



APPLIES TO ACADEMIC YEAR 2012/2013

## MAN 1641/1642/1643/1644 Business Process Management

### Programme

Master of Management in Lithuania

### Responsible for the course

Aurimas Pautienius

### Department

Department of Strategy and Logistics

### Term

According to study plan

### ECTS Credits

30

### Language of instruction

English

### Introduction

The program is designed for the managers who make decisions regarding core processes in organization on the daily basis, as it is essential to be able to initiate and implement the continuous improvement and learning while pursuing highest effectiveness and efficiency of company's activities. Methodological background of program is oriented to modern business process models and theories, and the best practices of the main business process implementation principles. Content and activities of program is concentrating on fundamental principles of BPM, BPM models and main techniques and tools.

### Objective

The program will offer participants research based strategic process approach and thinking – balancing process goals to strategic organizational goals, learn how to coordinate the core processes, learn how to apply process effectiveness control methods. Participants get in-depth understanding process alignment and architecture, combined with analytical and diagnostic skills regarding management issues at process management. They get practical skills in changing ineffective processes. Through experiential learning they acquire skills at using key process management and improvement methods.

#### Knowledge:

- Participants shall acquire scientifically based knowledge on business process change on strategic, systemic and process level.
- Participants shall acquire research based knowledge on the influence of various business process models (theory of constraints, BPMN, Lean, Six Sigma, TQM, ISO 900x, BSC, CMMI and others) and holistic models of process maturity in organizations and the effectiveness and efficiency of business processes.

#### Skills:

- Participants shall develop skills to analyze, systemize, transfer and adapt the acquired knowledge to the fields of core business process change, i.e. at the end of the course participants should be able to recognize ineffective process management and be able to change it.

#### Attitudes

- At the end of the course participants are expected to develop the processual – value chains view on the organization and to have the ability to recognize and measure process maturity and to recognize trends in organizations.

### Prerequisites

Bachelor degree or equivalent and 4 years of work experience. Please consult our Student regulations.

### Compulsory reading

### Recommended reading

### Course outline

Business process management.  
Process fundamentals and main parameters of the processes.  
Key criteria for achieving flow.

Complex flow situations.  
Push and Pull strategy.  
Processes in manufacturing and services.  
Operation process model, process flow characteristics: cycle time, throughput and inventory, impact of process characteristics to financial measures, measurement of process characteristics.  
Inventory management: order duration variation control, inventory limits control; process capability management:

Lean methodology. Its history, key principles of Lean philosophy, understanding the value stream, existing process mapping, mapping the desired state gap analysis. Root Cause Problem Solving for Continuous Learning. Plan-Do-Check-Act. Using A3 report. Lean implementation Strategies and Tactics. 6 sigma and customer relationship management. Impact of variation of characteristics of service operation to the process quality, causes of variation, statistical process control methods.  
Architecture of organization that is process managed: process maps, the methodologies of constructing process maps, process types, alignment of process structure to organizational structure, process hierarchy, process control points: inside and outside measures; management systems – adoption factors and outcomes, process management implementation, using IT. Continuous process improvements, continuous improvement success factors, improvement impetus. Types of transformation, means of continuous improvement, business reengineering. Organizational change towards sustainable development.  
Strategic business process management: benefit of process approach, systems thinking at process management, process approach as to value creation, principles of process approach, interrelationship of business process goals and organizational strategy, the business balanced scorecard deployment principles to business processes, organization's process management maturity. Roles at process management, managers role at process organization: leadership and accountability, delegation and empowerment in process management, control function at process management, human interrelationship management.

### **Computer-based tools**

None

### **Course structure**

The program is conducted through 16 course modules, a total of 128 lecturing hours. Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials.

### **Examination**

The students are evaluated through a term paper, counting 12 ECTS credits and an individual written exam, counting ECTS 18 credits. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this program as the final Master of Management Program the following applies:

The students are evaluated through an individual term paper, counting 18 ECTS credits and an individual written exam, counting ECTS 12 credits. Both evaluations must be passed to obtain a certificate for the program.

### **Examination code(s)**

MAN 16411 - term paper; accounts for 100 % of the grade to pass the program MAN 1641, 12 ECTS credits

MAN 16421 - 5 hour individual written exam; accounts for 100 % of the grade to pass the program MAN 1642, 18 ECTS credits

Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 16431 - individual term paper; accounts for 100 % of the grade to pass the program MAN 1643, 18 ECTS credits

MAN 16441 - 5 hour individual written exam; accounts for 100 % of the grade to pass the program MAN 1644, 12 ECTS credits;

Both evaluations must be passed to obtain a certificate for the program.

