Course Title: Business Process Reengineering **Credit Hours:** 3

Course Code: OTM-856 **Pre-requisite:** N/A

Program: EMBA **Sections:** N/A

Course Faculty:

Office:

Consultation Hours:

Contact:

Email:

Course Description:

This course looks at ways in which business processes can be analyzed, redesigned, and improved. A business process is a set of activities that jointly realize a business goal in an organizational and technical environment. These processes take place in a single organization but may need to interact with processes in other organizations. Business Process Reengineering (BPR) is concerned with the concepts, methods, and techniques that support the design, administration, configuration, enactment, and analysis of business processes. BPR is concerned with the explicit representation of processes – once they are defined, processes can be analyzed, improved, and enacted. Software in the form of business process management systems can be used to coordinate business process activities. This course will enable students to understand business process from a general management perspective, and learn tools, analytical frameworks and general principles for managing business processes. The course will incorporate a laboratory component using BPM software.

Course Learning Outcomes:

Upon successful completion of the course, students should be able to:

CLO 1: **Understand** the concept and principles of business process design.
CLO 2: **Identify** improvement opportunities in existing business processes using pertinent tools/techniques.
CLO 3: **Recommend** appropriate solutions to solve real-world organizational problem.
CLO 4: **Present** business solutions in verbal form for process innovation and redesign.

Program Goals & Learning Objectives:

General Learning Goals & Objectives of EMBA program are:

Goal 1: Students will be capable of critical thinking

- LO 1.1: Students will be able to solve problems with the application of business knowledge.
- LO 1.2: Students will be able to evaluate competing decision criteria and alternatives

Goal 2: Students will demonstrate leadership skills

- LO 2.1: Students will be able to develop the ability to lead and manage in teams
- LO 2.2: Students will be able to make sound decisions

Goal 3: Students will learn to communicate effectively

LO 3.1: Students will be able to communicate effectively in oral presentations

LO 3.2: Student will be able to create professional reports

Goal 4: Students will deal with the ethical dilemmas that arise in a business environment

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation

LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives

Mapping - CLOs with LOs

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1									x	
CLO 2	●									Assignment
CLO 3		●								Case Study
CLO 4					●					Project

Legends indicate:

✓ mapped and assessed CLO ● mapped but not assessed CLO x unmapped CLO

Required Course Material:

Textbook (s):

- BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw –Hill Companies
- Dumas M. et al., 2013, Fundamentals of Business Process Management, Springer Verlag Berlin Heidleberg, ISBN: 978-3-642-33142-8 (Print) 978-3-642-33143-5 (Online).
- BUSINESS PROCESS REENGINEERING: Text and Cases RADHAKRISHNAN, R., BALASUBRAMANIAN, S.
- Vikram Sethi, R. King William: Organization Transformation through Business Process Reengineering

Other Material:

1. HBS Case Studies.

Software

Following software will be used for solving complex operation management problems during course and projects

1. Microsoft Excel
2. LUCID Chart

Course Evaluation:

Grading will be done as per NBS criteria. The breakup is as follows:

Final Exam	25%
Midterm	10%
Final Project	15%
Quizzes	10%
Assignments	10%
Class Experimental Activity	30%

Weekly Schedule:

Week	Lecture No. and Topic	Preparation Material	Session Outcomes (Students should be able to…)
1	Lecture 1 & 2: Introduction to the Course	Chapter 1 of **Quantitative Analysis for Management**, 10th Edition by by Render, Stair, and Hanna	**Understand** the concept (CLO 1)
2	Lecture 3 & 4: Introduction to Business Process Management	Chapter 1 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Understand** the concept (CLO 1)
3	Lecture 5 & 6: Process Identification	Chapter 2 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Understand** the concept (CLO 1)
4	Lecture 7 & 8: Essential Process Modeling	Chapter 3 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Identify** improvement opportunities (CLO 2)
5	Lecture 9 & 10: Value Stream Mapping	Faculty Notes	**Identify** improvement opportunities (CLO 2)

Week	Lecture No. and Topic	Preparation Material	Session Outcomes (Students should be able to…)
6	Lecture 11: Harvard Case study	Chapter 3 of ***An Introduction to Management Science: Quantitative Approaches to Decision Making*** 13th Edition by David R. Anderson, Dennis J. Sweeney Thomas A. Williams Rochester Jeffrey D. Camm Kipp Martin	**Recommend** appropriate solutions models (CLO 3)
	Lecture 12: Guest Speaker	Guest Speaker Notes	**Understand** the concept (CLO 1)
7	Lecture 13 &14: Lab Exercise & Practice with Process Modeling Software	Chapter 4 of ***An Introduction to Management Science: Quantitative Approaches to Decision Making*** 13th Edition by David R. Anderson, Dennis J. Sweeney Thomas A. Williams Rochester Jeffrey D. Camm Kipp Martin	**Understand** the concept (CLO 1)
8	Lecture 15: Lab Exercise & Practice with Process Modeling Software	Chapter 3 of ***An Introduction to Management Science: Quantitative Approaches to Decision Making*** 13th Edition by David R. Anderson, Dennis J. Sweeney Thomas A. Williams Rochester Jeffrey D. Camm Kipp Martin	**Understand** the concept (CLO 1)
	Lecture 16: Mid review of project (2 Pager Report + 5 min PPT)		**Present** business solutions (CLO 3)
9	**MID-TERM EXAM WEEK**		
10	Lecture 17 & 18: Process Discovery	Chapter 5 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Identify** improvement opportunities (CLO 2)
	Guest Speaker		

Week	Lecture No. and Topic	Preparation Material	Session Outcomes (Students should be able to…)
11	Lecture 19 & 20: Qualitative Process Analysis	Chapter 6 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Identify** improvement opportunities (CLO 2)
	Harvard Case study		
12	Lecture 21 & 22: Quantitative Process Analysis	Chapter 7 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Identify** improvement opportunities (CLO 2)
13	Lecture 23: Process Redesign	Chapter 8 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Identify** improvement opportunities (CLO 1)
	Lecture 24: Guest Speaker		**Identify** improvement opportunities (CLO 2)
14	Lecture 25 & 26: Process Automation	Chapter 9 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Identify** improvement opportunities (CLO 2)
15	Lecture 27 & 28: Process Intelligence	Chapter 10 of BUSINESS PROCESS REENGINEERING by R. Srinivasan, The Mc Graw – Hill Companies	**Identify** improvement opportunities (CLO 2)
16	Lecture 29 & 30: Final Group Project Presentations		**Present** business solutions (CLO 4)
17	**BUFFER WEEK (if required)**		
18	**FINAL EXAM WEEK**		