Course description form (syllabus form) – for 1st and 2nd cycle studies

**A. General data**

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| **Name of the field** | | **Content** |
| Course title | | Process Management |
| Organizational unit: | | Faculty of Management |
| Organizational unit where the course is offered: | | Faculty of Management |
| Course ID | | --------------- |
| Erasmus code / ISCED | | --------------- |
| Course groups | | IBP & Short-term students |
| Period when the course is offered | | Summer semester 2024/2025 |
| Short description | | The course offers an introduction to fundamental concepts and techniques of business process management. Students will learn to identify, map and analyse processes using computer tools.  **Important:** Each course participant will need to allocate significant amounts of time in order to complete course assignments and the final consulting project. Students will work on several case studies, pass a written exam, learn to use two specialist software applications and prepare team consulting project in order to pass (=substantial workload). Therefore, the course is primarily recommended for full-time IBP students, as it might course might prove too difficult for incoming Erasmus exchange students, particularly students with no background in management science. |
| Type of course: | | Lecture involving discussions, individual and team assignments based on case studies, computer-supported process modelling, and a final consulting project (30h) |
| Full description | | 1. *Introduction to business process management (BPM)*  * Definition of business process * Effectiveness, efficiency, control, and compliance in process management * Case study: kristen’s cookie company * Fishbone (cause-and-effect) diagram * Case study: Shortening customer telephone waiting times * Case study: Freemantle restaurant * Case study: Hong Kong Disneyland (team assignment)  1. *Basics of process analysis*  * Process charts (operation, transportation, inspection, delay, store) * Case study: Emergency room admission * Case study: Shaving process * Value added analysis * Case study: Registration at IMA conference * History of process management concepts and approaches * Capability Maturity Model * Benchmarking * Case study: Janson Medical Clinic (team assignment) * Case study: Gifford Hospital Pharmacy (team assignment)  1. *Analysis of business operations*  * Value chain model and cost drivers (Michael Porter) * Outsourcing and offshoring * Make-or-buy decisions and transaction costs * Virtual organization * Value chain analysis (team assignment) * Case study: “In this corner! The contender” (individual assignment)  1. *Optimizing operations (1)*  * Case study: Hank Kolb, Director, Quality Assurance (team presentations) * Reorder Point System (ROP) Economic Order Quantity (EOQ) * Case study: Slayton’s Furniture Store * ABC method * Case study: Ohio Tool Company (team assignment) * Value engineering * Inventory-driven costs (IDCs) * Supply chain management (SCM) * “Triple A” supply chain – agile, adaptable and aligned  1. *Optimizing operations (2)*  * Case study: West Midland Electric Car Company Component Company (team assignment) * MRP and MRP2 * Japanese manufacturing techniques: just-in-time (JiT), kanban, lean management, Total Quality Management (TQM) * Six Sigma and DMAIC methodology * Quality management systems and environmental management systems * Case study: Bonnie Blaine (team assignment)  1. *System dynamics*  * Simple dependencies versus feedback loops * System dynamics modeling (Forrester) * Bullwhip effect and “beer game” * Systemic interdependencies and consequences for organizations (Senge) * Use of software Vensim PLE  1. *Business process reengineering (BPR) and improvement*  * Cost reduction, downsizing, and automation versus process reengineering (Hammer, Champy) * Improving workflow * Disadvantages and limitations of BPR * Process modeling according to (BPMN) notation * Use of ARIS Express software  1. *Emerging trends in BPM: digitalization and process innovation*  * AI-driven workflow automation * Robotic process automation (RPA) * Machine learning * Process mining * Digital Twin of an Organization (DTO) * Cloud-based BPM * ESG-Integrated BPM * Case Study: Amazon same-day delivery process optimization * Case Study: McDonald’s AI-driven ordering system * Case study: Vodafone’s process mining for customer service * Case study: Tesla’s gigafactory and smart manufacturing  1. *Written exam* 2. *Team consulting project* |
| Prerequisites | Formal | * Completion of “Strategic management” course |
| Initial | * Use of personal computers with Microsoft Windows operating system * Free-of-charge software packages Vensim PLE and ARIS Express * Internet access |
| Learning outcomes | | Upon the completion of the course, you will be able to:   * identify, map and analyze business processes of a selected organization, * use analytical frameworks and techniques including value chain, make-or-buy, fishbone diagram, system dynamics, benchmarking, value analysis, process mining, business process reengineering, balanced scorecard, * present principles, benefits and limitations of process approaches including Reorder Point System, ABC method, MRP, JiT, lean management, TQM, inventory-driven costs, Triple-A supply chain, Six Sigma, ISO 9001, ISO 14001, EMAS, * model systemic interdependencies in organizations using software Vensim PLE, * model business processes using BPMN 2.0 with ARIS Express, * conduct business analysis in line with recommendations of “The Business Analysis Body of Knowledge®” (BABOK® by IIBA), * work in teams on solving practical business problems. |
| ECTS credit allocation (and other scores) | | 4 ECTS |
| Assessment methods and assessment criteria | | Students will be graded based on:  Individual and team assignments accompanying regular classes (30%)  Written exam (30%)  Final consulting project (40%)  In order to pass the course, students need to gain at least 60%.  The method of calculation of the final grade:  less than 60% - 2  60% - 67% - sufficient (3)  68% - 75% - satisfactory (3.5)  76% - 83% - good (4)  84% - 90% - fairly good (4.5)  91% - 97% - very good (5)  98% and above – excellent (5!) |
| Examination | | Graded assignments and exam |
| Type of class | | Specialist, stage II, academic year I, summer semester |
| Method of implementation of the subject | | Classroom-based lectures and project-based team assignments |
| Language | | English |
| Bibliography | | *Readings supplement the classes:*   * case studies distributed in the classroom * proposed readings available on internet   *Reading for the consulting project:*   * BABOK® (“The Business Analysis Body of Knowledge®”), version 3.0 |
| Internship as part of the course | | - |
| Coordinators | | prof. Katarzyna Dziewanowska |
| Group instructors | | dr Mansour Esmaeil Zaei |
| Notes | | - |

