

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ



ПРОЦЕСНИЙ МЕНЕДЖМЕНТ

робоча програма навчальної дисципліни

Галузь знань	07 "Управління та адміністрування"
Спеціальність	073 "Менеджмент"
Освітній рівень	третій (освітньо-науковий)
Освітньо-наукова програма	"Менеджмент"

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



PROCESS MANAGEMENT
syllabus of the educational discipline

Field of knowledge **07 Management and Administration**
Specialty **073 Management**
Level of education **third (educational and scientific)**
Educational and scientific program **Management**

Discipline status **selective**
Language of instruction, teaching and assessment **English**

Head
of Management and Business Department

Tetyana LEPEYKO

Kharkiv
2022

APPROVED

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

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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

From the point of view of the system approach, the organization is a component of economic system which consumes resources, processes them, creating a value in a form of product or service, transferring it to external environment. In other words, the organization can be considered as a line of operations in the value chain. It is nothing but the processes of transforming resources into products (final or intermediate), thus, being the essence of the organization, its core, using and consuming the necessary resources: assets, staff, information. Thus, the activities of the organization can be fully described by an extended description of its processes in their interaction. In turn, each of the processes of the organization performs a certain set of tasks, generating the appropriate results (outputs) and can be considered as a separate object of management. Consequently, for each individual process, individual management decisions can be made to improve it or even to exclude from the processes carried out within the enterprise by outsourcing it. Thus, the process approach to enterprise management occupies one of the leading places in modern management science.

Purpose of the discipline “Process management” is to form a system of theoretical knowledge and applied skills and abilities to use the principles, methods and tools of enterprise process management.

The tasks of the academic discipline are:

to master the theoretical and methodological foundations of the process approach in management, including in comparison with other approaches;

to learn to create text and graphic models of processes in organizations;

to study modern approaches to measurement, analysis and control of processes in organizations;

to learn modern principles and approaches to improving processes in organizations.

The subject of the academic discipline is modern principles, approaches and methods of managing processes in organizations.

Characteristics of the educational discipline

Course	2A
Semester	3
Quantity of credits ECTS	5
Final control	Pass

Structural and logical scheme of studying the discipline

Prerequisites	Postrequisites
Modern theories of management	Strategies of management
Philosophy of science	
Methodology and organizing of the scientific researches	

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	Critically consider, choose and use the necessary scientific, methodical and analytical tools for management in unpredictable conditions

standards	
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. Theoretical aspects of process management

Topic 1. The essence, advantages and disadvantages of a functional approach to enterprise management

Prerequisites and genesis 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 in a turbulent customer-oriented economy.

Topic 2. The essence of the process approach to enterprise management

Fundamentals of M. Porter's theory of competitiveness. Value chain concept. Classification of enterprise activities. The concept of process. Process properties. Process as an object of management. Classification of processes.

The essence of the process approach to enterprise management. Process approach in ISO 9001 standards. The expediency of implementing process management in the enterprise. Goals and objectives of process management. Stages of process management.

Content module 2. Process management tools

Topic 3. Modeling of enterprise processes

Approaches to the identification of enterprise processes. Methods of process identification. Process model. Methods of process modeling. Components of process models. Principles and techniques of process modeling. Reference models of processes. Review of process modeling methodologies.

Topic 4. Control of enterprise processes

Principles of process measurement. Process measurement procedure. Key Performance Indicators (KPI). Logic of KPI system formation for process measurement. Assessment of the strategic importance of processes and the priority of their improvement based on critical success factors. Process analysis: procedure and tools.

Topic 5. Improving of enterprise processes

Development and improvement of enterprise processes. Basic approaches to process improvement. Continuous improvement of processes. PDCA cycle. Advantages and disadvantages of continuous process improvement. The essence, distinctive features and methods of "breakthrough" process improvement. 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:

written test – understanding, 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, solving problems, (maximum score that an applicant can receive – 50 points (3 tests during the semester));

individual scientific research task defense – 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 – 50 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 and more points are passed", "59 and less points are not passed", and entered in the record "Record of success" of the discipline.

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 approach to enterprise	Active work on lecture	-
	Laboratory class	Performing the competencies-oriented task on development of a process model of an enterprise	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 2	<i>Classroom work</i>			
	Lecture	Lecture on the process approach to enterprise management	Active work on lecture	-
	Laboratory class	Performing the competencies-oriented task on business process modeling	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 modeling	Active work on lecture	-
	Laboratory class	Performing the competencies-oriented task on business process modeling	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	Problem lecture on the organization of business process measurement	Active work on lecture	-
			Written test	10
	Laboratory class	Performing the competencies-oriented task on development of the system of KPIs for enterprise processes	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 improving of enterprise processes	Active participation in performing tasks	-
			Written test	20
	<i>Independent training</i>			
	Presentation	Search, selection and review of literary sources on a given topic	Presentation	50
Completing the laboratory task				
Development of the presentation				

Recommended references

Main

1. Kotlyk A. Process management. Summary of lectures. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=7156>.
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. Лепейко Т. І. Процесний підхід до управління конкурентоспроможністю підприємства : монографія / Т. І. Лепейко, А. В. Котлик. – Харків : Вид. ХНЕУ, 2012. – 316 с.
7. 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.

8. Пономаренко В. С. Теорія та практика моделювання бізнес-процесів : монографія / В. С. Пономаренко, С. В. Мінухін, С. В. Знахур. – Харків : ХНЕУ, 2013. – 243 с.

Information resources

9. Kotlyk A. Process management [Electronic resource] // Website of PNS of S. Kuznets KhNUE. – Access mode: <https://pns.hneu.edu.ua/course/view.php?id=7156>.

10. Business Process Model and Notation [Electronic resource]. – Access mode : <http://www.bpmn.org>.

11. IDEF, Integration DEFinition methods [Electronic resource]. – Access mode : <http://www.idef.com>.

12. Management.Com.Ua. Інтернет-портал для управлінців [Електронний ресурс]. – Режим доступу : <http://www.management.com.ua>.