP 6.0. An account for accessing this software in the Business School computer laboratory will be assigned to you during semester.

Note that no prior knowledge of the above software is required.

Additional resources & reading material

Additional resources and discussion readings will be made available in-class and from the unit WebCT site.

You are encouraged to make use of the resources available from the BPTrends website:

www.bptrends.com

The following books provide complementary perspectives on the topics covered in the course:

Becker, Jorg, Kugeler, Martin & Rosemann, Michael (2003) *Process Management: A Guide for the Design of Business Processes*, Springer-Verlag

A comprehensive (yet somewhat technically –oriented) coverage of issues in BPM.

Dumas, Marlon, van der Aalst, W.M. & ter Hofstede (2005) *Process-Aware Information Systems*. John Wiley and Sons

A technically oriented book providing coverage of various detailed process modelling languages and techniques

Jeston, J. & Nelis, Johan (2006) *Business Process Management: Practical Guidelines to Successful Implementations*

A practitioner-oriented book which provides useful guidance for conducting BPM projects

El Sawy, Omar A. (2001) *Redesigning Enterprise Processes for e-Business*. McGraw-Hill

Provides an ERP driven analysis of business processes

Grosskopf, Decker and Weske (2009) *The Process: Business Process Modelling using BPMN*, Megan-Kiffer Press.

An easy-to-read “story” of a process analyst learning and use of BPMN

Sharp and McDermott (2001) *Workflow Modeling: Tools for Process Improvement and Application Development*

A guide to process and workflow modelling which takes the reader through activities in analysis and design. Provides a good link with traditional systems development approaches

Seppanen, Marvic S., Kumar, Sameer & Chandra, Charu (2005) *Process Analysis and Improvement: Tools and Techniques*. McGraw-Hill

Includes management science techniques of use in process improvement projects

Ward and Peppard (2004) *Strategic Planning for Information Systems*,. John Wiley & Sons

Provides good background to management strategies and strategic IS management – including discussion of early BPR issues.

UNIT SCHEDULE

Week	Date	Lecture Topic	Lecture Reading	Discussion Reading / Exercise
1	3 March	Unit Introduction What is BPM? The Evolution of BPM	Harmon Introduction; Chapter 1	Jeston and Nellis (2006) "How to Demystify BPM"
2	10 March	Business Strategy and Value Chain Analysis	Chapter 2	Kung and Hagen (2007) "The Fruits of Business Process Management"
3	17 March	Enterprise Architecture / Process Architecture and Business Strategy	Harmon Chapter 3,4 Moller (2009) Enterprise Architecture and Infrastructure	Palmberg (2010) Experiences of Implementing Process Management: A Multiple Case Study Hammer (2007) "The Process Audit"
4	24 March	Process Modelling – Introduction to BPMN	Harmon Chapter 8; 9	BPMN laboratory exercises
5	31 March	Process analysis	Harmon Chapter 10	BPMN laboratory exercises
6	7 April	Process Analysis and Design (BPM Case study discussion)		Tilquist (2002) "Rules of the Game"
7	14 April	ERP Driven Process Design Intro to SAP	Harmon Chapter 17	SAP Navigation exercise
8	21 April	SAP Global Bike Case	Moller Enabling Technologies for BPM	SAP Sales and Distribution Exercise
	28 April	Study break		
9	5 May	Six Sigma and Lean	Harmon Chapter 11; 12	Prabhakar Kaushik and Dinesh Khanduja (2009) "Application of Six Sigma DMAIC Methodology in Thermal Power Plants: A Case Study."
10	12 May	BPM Implementation and Governance	Harmon Chapter 7 Handout	Rosemann (2008) The Service Portfolio of a BPM Centre of Excellence
11	19 May	BPM Technology (BPM Suites)	Harmon Chapter 15; 16	Brahe (2007) BPM on Top of SOA: Experiences from the Financial Industry
12	26 May	Project Presentations / Review		
13	2 Jun	Review Questions Preparation		

Note that the order of topics and readings may vary depending on unforeseen circumstances.

