



Unit of Study Outline

Unit code INFS 2020

Unit title Business Process Modelling & Improvement

Semester 2, 2012

Pre-requisite units: The pre-requisite unit(s) of study for this unit are: INFS1000 or INFO1000 or INFO1003 or INFO1903 or ISYS1003.

Co-requisite units: N/A

Assumed Knowledge and/or skills: You are assumed to understand the basic principles of business process modelling, as taught in INFS2001.

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Consultation Hours: Wednesday 3:00pm – 4:00pm. Please confirm appointment by email.

Class day(s): TBA, **time(s):** TBA **and venue(s):** TBA

Required Text / Resources: Harmon, Paul (2007) Business Process Change, 2nd Edition, Morgan Kaufmann Publishers, Burlington, MA, USA. ISBN: 978-0-12-374152-3.

This Guide to Unit Learning Content and Assessment MUST be read in conjunction with the Guide to Business School Student Administration Manual (sydney.edu.au/business/currentstudents/student_information/student_administration_manual) and University Policies on Academic Honesty, Special Consideration, and all applicable policies that apply to every unit of study offered by the Business School. In determining applications and appeals relating to these matters it will be assumed that every student has taken the time to familiarise themselves with these key policies and procedures.



1. Unit of study information (School handbook description)

<https://ssa.usyd.edu.au/ssa/handbook/uossearch.jsp?searchtype=S>

2. Learning aims

The aims of the unit of study are:

1. To introduce you to and explore Business Process Management (BPM) and its role in organisations.
2. To explore BPM concepts, fundamentals, methods, and tools required for managing and improving end-to-end business processes.

This unit builds on prior knowledge of business information systems developed in INFS1000 and INFS2001, and it will complement INFS3040 Enterprise Systems & Integrated Business.

3. Learning outcomes and links to Program Learning Outcomes

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

Intended Learning Outcome	Relevant program learning outcome/s	Links to Learning and Teaching methods
<i>Students in this unit are expected to develop and demonstrate the following learning outcomes. Students are expected to:</i>	<i>The Unit of Study Learning Outcomes relate to the following BCom / MCom. Program Learning Outcomes (PLOs)</i>	<i>The main learning activities through which students will practice and develop their knowledge, skills and attributes</i>
1. Demonstrate your understanding of the importance of business processes as a value driver for organisational performance.	1. Able to demonstrate an understanding of the key challenges in managing business in a range of business and cultural contexts.	See below
2. Demonstrate your in-depth understanding of process analysis, process improvement, process architectures, process integration, process measurement, process implementation and change in BPM practices.	1. Able to demonstrate an understanding of the key challenges in managing business in a range of business and cultural contexts. 3. Able to analyse and diagnose business problems and design a range of business improvements that can result in significant business process improvement and/or the exploitation of advanced information and communications technologies.	See below
3. Demonstrate your comprehensive understanding of BPM initiatives and how	1. Able to demonstrate an understanding of the key challenges in managing business in	See below



<p>they contribute to improving overall process performance.</p>	<p>a range of business and cultural contexts.</p> <p>3. Able to analyse and diagnose business problems and design a range of business improvements that can result in significant business process improvement and/or the exploitation of advanced information and communications technologies.</p>	
<p>4. Analyse and apply BPM principles, frameworks, and concepts to business problems and practice.</p>	<p>1. Able to demonstrate an understanding of the key challenges in managing business in a range of business and cultural contexts.</p> <p>3. Able to analyse and diagnose business problems and design a range of business improvements that can result in significant business process improvement and/or the exploitation of advanced information and communications technologies.</p>	<p>See below</p>
<p>5. Demonstrate your hands-on experience in using BPM software tools and business process modelling skills using modelling notations.</p>	<p>1. Able to demonstrate an understanding of the key challenges in managing business in a range of business and cultural contexts.</p>	<p>See below</p>
<p>6. Demonstrate your understanding of issues in selecting and using BPM tools.</p>	<p>2. Able to solve business problems by identifying and critically evaluating implications of business decisions from a range of disciplinary business perspectives.</p> <p>3. Able to analyse and diagnose business problems and design a range of business improvements that can result in significant business process improvement and/or the exploitation of advanced information and communications technologies.</p>	<p>See below</p>
<p>7. Collaborate and communicate in a professional manner with people from diverse backgrounds.</p>	<p>4. Able to communicate effectively, both orally and in writing, using a range of modes of communication including business reports and presentations and including the ability to negotiate and persuade in a business context.</p>	<p>See below</p>
<p>8. Work both independently and as responsible member of a diverse team.</p>	<p>5. Able to collaborate effectively with others in a professional business manner as both members and leaders of teams, and in</p>	<p>See below</p>



	relation to client interactions.	
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Face-to-face

- **Lectures/ Seminars** will be used to explain the core concepts in the BPM field. Students will have opportunities to engage with and apply these concepts during each lecture/ seminar (LO 1, 2, 3, 4, 6, 7, 8). Discussion/ debate of case studies will be used extensively during these sessions.
- **Lab workshops** will allow students to carry out hands-on modelling activities with specific BPM tools (LO 2, 4, 5, 7, 8).
- **Guest lecturer(s)** will be invited to provide insights into research and industry practices. These have been popular with students in the past so **MAKE SURE YOU ATTEND**. Lecture notes might be placed on Blackboard after the lecture. The date(s) of this/these lecture(s) will be advised later in semester, depending on guests' availability.

