

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

**ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ**



УПРАВЛІННЯ БІЗНЕС-ПРОЦЕСАМИ

робоча програма навчальної дисципліни

Галузь знань	Усі
Спеціальність	Усі
Освітній рівень	другий (магістерський)
Освітня програма	Усі

Статус дисципліни	вибіркова
Мова викладання, навчання та оцінювання	англійська

Завідувач кафедри
менеджменту та бізнесу

Тетяна ЛЕПЕЙКО

**Харків
2022**

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS



BUSINESS PROCESS MANAGEMENT

syllabus of the educational discipline

Field of knowledge	All
Specialty	All
Level of education	second (master)
Educational program	All

Discipline status	Selective
Language of instruction, teaching and assessment	English

Head
of Management and Business Department

Tetyana LEPEYKO

APPROVED

at the meeting of the *Management and Business department*
Protocol № 1 of August 29, 2022.

Compiled by:

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**Sheet of renewal and re-approval
of the academic discipline syllabus**

Academic year	Date of the department meeting – developer of syllabus of the academic discipline	Protocol number	Sign of Head of the department

Abstract of the educational discipline

It is impossible to increase the efficiency of the Ukrainian economy without seriously reorganizing the principles and mechanisms of enterprise management. The traditional functional approach to management concentrates the attention of management on individual tasks, personnel, structure, while the actual processes of activity often remain out of sight. But business processes of the enterprise create the consumer value of the products, generate a lion's share of the cost, the length of the production cycle and the flexibility of the enterprise depends on the way they are organized. Consequently, effective management of an enterprise requires that it be perceived as a network of business processes performed in a certain sequence.

Indeed, with the help of a network of business processes you can provide a complete and exhaustive description of the enterprise. After all, in terms of the system approach, an organization is part of an economic system that consumes resources, recycles them, creates added value, and creates a product by passing it to the external environment. In other words, the organization can be considered as an operation in the supply chain of added value. It is the process of transforming resources into products (end or intermediate), thus, constitute the essence of the organization, its "core", using and consuming the necessary resources: assets, personnel, information. Consequently, the organization's activities can be fully described with the help of an expanded description of its processes in their interaction.

In turn, each of the business processes of the enterprise performs a certain set of tasks, generating relevant results (outputs) and can be considered as a separate control object. Consequently, individual business decisions can be made in relation to each individual business process for its improvement or even exclusion from the business processes carried out within the enterprise, that is, outsourcing.

Thus, for a modern specialist in the field of management it is extremely necessary to master the principles, methods and tools of business process management of the enterprise.

Purpose of the academic discipline "Business process management" is to form a system of theoretical knowledge and applied skills in using the principles, methods and tools for managing business processes of the enterprise.

The tasks of the academic discipline are:

to learn the content, principles, advantages and disadvantages of process and functional approaches to management;

to understand the essence and classification of business processes, and key peculiarities of business process management;

to learn the stages of implementing a process approach to enterprise management;

to master the approach to define the boundaries of business processes, to describe business processes with text, tabular and graphical methods, to carry out structural modeling of business processes;

to master the approach to determine the list of indicators for measuring the performance of the business process and the procedure for monitoring the process

to learn the approaches to business process improvement;

to master the methods of business process improvement.

The subject of the academic discipline is modern principles, approaches and methods of business process management.

Characteristics of the educational discipline

Course	1M
Semester	1
Quantity of credits ECTS	5
Final control	Pass

Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Management	Managing the development
Informatics	Master thesis
Marketing	

Competence and learning outcomes of the discipline

Competence	Learning outcomes
Skills in using information and communication technologies	Apply specialized software and information systems to solve organizational management problems
Ability to abstract thinking, analysis and synthesis	Apply specialized software and information systems to solve organizational management problems
Ability to choose and use management concepts, methods and tools, including in accordance with defined goals and international standards	Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions
Ability to analyze and structure organizational problems, make effective management decisions and ensure their implementation	Identify problems in the organization and justify methods of solving them
The ability to develop and apply methods and technologies of complex management of the organization	To design effective management systems of organizations

Syllabus of the educational discipline

Content module 1. Modeling and implementation of business processes

Topic 1. The essence of the process approach to enterprise management

Prerequisites and genesis of the formation of a functional approach to enterprise management. Features of the functional approach. The main challenges for modern business. Disadvantages of a functional approach to management for a turbulent market-driven business.

Competitive strategies. The concept of a value chain. Primary and secondary activities of the enterprise. Supply chain and the place of the enterprise in the supply chain. SCOR model. The concept of the business process. Properties of the business process. Business process as an object of management. Classification of business processes. The role of the business process management in the system of business management.