ASSESSMENT MECHANISM

The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Assessment mechanism summary

Item	Weight	Due Date	Learning Outcomes Addressed	Educational Principles Addressed
Seminar Participation	10%	Ongoing	1 – 6	
BPMN exercises	10%	11 th April	2, 3	1
SAP exercises	10%	2 nd May	5	2
BPM topic reflective analysis	20%	18 th April (1-6) 1 st June (7-11)	1, 2, 4	2, 4
Process Analysis Poster	20%	Proposal 7 th April Presentation 26 th May	5	1, 3
Review Questions	30%	2 nd June	1-6	1,2

Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may 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, and the outcome will not affect your grade for the unit.

Assessment components

Seminar Participation

You are required to participate actively in the seminars - especially in the interactive discussions of assigned case studies and readings. In order to successfully participate in certain class exercises, you may be asked to read selected case study material or complete various tasks in the week before a particular tutorial. You will also be assessed on evidence of your general preparation (keeping up with relevant readings and demonstrating knowledge of the 'theory' underlying a particular tutorial topic and ability to contribute to class discussion. You will be called upon in class from time to time, to share findings from your "BPM Reflective Analysis" (see below).

The marking criteria for this assessment component can be viewed on the WebCT grading form.

Laboratory Exercises

Some seminars will be based in the computer laboratory in order to work through and complete software-based exercises. You will be provided with sufficient instruction in the use of the software to enable you to complete the exercises in BPMN modelling and SAP business process use. You will need to demonstrate to your instructor that you have completed these exercises and submit evidence via WebCT.

BPM Reflective Analysis

This assessment will be a personal reflection and analysis of your ongoing work and personal throughout the semester. The general format for your submission will take the form an interactive 'blog style' electronic document.

The journal will be submitted via the WebCT submission system on two separate dates during semester. The first submission will focus on topics discussed in weeks 1-6 and the second submission on topics discussed in weeks 7-11. In each submission you will select three topics on which to base your reflections. Each submission will include:

- A Brief overview of the topic, readings and activities related to the topic of choice
- Your own reflections regarding how the seminar activities contributed to your understanding of BPM. You may wish to refer to your own experience from work or observations of business processes that you have participated in or been involved with.
- Links to relevant articles, web sites or blog posts which relate to the issues discussed during class seminars. You should annotate any links or references to explain why you believe the link is of relevance

Your submissions will be assessed on the range, quality, and relevance of sources and the insight of your reflections. Each topic analysed should be 1-2 pages. Details of grading criteria are available on WebCT.

Process Analysis Poster - Group Assignment

In this assignment you will work in teams of 3 or 4 to analyse, model and potentially redesign a business process of a real life organisation. Your submission will take the form of a poster report which you will present to the class. The design of your poster report, will vary in content depending on the nature and context of the organisation and process that you are investigating. However, it should include a well justified analysis and discussion and make clear recommendations for the organisation's executive management.

It is suggested that you form a group early in semester and submit a project proposal outlining the organisation and process and/or BPM project that you will be undertaking by week 6 so that your instructor can advise with scoping the project.

In the final week of semester you will be required to present your project findings to the class.

Details of the poster and marking criteria will be available on WebCT.

Submission of assignments

All assignments should be submitted through the WebCT assignment submission system.

Student Guild

Phone: (+61 8) 6488 2295

Facsimile: (+61 8) 6488 1041

E-mail: enquiries@guild.uwa.edu.au

Website: <http://www.guild.uwa.edu.au>

Charter of Student Rights and Responsibilities

The Charter of Student Rights and Responsibilities outlines the fundamental rights and responsibilities of students who undertake their education at UWA (refer <http://handbooks.uwa.edu.au/undergraduate/poliproc/policies/StudentRights>).

Appeals against academic assessment

The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer <http://www.secretariat.uwa.edu.au/home/policies/appeals>).