**B. Detailed data**

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| **Name of the field** | **Content** |
| Group instructors: | **Mansour Esmaeil Zaei** |
| Title | **Dr** |
| Type of class: | Seminar |
| Learning outcomes defined for didactic method used during the course | Upon the completion of the course, you will be able to:   * identify, map and analyze business processes of a selected organization, * use analytical frameworks and techniques including value chain, make-or-buy, fishbone diagram, system dynamics, benchmarking, value analysis, process mining, business process reengineering, balanced scorecard, * present principles, benefits and limitations of process approaches including Reorder Point System, ABC method, MRP, JiT, lean management, TQM, inventory-driven costs, Triple-A supply chain, Six Sigma, ISO 9001, ISO 14001, EMAS, * model systemic interdependencies in organizations using software Vensim PLE, * model business processes using BPMN 2.0 with ARIS Express, * conduct business analysis in line with recommendations of “The Business Analysis Body of Knowledge®” (BABOK® by IIBA),   work in teams on solving practical business problems. |
| Assessment methods and assessment criteria for didactic method used during the course | Students will be graded based on:  Individual and team assignments accompanying regular classes (30%)  Written exam (30%)  Final consulting project (40%)  In order to pass the course, students need to gain at least 60%.  The method of calculation of the final grade:  less than 60% - 2  60% - 67% - sufficient (3)  68% - 75% - satisfactory (3.5)  76% - 83% - good (4)  84% - 90% - fairly good (4.5)  91% - 97% - very good (5)  98% and above – excellent (5!) |
| Examination for didactic method used during the course | Graded assignments and exam |
| Range of content | 1. *Introduction to business process management (BPM)*  * Definition of business process * Effectiveness, efficiency, control, and compliance in process management * Case study: kristen’s cookie company * Fishbone (cause-and-effect) diagram * Case study: Shortening customer telephone waiting times * Case study: Freemantle restaurant * Case study: Hong Kong Disneyland (team assignment)  1. *Basics of process analysis*  * Process charts (operation, transportation, inspection, delay, store) * Case study: Emergency room admission * Case study: Shaving process * Value added analysis * Case study: Registration at IMA conference * History of process management concepts and approaches * Capability Maturity Model * Benchmarking * Case study: Janson Medical Clinic (team assignment) * Case study: Gifford Hospital Pharmacy (team assignment)  1. *Analysis of business operations*  * Value chain model and cost drivers (Michael Porter) * Outsourcing and offshoring * Make-or-buy decisions and transaction costs * Virtual organization * Value chain analysis (team assignment) * Case study: “In this corner! The contender” (individual assignment)  1. *Optimizing operations (1)*  * Case study: Hank Kolb, Director, Quality Assurance (team presentations) * Reorder Point System (ROP) Economic Order Quantity (EOQ) * Case study: Slayton’s Furniture Store * ABC method * Case study: Ohio Tool Company (team assignment) * Value engineering * Inventory-driven costs (IDCs) * Supply chain management (SCM) * “Triple A” supply chain – agile, adaptable and aligned  1. *Optimizing operations (2)*  * Case study: West Midland Electric Car Company Component Company (team assignment) * MRP and MRP2 * Japanese manufacturing techniques: just-in-time (JiT), kanban, lean management, Total Quality Management (TQM) * Six Sigma and DMAIC methodology * Quality management systems and environmental management systems * Case study: Bonnie Blaine (team assignment)  1. *System dynamics*  * Simple dependencies versus feedback loops * System dynamics modeling (Forrester) * Bullwhip effect and “beer game” * Systemic interdependencies and consequences for organizations (Senge) * Use of software Vensim PLE  1. *Business process reengineering (BPR) and improvement*  * Cost reduction, downsizing, and automation versus process reengineering (Hammer, Champy) * Improving workflow * Disadvantages and limitations of BPR * Process modeling according to (BPMN) notation * Use of ARIS Express software  1. *Emerging trends in BPM: digitalization and process innovation*  * AI-driven workflow automation * Robotic process automation (RPA) * Machine learning * Process mining * Digital Twin of an Organization (DTO) * Cloud-based BPM * ESG-Integrated BPM * Case Study: Amazon same-day delivery process optimization * Case Study: McDonald’s AI-driven ordering system * Case study: Vodafone’s process mining for customer service * Case study: Tesla’s gigafactory and smart manufacturing  1. *Written exam* 2. *Team consulting project* |
| Didactic methods | Lecture involving discussions, individual and team assignments based on case studies, computer-supported process modelling, and a final consulting project (30h) |
| Bibliography | *Readings supplement the classes:*   * case studies distributed in the classroom * proposed readings available on internet   *Reading for the consulting project:*  BABOK® (“The Business Analysis Body of Knowledge®”), version 3.0 |
| Group limit |  |
| Time span |  |
| Location | Faculty of Management |