The essence of the process approach to management. The reasons of implementing the process management at the enterprise. Goals and tasks of business process management. Stages of business process management.

Topic 2. Business process modeling at the enterprise

Identification of business processes of the enterprise. Approaches to identifying business processes. The teleological approach to identifying business processes.

Business process model. Methods of describing business processes. Components of business process models. Principles and techniques of business process modeling. Reference models of business processes.

The concept and essence of CASE-technologies. Overview of business process modeling methodologies. Family of IDEF methodologies. ARIS methodology. BPMN.

Topic 3. Implementation of business process and process management in general

Approaches to the implementation of business process management at the enterprise. Planning and organizing activities for the implementation of the business process. Team for the implementation of business process management. Transformation of organizational structure for the implementation of process management.

Regulation of business processes. Structure of the business process regulations.

Contents and tasks of continuous process management. Stages of continuous process management.

Content module 2. Analysis and improvement of business processes

Topic 4. Measurement and analysis of business processes of the enterprise

Traditional system of managerial control. The role of intangible assets in ensuring the success of the enterprise. The essence of the Balanced Scorecard (BSC). Alternative approaches to the balanced assessment and management of the enterprise. BSC architecture. Stages of BSC implementation. Advantages and disadvantages of BSC.

Procedure for measuring business processes. Key Performance Indicators (KPIs). The logic of forming a system of KPIs for measuring business processes.

Critical Success Factors. An assessment of the strategic importance of business processes and the priority of their improvement on the basis of critical success factors.

Analysis of business process.

Topic 5. Improvement of business processes of the enterprise

Basic approaches to improving business processes of the enterprise. Continuous improvement of business processes. Deming quality management principles. PDCA cycle. Key concepts of continuous improvement of business processes. Kaizen concept, its advantages and disadvantages. The concept of Six Sigma. Advantages and disadvantages of continuous business process improvement.

Essence and distinctive features of "breakthrough" improvement of business processes. Characteristics of methods of "breakthrough" improvement of business processes.

Concept of business process reengineering (BPR). Main goals and methods of BPR. Approaches to conducting BPR. Basic principles of BPR. Reengineering procedure. Typical results, advantages and disadvantages of BPR.

Techniques of business process improvement. Business process maturity model.

The list of laboratory classes, as well as questions and tasks for independent training is given in the table "Rating-plan of the discipline".

Teaching and learning methods

Achieving the expected learning outcomes is facilitated by the use of the following teaching and learning methods: discussions (topic 5), modeling of the business situations (topics 3 – 5); presentations (all topics); case method (topic1 and 5), set of individual competency-oriented works (topics 3 – 5).

Assessment system of learning outcomes

The system of assessment of the developed competencies takes into account the types of lessons, which, according to the syllabus, includes lectures, labs and independent training. Assessment of the developed competencies is carried out using a 100-point accumulation system.

Control measures includes current control during lectures, laboratory classes and individual tasks and is estimated by the amount of points scored (maximum amount – 100 points).

Current control includes assessment of applicant knowledge in the following forms and according to the following criteria:

competence-oriented task on topics – the ability to combine theory with practice when considering situations; logic, structure, style of presentation of the material when performing in the audience, the ability to justify their position (maximum score – 5 points (two competence-oriented tasks during the semester, total maximum number of points – 10));

written test – understanding the theoretical material, degree of mastering the theory and methodology of the problems under consideration; the degree of mastering the actual material of the discipline; ability to combine theory with practice in the process of considering problem situations, problem solving (maximum score that an applicant can receive – 60 points (3 tests during the semester));

presentation of individual task – depth and strength of knowledge, level of thinking, ability to systematize knowledge on individual topics, ability to draw sound conclusions, mastery of categorical apparatus, ability to find necessary information, systematize and process it; ability to conduct critical and independent assessment of certain problematic issues (maximum score – 30 points).

The maximum possible score for a specific task is set provided that the individual task of the applicant or his oral response to all these criteria. The absence of one or another component reduces the number of points. During the evaluation of laboratory work, attention is also paid to the quality, independence and timeliness of delivery of completed tasks to the teacher, according to the schedule of the educational process. If any of the requirements are not met, the points will be reduced.

Independent training includes:

- 1) study of theoretical material from the previous lecture before each further lecture;
- 2) collection, generalization, processing of information necessary for active work in practical classes and performing the individual scientific research task.

