

CA441: Business Process Management

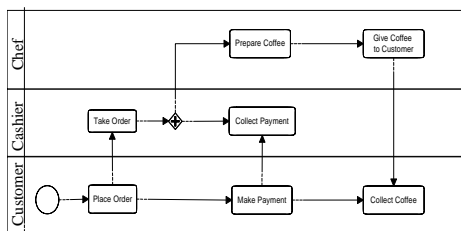
Class: EC 4
Lecturer: Martin Crane

What are Business Processes anyway?

- Def: A collection of interrelated work tasks, initiated in response to an event, achieving a specific result for the customer and other stakeholders of the process (Sharp & McDermott)
- No Result - No Process!
 - + Customer Relationship Management is not a process!
 - + Confirm Market Opportunity is a process
- BPM = Management of Business Processes

A Simple Business Process Example

- Customer Buying Cup of Coffee
- Different Actors involved: Customer, Cashier, Chef



BPM Timeline

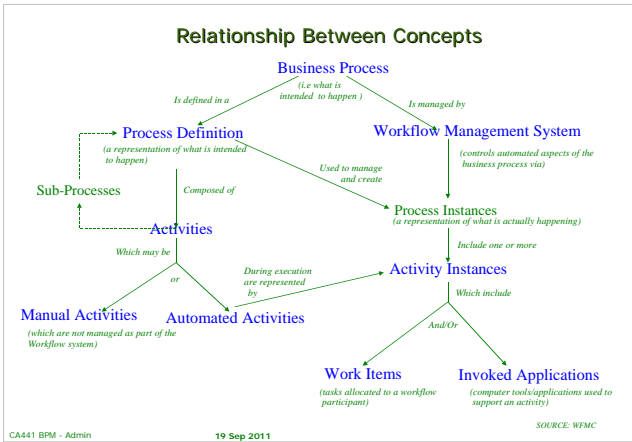
- Origins in manufacturing (1700s):
 - + One person making an item from start to finish
 - + Specialisation: division of labour (Adam Smith)
- Analysis of Specialised Tasks/ 'Time & Motion' Studies (1900s)
- Work Process Flow (early to mid-1900s) (Frank Gilbreth)
 - + Disenchantment with the Assembly Line (1930s)
- Workflow (mid-1970s):
 - + Document-based at a departmental process level
- The Quality Era (1980s):
 - + Continuous Improvement (Total Quality Mgmt- Deming & Juran)
- Business Process Reengineering (BPR) (1990s)
 - + Revolution V Evolution (Hammer & Champy)
- Business Process Modelling (2000s)
 - + Multilevel, whole organization process integration & modelling

BPM Caveats...

- BPM has potential to transform organizations into more nimble, agile entities, leveraging both human & tech capital effectively.
- However, often BPM efforts are spoiled by an emphasis on technology, diagrams, or other pedantry.
- BPM is not primarily about these; its purpose is *to improve business*. If you cannot demonstrate the *business value* of a BPM effort, go back to the drawing board.
- Processes are a view on organizations, but are an abstraction from reality & do not cover all aspects of a complex system. Don't mix up the map with the territory it represents.

BPM Caveats....cont'd

- BPM efforts require structure & methodology.
 - + structure to guide efforts at different levels of abstraction (separating *what* from *how*), i.e. a level framework.
 - + also need a structure to navigate among the processes of your organization, i.e. a process architecture.
 - + need a methodology to retain & leverage what you have learned about managing & conducting BPM projects
- Shouldn't try to improve everything at once, but review the most important aspect (i.e. 'Pinchpoints') of an organization.



- ### Course Objectives
- Examine the main concepts of Business Process Management and Business Process Re-design
 - Examine techniques for modelling Business Processes.
 - Examine the environmental conditions and the enabling technologies.
 - Compare BPR with other management techniques.
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- ### Course Structure
- #### Lectures
- Introduction - scope, objectives.
 - Workflow Modelling (understanding current WF/ designing new WF)
 - Introduction to Business Process Redesign
 - Business Process Re-engineering
 - Successful Re-engineering Projects
 - Socio-Technical Systems
 - Workflow Tools
 - Workflow Management
 - WF Management in Practice: Petri-Nets
 - Business Process Modelling
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Timetable

Lectures

Monday	12 - 1	CG05
Thursday	2 - 3	CG04

Labs

None

Tutorials

Monday	2 - 3	CG05 as required
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End-of-Semester Mark

- Assignments 50%
- Exam 50%

Assignments

- Essay in form of a research paper
- Details to be announced

Information

See my web page at:

<http://www.computing.dcu.ie/~mcrane/CA441/>

Research Papers/Lecture Notes on various topics will be put on this page throughout the course

BOOK LIST

Jackson, Michael & **Twaddle**, Graham *Business Process Implementation* Addison Wesley.

Hammer, Michael & **Champy**, James *Reengineering the Corporation* Nicholas Brealey.

Sharp, Alec & **McDermott**, Patrick *Workflow Modelling* Artech House.

Davenport, Thomas H. *Process Innovation* Harvard Business School Press.

Other books and articles will be recommended for reading from time to time.