Online

- **Blackboard** (<http://blackboard.econ.usyd.edu.au>) provides the main online learning support for this unit. Please log in at least twice per week to keep abreast of unit-wide announcements and use the resources to supplement your learning.
- **Reading materials** available for download from Course On-Line Reading Service: <http://opac.library.usyd.edu.au/search/r?SEARCH=info2020>

4. Assessment

Assessment items	Relevant unit learning outcome/s	Word length	Weight	Due Date	Closing Date
Individual assignment	1,2,3,4,5,7 and 8	2000	25%	Wk 8 ?	Wk 8 ?
Group activities/ presentations	1,2,3,4,5,6,7 and 8	2500	30%	Wk 12 ?	Wk 12 ?
Final examination	1,2,3,4,5,6,7 and 8	2000	45%	Exam Period	Exam Period
Academic honesty module		N/A	0%	Wk 4	2012

- ✓ **Penalties**
Late Submissions - Late submissions will incur a daily penalty of 10% of the total weight of the assignment.

- ✓ **Referencing style**



The referencing and style guide that should be used in all assessments in this unit is Harvard Referencing Style. Students are encouraged to enrol in a library unit to learn to use endnote to assist in citing and presenting their source references.

http://sydney.edu.au/business/_data/assets/pdf_file/0007/91681/Harvard_Referencing_Style_GuideFINAL22July2011.pdf

Assessment details

Individual assignment

- **Task description**

- ✓ This assignment requires you to analyse relevant BPM frameworks, methods, and concepts and apply them to a business case. Details to be advised.
- ✓ You are expected to work individually
- ✓ Students undertaking this assignment are required to individually research, analyse, and complete a report that will demonstrate their understanding of developing process architectures, and using process reference models and business process management techniques for process analysis in a specific case. Details about the organisation and the process under investigation will be provided.

Main Deliverables	Description	Relative Weights (100%)
Written Report	A business report of approximately 2,000 words (excluding tables, figures, references, and appendices).	90%
Personal Reflection	A short report containing personal reflections on this learning activity (approximately one page, not included in the word limit).	10%

- **Assessment Criteria**

- ✓ To be provided in Assignment specifications.
- ✓ This assignment will evaluate students' ability to:
 - Assess the link between an organisation's strategy and business processes;
 - Identify and apply key concepts, frameworks, such as SCOR model, project scoping diagram, gap model, and/or other theories relevant to BPM initiatives; and
 - Recommend appropriate solutions for improving overall business performance.
- ✓ Students are expected to conduct a comprehensive analysis of a business case and support their responses and arguments with additional sources, available from academic and industry/ practice-



based communities. At the completion of this assignment students should have developed a sound knowledge and understanding of the BPM analysis and improvement concepts as well as the BPM tools and their support to process change initiatives.

- **Other information**

- ✓ To be provided in Assignment specifications.

Group activities/ presentations

- **Task description**

- ✓ Each group will consist of maximum 4 students.
- ✓ You are required to work as a group and produce a report and poster that will develop your overall understanding of the BPM methodologies and techniques used to improve and implement process change.

Main Deliverables	Description	Individual/ Group	Relative Weights (100%)
Written Report	A business report of up to 2,500 words (excluding tables, figures, references, appendices, and assumptions).	Group	60%
ADONIS File	A copy of the ADONIS file must be emailed to me (Turnitin does not accept files other than text format).	Group	10%
Poster	Eight (8) A4 sheets (Up to 100cm * 75 cm)	Group	10%
Personal Reflection	Your personal reflection on the poster session of up to 500 words (up to two A4 pages).	Individual	15%
Group Monitoring	Two online peer reviews of the group work using SPARKPLUS.	Individual	5%

- **Assessment Criteria**

- ✓ To be provided in Assignment specifications.
- ✓ This assignment will evaluate students' ability to:
 - critically analyse and assess business processes, identify problems, and their causes;
 - identify and apply appropriate concepts, frameworks, techniques, and theories relevant to business process management (BPM) methodologies;
 - develop and suggest improvements to business processes to increase the overall performance organisations;



- use a comprehensive BPM tool, i.e., ADONIS, to conduct process analysis and demonstrate expected benefits using simulation; and
 - work as a team of business professionals, communicate, analyse, and integrate individual ideas and findings.
- ✓ Students are expected to conduct a comprehensive analysis of the business case and support their responses and arguments with additional sources, available from academic and industry/ practice-based communities. At the completion of this assignment students should have developed a sound knowledge and understanding of the BPM analysis, improvement, and implementation concepts as well as the BPM tools and their support to process improvement initiatives.
- **Other information**
 - ✓ To be provided in Assignment specifications.

