



APPLIES TO ACADEMIC YEAR 2014/2015

MAN 1670/1671 Business Process Management

Programme

Responsible for the course

Dr. Darius Silingas

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 are responsible for implementing business strategy through business process analysis, (re)design, and continuous improvement in order to increase effectiveness and efficiency of organization's activities. The program gives a strong background in general business process management (BPM) principles, reviews major BPM methodologies and techniques (Total Quality Management, Six Sigma, BPTrends, Lean, business process automation, customer-centric business processes, and business process innovation), and provides practical guidelines how to implement BPM in organizations by establishing BPM program and a dedicated center of excellence (CoE) to support it. The program aims to provide a healthy balance between theory and practice, leverage practical case-driven learning, and reflect the most recent global trends in BPM research and practice.

Learning outcome

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 knowledge about business process management as a holistic management approach to implement business strategy by improving organization's effectiveness and efficiency;
- Participants shall acquire knowledge of the most popular BPM methods (TQM, BPTrends, Lean, Six Sigma, business process automation) and their practical implementation;
- Participants shall acquire knowledge of business process maturity and the best practices in realizing business process changes in organizations.

Skills:

- Participants shall develop skills to identify, visualize, analyze, and design business processes;
- Participants shall develop skills to build business process architectures and identify the business processes that organization must excel at in order to realize its business strategy;
- Participants shall develop skills to assess organization's maturity in managing its business processes and recommend the most appropriate BPM methods for realizing business process changes.

Attitudes

- Participants shall gain attitude for increasing value and reducing waste in business processes;
- Participants shall gain attitude for a strategy-driven business processes improvement;
- Participants shall gain attitude for continuous improvement of business processes.

Prerequisites

Bachelor degree, corresponding to 180 credits from an accredited university, university college or similar educational institution.

The applicant must be at least 25 years of age.

At least four years of managerial work experience.

Motivation evidence to accomplish study requirements.

At least upper intermediate level of English.

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.

Total quality management and process standardization. Process audit. 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.

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-D-Check-Act. Using A3 report. Lean implementation Strategies and Tactics.

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, success factors, improvement impetus. Continuous change vs. innovative transformations. 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

Learning process and workload

The program is conducted through 16 course modules, a total of 128 lecturing hours. Project tutorials differ in each Master of Management module. 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 10 ECTS credits and an individual 5 hour written exam, counting ECTS 20 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.

Examination code(s)

MAN 16701 - Term paper; accounts for 100 % of the grade to pass the program MAN 1670, 10 ECTS credits

MAN 16711 - Individual written exam; accounts for 100 % of the grade to pass the program MAN 1671, 20 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)

1. 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.
3. 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.
4. Kaplan, Robert S., Norton, David, P. (2001). "The Strategy Focused Organization", Harvard Business School Press. 416 p.

Recommended literature (total 4417 pages)

1. 2. Jeston, J., Nelis, J. (2013) Business process management. Practical guidelines to successful implementations. 3rd edition. Routledge, 640 p.

- Anupindi, Chopra, Deshmukh, Mieghem, Zemel (2009). *Managing Business Process Flow*. Pearson: Prentice Hall.
2. *The Birth of Lean* (2009). Conversations with Taiichi Ohno. The Lean Enterprise Institute, Cambridge, MA, USA, 360 p
 3. Womack, J., Jones, M. (1997). *Beyond Toyota*. How to root out waist and pursue perfection. HBR. Article reprint No. 96511, 12 p.
 4. Basu, R. (2004). *Implementing Quality: A Practical Guide*. Thomson learning, 311 p.
 5. Grey, A., Leonard, J. (2007). *Process Fundamentals*. HBR Article R9696023, 18 p.
 6. Hammer, M. (2007). *The Process Audit*. HBS. Article R0704H, 17 p.
 7. *Is This Process Performing Well?* (2000) Harvard Management update. U0010C., 4 p.
 8. Laszlo, G.P. (1997). *The role of quality cost in TQM*. The TQM Magazine, 9(6).
 10. Liker, J.K, Meier, D. (2005). *The Toyota Way Fieldbook*. McGraw Hill, 476 p.
 11. Mann, D. (2005). *Creating the Lean culture*. Productivity Pres., 224 p.
 12. *Managing Process Variability* (2003). Darden Business Publishing, UV0426, 21 p.
 13. *Measurement in Business Processes: A Systematic Review*. Emerald Article, 21 p.
 14. Nave, D. (2002). *How to Compare Six Sigma, Lean and the Theory of Constraints*. HBR Article, 7 p.
 15. Norton, D., Kaplan, R. (1996). *The Balanced Scorecard. Transforming Strategy into Action*. HBS, 322 p.
 16. Norton, D., Kaplan, R. (2008). *Mastering the Management System*. HBR Article, 17 p.
 17. 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.
 18. Shook, J. (2009). *Learning to see*. The Lean Enterprise Institute, Cambridge, MA, USA, 102 p.
 19. 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.
 20. Swank, C.K. (2003). *The Lean Service Machine*. HBR Article, 8 p.
 21. *The essentials of managing change and transition* (2005). Boston: Harvard Business School Press, 265 p.
 23. 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.
 25. *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*, Robert S. Kaplan, David P. Norton, 2008, Harvard Business School Press, 320 p.
 26. *The Standard CMMI for Services: Guidelines*, Addison-Wesley, 2009, 720 p.
-
26. Franz, P., Kirchmer, M. *Value-Driven Business Process Management: The Value-Switch for Lasting Competitive Advantage*. McGraw-Hill, 2013, 240 p.
 27. Ohtonen, J. *You Think You Are Doing Well? Become a Winner with Customer-Centric Process Leadership!* Glamor Publishing, 2013, 168 p.
- Freund, J., Ruecker, B. *Real-Life BPMN: Using BPMN 2.0 to Analyze, Improve, and Automate Processes in Your Company*. CreateSpace, 2012, 232 p.
- Sinur, J., Odell, J., Fingar, P. *Business Process Management: The Next Wave*. Meghan-Kiffer Press, 2013, 280 p.