### **Examination support materials**

All support materials allowed.

### **Re-sit examination**

At the next ordinary exam.

## Additional information

### Compulsory literature (total 1848 pages)

- Harmon, P. (2007). Business process change. A guide for business managers and BPM and Six Sigma professionals, 2nd edition, Amsterdam: Morgan Kaufmann publishers. 549 p.
- Jeston, J., Nelis, J. (2008) Business process management. Practical guidelines to successful implementations. 2nd edition. Butterworth-Heinemann, 504 p.
- James P. Womack and Daniel T. Jones (2003). Lean Thinking Banish Waste and Create Wealth in Your Corporation, New York, NY: Second Edition, 379 p.
- Kaplan, Robert S., Norton, David, P. (2001). "The Strategy Focused Organization", Harvard Business School Press. 416 p.

### Recommended literature (total 4417 pages)

- Anupindi, Chopra, Deshmukh, Mieghem, Zemel (2009). Managing Business Process Flow. Pearson: Prentice Hall.
- The Birth of Lean (2009). Conversations with Taiichi Ohno. The Lean Enterprise Institute, Cambridge, MA, USA, 360 p
- Womack, J., Jones, M. (1997). Beyond Toyota. How to root out waste and pursue perfection. HBR. Article reprint No. 96511, 12 p.
- Basu, R. (2004). Implementing Quality: A Practical Guide. Thomson learning, 311 p.
- Grey, A., Leonard, J. (2007). Process Fundamentals. HBR Article R9696023, 18 p.
- Hammer, M. (2007). The Process Audit. HBS. Article R0704H, 17 p.
- Is This Process Performing Well? (2000) Harvard Management update. U0010C., 4 p.
- Laszlo, G.P. (1997). The role of quality cost in TQM. The TQM Magazine, 9(6).
- Lean Lexicon (E-BOOK). (2008). Compiled by C.Marchwinski, J.Shook and A.Schroeder. The Lean Enterprise Institute, Cambridge, MA, USA, 112 p.
- Liker, J.K, Meier, D. (2005). The Toyota Way Fieldbook. McGraw Hill, 476 p.
- Man, D. (2005). Creating the Lean culture. Productivity Press., 224 p.
- Managing Process Variability (2003). Darden Business Publishing, UV0426, 21 p.
- Measurement in Business Processes: A Systematic Review. Emerald Article, 21 p.
- Nave, D. (2002). How to Compare Six Sigma, Lean and the Theory of Constraints. HBR Article, 7 p.
- Norton, D., Kaplan, R. (1996). The Balanced Scorecard. Transforming Strategy into Action. HBSP., 322 p.
- Norton, D., Kaplan, R. (2008). Mastering the Management System. HBR Article, 17 p.
- Rummler G.A, Brache A.P. (1995) Improving performance. How to manage the white space on the organization chart. 2nd edition. Josey- Bass. 256 p.
- Shook, J. (2009). Learning to see. The Lean Enterprise Institute, Cambridge, MA, USA, 102 p.
- Shook, J. (2008) Managing to Learn. Using A3 management process to solve problems, gain agreement, mentor and lead. The Lean Enterprise Institute, Cambridge, MA, USA, 138 p.
- Swank, C.K. (2003). The Lean Service Machine. HBR Article, 8 p.
- The essentials of managing change and transition (2005). Boston: Harvard Business School Press, 265 p.
- Tojotos sėkmės kelias (2006). Kaunas: Smaltija. 382 p.
- José Moyano-Fuentes, Macarena Sacristán-Díaz, (2012) "Learning on lean: a review of thinking and research", International Journal of Operations & Production Management, Vol. 32 Iss: 5, pp.551 – 582.
- Stanislava Stungrienė, Operacijø valdymas, Vilnius, 2010, pp. 434.
- The Execution Premium: Linking Strategy to Operations for Competitive Advantage, Robert S. Kaplan, David P. Norton, 2008, Harvard Business School Press, 320 p.
- The Standard CMMI for Services: Guidelines, Addison-Wesley, 2009, 720 p.
- Business Process Management Common Body Of Knowledge, ABPMP, CreateSpace, 234 p.