Final Exam

- **Task description**
 - ✓ This final examination is a closed book examination and is designed to test theoretical understanding, critical thinking, and ability to apply the concepts and principles in practice.
 - ✓ It may comprise of multiple choice questions, short answer questions, essay-type questions, and case studies.
 - ✓ Final Examination is an individual assignment.
- **Assessment Criteria**
- **Other information**
 - ✓ The structure and coverage of examined material to be provided later in semester.

5. Other suggested resources for students

Additional readings:

vom Brocke, J., Rosemann, M. (2009) Handbook on Business Process Management (vol 1 & 2), Springer, Berlin, London. Both volumes are available via the Library:

- <http://opac.library.usyd.edu.au/record=b3714267~S4> (Vol 1)
- <http://opac.library.usyd.edu.au/record=b3855581~S4> (Vol 2)

A number of papers will be provided throughout the semester and will form the basis for in-class discussions.

All additional readings/ papers will be available via Course On-Line Reading Service: <http://opac.library.usyd.edu.au/search/r?SEARCH=infos2020>



BPM Tools:

ADONIS 2.0 available in labs located in Bldg H69 and for free download at:
http://www.adonis-community.com/business_process_management_home.html

ARIS and **IBM WebSphere** available in labs located in Bldg H69.

ARIS Express (limited functionality, mainly modelling) available for free download at: <http://www.ariscommunity.com/aris-express>

6. Specific Improvements made in response to previous feedback (from students, peers etc)

6.1 Past Feedback

Positive comments and suggestions for improvement from previous students and teachers of the unit include:

- Hands-on experience with more than one BPM tool.
- Re-consideration of the assessment timeline to allow for enough time between the delivery of topics and their assessment.
- A 3 hr lecture/ seminar/ lab as opposed to separate lecture/ seminar and lab sessions.

6.2 Improvements made

Actions taken to further improve student learning include:

- More practical work with different BPM tools has been introduced.
- Assessment timeline has been re-scheduled to ensure a balance between the topics and the assessment deadlines.
- Lecture/ seminar and lab sessions have been scheduled in one 3 hr session.
- Exploration of SAP embedded processes has been introduced to highlight the relationship between BPM and information systems.

6.3. How feedback will be collected

Student feedback will be collected in two ways:

- through an informal questionnaire within the first four weeks of the semester;
- through the Unit of Study Evaluation (USE) survey at the end of semester.

The USE feedback will allow the teaching team to review the overall ratings given by students and to plan changes for next semester.

The mid-semester questionnaire will provide the teaching team with feedback on what things are going well and will identify areas for further improvement. This questionnaire will be conducted in lectures during Week 4 or 5 of the semester.

Informal feedback is welcomed at any stage during semester via email or informal discussion with your unit coordinator/ lecturer.



7. Unit schedule

Week/ Topic	Materials (e.g. readings)	Lecture content	Tutorial/workshop content	Assessments Due
1 30 July	Harmon Ch 1	Unit Overview Introduction to BPM	Introduction to ADONIS 2.0	
2 6 Aug	Vom Brocke & Rosemann (vol 1) pg. 107-122	Core Elements of BPM Fundamentals of BPMN 2.0 modelling notation	Model Design using ADONIS 2.0	
3 13 Aug	Harmon Ch 4	Designing Process Architectures	Model Design using ADONIS 2.0	
4 20 Aug	Harmon Ch 8, 9	Scoping Process Problems	Model Design using ADONIS 2.0	
5 27 Aug	Harmon Ch 10	Analysing Processes	Process Analysis using ADONIS 2.0	
6 3 Sept	Harmon Ch 6, 11	Managing and Measuring Process Performance	Process Analysis & Simulation using ADONIS 2.0	
7 10 Sept	Harmon Ch 12 Conger in Vom Brocke & Rosemann (vol 1) pg. 361- 382	Process Improvement Six Sigma	Process Simulation using ADONIS 2.0	
8 17 Sept	Harmon Ch 15, 16 Davies & Reeves in Vom Brocke & Rosemann (vol 1) pg. 339-360	Process Implementation	Exploring BPM Tools	Individual Assignment due
Common week 24 to 28 September				
9 1 Oct	Harmon Ch 15, 16	Process Implementation Fundamentals of EPC (Event Driven Process Chain) modelling notation	Exploring BPM Tools	
10 8 Oct	Harmon Ch 14, 17 SAP Handouts	ES-Driven Process Change	Overview of implemented processes in SAP	
11 15 Oct	Guest Speaker(s)	BPM in Practice and Trends	BPM Tools Practice	
12 22 Oct		Unit of Study Review	BPM Tools Practice	Group Assignment due
13 29 Oct	Group Posters			
14	STUDY VACATION 5 to 9 Nov 2012			