

CA441: Business Process Management

Class: EC 4

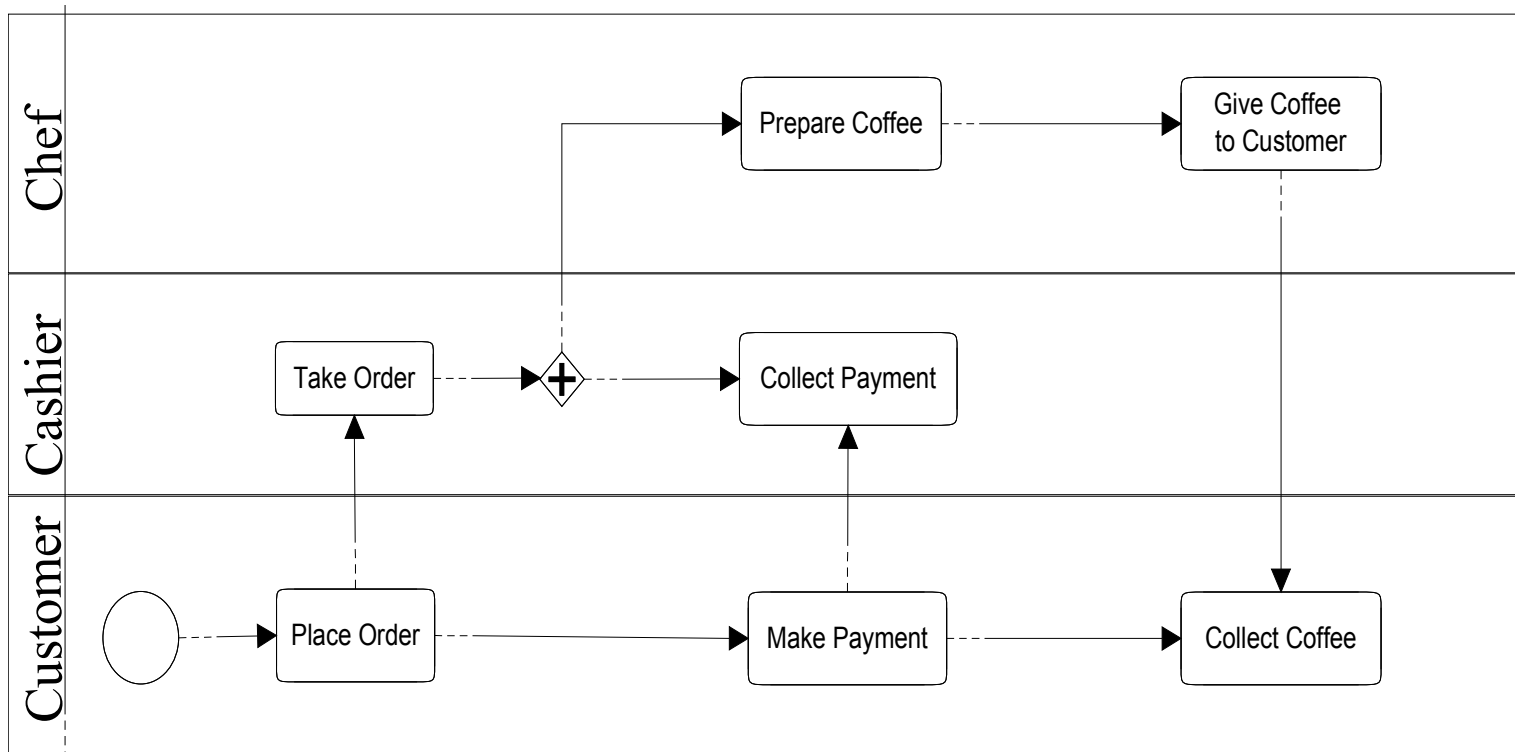
Lecturer: Martin Crane

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

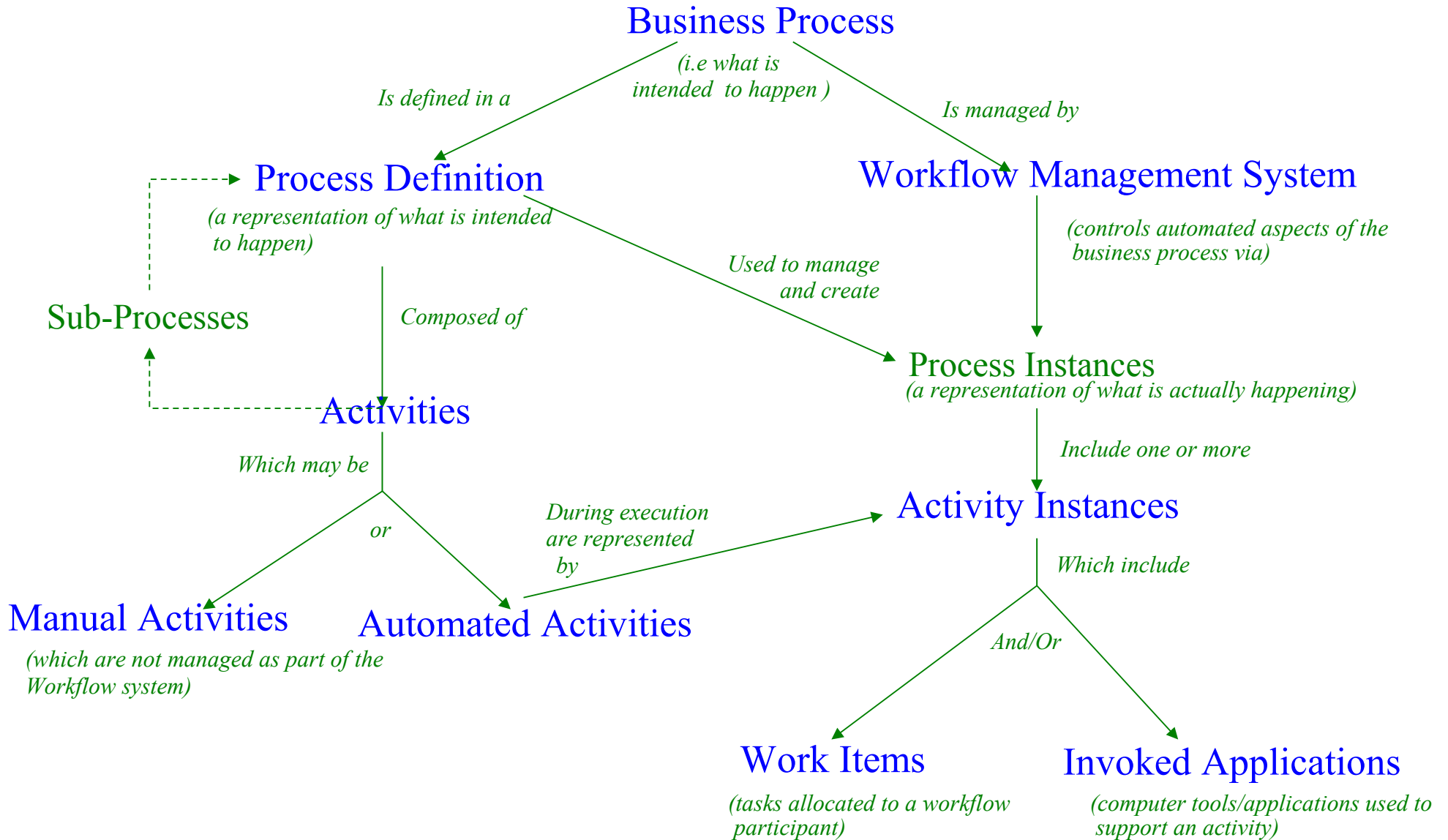
BPM Caveats....

- 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.

Relationship Between Concepts



SOURCE: WFMC

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.

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

Timetable

Lectures

Monday 12 - 1 CG05

Thursday 2 - 3 CG04

Labs

None

Tutorials

Monday 2 - 3 CG05 as required

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.