

**Course title: BUSINESS PROCESS MANAGEMENT**

**ECTS: 6**

**Course form:**

**Lectures: 30 hrs.**

**Level: undergraduate, graduate**

**Prerequisite: non**

**Semester: winter, spring**

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**Description:**

In an effort to become leaner and improve responsiveness to the growing demand of customers, in a volatile economic time, organizations of the 21st century are putting more and more emphasis on process-centric approaches. They need to be agile in order to be successful and survive on the long term in a constantly changing business environment. They need to innovate on a daily basis. An effective Business Process Management (BPM) helps them to overcome that challenge and achieve high performance through agility and innovation. BPM is a systematic approach to improving an organization's business processes. BPM activities seek to make business processes more effective, more efficient, and more capable of adapting to an ever-changing environment. BPM is a subset of infrastructure management, the administrative area of concern dealing with maintenance and optimization of an organization's equipment and core operations. Today BPM is not a flash vogue. The management of the business process has become a constant key element of successful enterprise management. It aligns strategy with operations by enabling smart well informed decision and the fast execution of resulting actions. The resulting efficiency and value added are especially important to guide an enterprise in a global environment. In this course the framework, approaches, methods and software for achieving and maintaining business process excellence will be discussed using most relevant management theories, real live examples and case studies.

Business Process Management course is designed as a holistic management approach to achieve high performance through agility and innovation. The course discusses all aspects of business process lifecycle management: design, implementation, execution, monitoring and controlling as well as development of processes. It highlights aspects of agility, process innovation, value added development and process governance as key topics for the implementation of a successful process management approach. Course participants will learn how to approach business process initiatives in real organization and how to implement business process management in a company. They will have a clear understanding which approaches, methods and software tools can use. Whether in small discussion groups or in class, always an active involvement will be demanded from students, allowing them to learn not only from the lectures, but also from each other.

**Program:**

- Functional vs. process – oriented management.
- How to define a business process?
- What types of business processes exist in an organization?
- What is Business Process Management (BPM)?
- BPM and other management concepts – how to generate the synergy?
- What has process management to do with innovation?
- How to use Business Process Management Lifecycle?
- How to identify processes and process architecture in a company?
- How to map processes in a company?

- How to implement processes in a company?
- How to manage processes in a company?
- How to control and develop processes in a company?
- BPM software in use – Adonis Community Edition <http://www.adonis-community.com/>.
- Lessons learned from practitioners - BPM success stories and traps.
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### **Learning outcomes (what student should know after course)**

- To understand and describe the complexity of BPM management activity.
- To apply management skills in different BPM spheres.
- To analyze various problems as BP manager.
- To know how to take decisions in BPM environment.
- To work in a group as both a leader and a member.

### **Passing form:**

Tasks during course,  
Final project.

### **Literature:**

- Kirchner, M., 2008: High Performance through Process Excellence – From Strategy to Operations. Springer, New York.
- Smith H., Fingar P., 2003: Business Process Management (BPM): The Third Wave. Meghan-Kiffer Press, Tampa, FL
- Madison D., 2006: Process Mapping, Process Improvement and Process Management. Paton Press, New York
- Burlton, R., 2001: Business Process management: Profiting from Process. Meghan-Kiffer Press, Tampa, FL
- BPMInstitute, 2004: BPMInstitute's State of Business Process Management. An Executive White Paper. [www.BPMInstitute.org](http://www.BPMInstitute.org)
- Hammer, M., 2007: The Process Audit. Harvard Business Review, April, pp. 111-123.
- Harmon P., 2004: Evaluating an Organization's Business Process Maturity. BPTrends, Vol. 2, No. 3, March 2004, pp. 1-11. <http://www.bptrends.com/>
- Rudden, J., 2007: Making the Case for BPM: A Benefits Checklist. BPTrends, January 2007, pp. 1-8.
- Wolf C. and Harmon P., 2006: The State of BPM: A BPTrends 2006 Report. BPTrends, June 2006, pp. 1-54. /
- Curtis, B. and Alden J., 2006: BPM and Organizational Maturity. BPTrends, November 2006, pp. 1-5,
- Internet resources.