

# Xavier Institute of Management, Bhubaneswar

## XIM University

<b>Course Name</b>	Business Process Management
<b>Programme</b>	EMBA-BM
<b>Batch</b>	2021-2022
<b>Term</b>	4
<b>Credits</b>	3
<b>Course Instructor</b>	Dr. Ajit Kumar

### Course Introduction and Objectives

Business Process Management (BPM) is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary performance measures such as cost, quality, service, and speed. BPM advocates that enterprises return to the basics and re-examine their very roots and aim for total reinvention. BPM redesigns strategic and value-added processes that transcend organizational boundaries. This course is to familiarize students with Business Process Management. Moreover, to improve productivity and reduce the cost of operations, many organizations automate their processes. The course would be helpful to those who aspire to be a Business Analyst/Consultant.

### Course Content

- Course Introduction
- Business Process
- Business Process Management
- Process Transformation
- BPM Transformation

## Course Learning Outcomes (CLO)

- CLO1: In a given situation, students will be able to understand basic concepts related to business process and business process management
- CLO2: In a given situation, students will be able to design business processes
- CLO3: In a given situation, students will be able to automate business processes using emerging technologies, such as AI, Blockchain, and IoT

## Reading and References

Fundamentals of Business Process Management - Marlon Dumas, Marcello La Rosa

## Pedagogy and Students Workload

The course has 20 sessions. Each session is for 90 minutes. The sessions are aligned with the book chapter, cases, and articles. The instructor will deploy a lecture, short case discussion, and class exercise in all sessions to achieve the course's learning outcomes. The purpose of class exercises and case studies is to grasp the concepts being discussed. As the BPM is a highly evolving area (changes are happening daily), the instructor will provide customized and up-to-date case-let and exercise during the study. The students are expected to devote a minimum of 3-5 hours per week apart from classroom sessions.

## Session Plan

Session	Topic	Session Learnings	Reading Materials
1-3	<b>Course Introduction</b>	<ul style="list-style-type: none"><li>• Demand and Supply</li><li>• Maximize Profit (Efficiency, Effectiveness, Competitiveness, Sustainability)</li><li>• Maximize Utility (Innovation)</li><li>• Resource-Based View of Organization (Internal Analysis)</li></ul>	<ul style="list-style-type: none"><li>• Customized Class Exercise and Case-let</li><li>• Handout</li></ul>

		<ul style="list-style-type: none"> <li>• Industrial Organization Theory (External Analysis)</li> <li>• System's View of Business Organization - Leavitt's System Model</li> <li>• DIKW</li> <li>• Let Us Combine the Two – DIKW+ Leavitt's System Model</li> <li>• Function's View of the Organization</li> <li>• Process View of Business Organization</li> <li>• The Abernathy – Utterback Model, Ansoff, BCG, PLC</li> <li>• Setting the Context - Connecting the dots...</li> <li>• Riding on the First Wave</li> <li>• Riding on the Second Wave</li> </ul>	
4	<b>Business Process – WHY</b>	<ul style="list-style-type: none"> <li>• Need of business processes <ul style="list-style-type: none"> <li>○ Ford Accounts Payable Process</li> <li>○ New Life Insurance Policy Application Process at Mutual Benefits Life Before Reengineering</li> <li>○ Capital Holding Company - Direct Response Group</li> <li>○ Queue Process</li> <li>○ Taco Bell</li> <li>○ Amazon Experience</li> <li>○ Garbage Disposal</li> <li>○ Trolley Management</li> <li>○ Allroad</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Customized Class Exercise and Case-let</li> </ul>

5	<b>Business Process – WHAT</b>	<ul style="list-style-type: none"> <li>• Widely Accepted Meaning of Business Process</li> <li>• Good or Bad Business Process</li> <li>• Business Process – Preliminary and Detailed Definition</li> <li>• What features make a business process good</li> <li>• Examples of Business Processes</li> <li>• Ingredients of a Business Process</li> </ul>	<ul style="list-style-type: none"> <li>• Handout</li> </ul>
6-15	<b>Process Transformation – HOW</b>	<ul style="list-style-type: none"> <li>• Business Process Modeling – BPMN Tool</li> <li>• Process Discovery</li> <li>• Process Analysis</li> <li>• Process Redesign</li> <li>• Process Implementation</li> <li>• Process Monitoring and Control</li> </ul>	<ul style="list-style-type: none"> <li>• Handout</li> </ul>
16-19	<b>BPM Transformation –Why, What, and HOW</b>	<ul style="list-style-type: none"> <li>• Process Identification of BPM Lifecycle</li> <li>• Steps of Process Identification <ul style="list-style-type: none"> <li>○ Designation <ul style="list-style-type: none"> <li>▪ Enumerate Main Process</li> <li>▪ Determine Scope</li> </ul> </li> <li>○ Prioritization</li> </ul> </li> <li>• Pitfalls of Process Identification</li> <li>• Reference Models for Business Process Identification</li> <li>• BPM Maturity Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Customized Class Exercise and Case-let</li> </ul>
20.	Course Summary		

## Assessment Scheme

Component	Weightage (%)	Assessment of Course Learning Outcome(s) (CLO)
Quizzes	30%	CLO1
Assignment	30%	CLO2
End-Term	40%	CLO1 CLO2 CLO3

## Academic Discipline and Integrity

- Attendance: I will mark you ABSENT if you are not present in the classroom at the time of attendance. The attendance policy of the school will be enforced.
- Class participation: I suppose you to take part in the class discussion.
- Plagiarism: You will be awarded ZERO if plagiarism is detected in your assignment/project.
- Assignment and project submission dates: Students should adhere to assignment/project submission deadlines. I will entertain no reason if you miss the deadline.
- Content of the course: The faculty may modify the course outline/evaluation composition at his discretion during the course.

## Mapping Course Learning Outcomes (CLO) with the Program Learning Goals (PLG)

PLG#	Program Learning Goal	Trait	Addressed by Course	
			Yes	No
PLG1	Functional and Business Skills	The students will demonstrate understanding of elements of all functional areas	Yes	
PLG2	Analytical Skills	The students will use analytical techniques to identify a business problem and suggest a solution	Yes	

PLG3	Collaboration and teamwork attributes	The students will exhibit voluntary cooperation and effective teamwork in a group setting	Yes	
PLG4	Ethical responsibility	The students will understand the ethical complexities of conducting business. The students will adopt techniques in scenarios involving ethical dilemmas and offer resolution	Yes	
PLG5	Communication	The students will produce reasonably good quality business documents. The students will become effective and confident communicators	Yes	