The pass is based on the results of the applicant's work during the semester as a general assessment of the discipline, as the accumulation of points, in particular, for tests and independent work of the applicant. It results the final score in the discipline. The total score in the points for the semester is: 60 or more points – the discipline is passed successfully, 59 or less points – the discipline is not passed.

Forms of assessment and distribution of points are given in the table "Rating plan of the educational discipline".

Rating plan of the educational discipline

Topic	Forms and types of learning		Forms of assessment	Max points
Content module 1. Theoretical aspects of process management				
Topic 1	<i>Classroom work</i>			
	Lecture	Lecture on the essence, advantages and disadvantages of a functional and the process approaches to enterprise management	Active work on lecture	-
	Laboratory class	Performing the competencies-oriented tasks on development of business process model according to IDEF0 notation	Active participation in performing tasks	-
	<i>Independent training</i>			
	Questions and tasks for the independent training	Search, selection and review of literary sources on a given topic	Homework checking	5
Completing the laboratory tasks				
Topic 2	<i>Classroom work</i>			
	Lecture	Lecture on the business process modeling	Active work on lecture	-
	Laboratory class	Performing the competencies-oriented tasks on business process modeling in ARIS EPC notation	Active participation in performing tasks	-
			Written test	20
	<i>Independent training</i>			
Questions and tasks for the independent training	Search, selection and review of literary sources on a given topic	Homework checking	-	
	Completing the laboratory task			
Content module 2. Process management tools				
Topic 3	<i>Classroom work</i>			
	Lecture	Lecture on the business process implementation	Active work on lecture	-
	Laboratory class	Performing the competencies-oriented task on business process modeling in ARIS EPC notation	Active participation in performing tasks	-
	<i>Independent training</i>			
	Questions and tasks for the independent training	Search, selection and review of literary sources on a given topic	Homework checking	-
Completing the laboratory task				

Topic 4	<i>Classroom work</i>			
	Lecture	Lecture on analysis of business processes	Active work on lecture	-
			Written test	20
	Laboratory class	Performing the competencies-oriented task on development of KPIs for business process	Active participation in performing tasks	-
	<i>Independent training</i>			
	Questions and tasks for the independent training	Search, selection and review of literary sources on a given topic	Homework checking	-
Completing the laboratory task				
Topic 5	<i>Classroom work</i>			
	Lecture	Discussion on technologies of business process improvement	Active work on lecture	-
	Laboratory class	Performing the competencies-oriented task on business process improvement	Active participation in performing tasks	5
			Written test	20
	<i>Independent training</i>			
	Presentation	Search, selection and review of literary sources on a given topic	Presentation	30
Completing the laboratory task				
Development of the presentation				

Recommended references

Main

1. Kotlyk A. Business process management. Summary of lectures. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=612>.
2. Business Process Management Common Body of Knowledge / Association of Business Process Management Professionals. – Access mode: https://cdn.ymaws.com/www.abpmp.org/resource/resmgr/Docs/ABPMP_CBOK_Guide_English.pdf.
3. Dumas Marlon, La Rosa Marcello, Mendling Jan, Reijers Hajo A. Fundamentals of Business Process Management. – Berlin: Springer, 2018. – Access mode: <https://dl.uswr.ac.ir/bitstream/Hannan/141382/2/9783662565087.pdf>.
4. Quality management systems – Fundamentals and vocabulary. International Standard ISO 9001:2015 – Access mode: <https://www.iso.org/obp/ui/#iso:std:iso:9000:ed-4:v1:en>.
5. Quality management systems – Requirements : international standard ISO 9001:2015(E). – Access mode: <https://ch97a3a0kw31390rw3nfrzf3-wpengine.netdna-ssl.com/wp-content/uploads/2020/11/ISO-9001-2015-Fifth-Edition.pdf>.

Additional

6. Panagacos T. The Ultimate Guide to Business Process Management: Everything you need to know and how to apply it to your organization / Theodore Panagacos. – KDP Print, 2012. – 166 p.
7. Arsanjani Ali et al. Business Process Management Design Guide. – WebSphere, IBM. – Access mode: https://www.researchgate.net/publication/282250417_Business_Process_Management_Design_Guide.

Information resources

8. Kotlyk A. Business process management [Electronic resource] // Website of PNS of S. Kuznets KhNUE. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=612>.
9. Business Process Model and Notation [Electronic resource]. – Access mode : <http://www.bpmn.org>.
10. IDEF, Integration DEFinition methods [Electronic resource]. – Access mode : <http://www.idef.com>.