

Module	Business Process Design
Semester	1
Responsible	Jan Helmke, Prof Dr. rer. pol. www.wi.hs-wismar.de/jan.helmke ++49 3841 753 7541
Lecturer	Jan Helmke, Prof Dr. rer. pol.
Language	English
Curriculum	Core module in the degree programme Master of Business Systems
Type of teaching	<p>Private studies according to study notes including literature research using textbooks or other sources. Workshop, case study, discussion group, application to course project.</p> <p>Support is given via the Learn Management System Stud.IP including information, references, or files. Various communication channels are used. Work-based learning by linking information technology theory with workplace environment and experience.</p>
Workload	Focused work on the topics during the semester is required. A full-day workshop. Case study including term paper requires independent and focused attention. Approximately 110 hours self-study required.
Credit points	5
Prerequisites	Understanding of processes; Management and organisational experience; Knowledge in logic is helpful.
Module objectives	<p>Knowledge: Students gain knowledge in the analysis of processes and the development of Business Process Models.</p> <p>Skills: Students are able to apply methods and tools to analyse and model business processes. Students can improve business processes by case studies. They manage to achieve strategic goals by process modelling.</p> <p>Competencies: Business Process Design requires and trains creative work as well as self-management. They will train their social skills in the case studies by using change methodologies.</p>
Content	<p>Business Process consists of a sequence of activities, necessary to fulfil a business task. Under this headline the following will be discussed:</p> <ul style="list-style-type: none"> – modelling of business processes by EPC – reference models for business processes, – the ARIS architecture – start of the process: the As-IS-Analysis – the on-going improvement process – Business Process Re-Engineering (BPR) – Continuous Process Improvement <p>In more detail: Business Process Design at its best represents the fusion of information technology and management. Information Technology provides the infrastructure and tools, which fundamentally change organizations, but management provides the strategic business vision that transforms technology into competitive advantage. For Business Process Design to succeed two questions must be answered: - What is the strategic vision for the enterprise? - How to get from here to there?</p> <p>These questions will be answered in the following four primary aspects of Business Process Design: (1) Strategic Visioning</p>

	<p>No matter how powerful an organization's technology is or how effectively you employ management strategies, if you are headed in the wrong direction you will not succeed. Strategic visioning is essential to any level of organizational transformation and functioning.</p> <p>(2) Challenge of Business Process Design Business Process Design is about the simplification of work to achieve higher quality, better results for customers, and lower costs. It is about replacing manual processes with automation, eliminating unnecessary bureaucracy, streamlining and minimizing handoffs across departments, providing the right information at the right time to the right people, eliminating unnecessary work, reducing unnecessary controls, empowering every employee, and getting it right the first time.</p> <p>(3) Business Process Modelling This chapter describes the search of a general BPM application architecture that is conceptually comprehensible and meets real-world requirements.</p> <p>(4) Change methodologies There are two fundamentally different strategies: Process Improvement and Process Innovation. It is worth noting that no one methodology or approach is right for every organization and there are documented successes and failures for every transformational strategy.</p> <p>(4a) Continuous Process Improvement (Kaizen) This change strategy operates under the principle that excellence can be achieved by making a large number of small or incremental improvements continuously over time. The goal is to please both internal and external customers by improving the quality of both processes and outcomes. Work teams and individuals are encouraged and empowered to suggest and implement improvements using a structured set of tools and techniques to correctly identify and define both problems and solutions.</p> <p>(4b) Business Process Reengineering (BPR) The Business Process Reengineering method is described by Hammer and Champy as the fundamental reconsideration and the radical redesign of organizational processes, in order to achieve drastic improvement of current performance in cost, services and speed. Value creation for the customer is the leading factor for BPR and information technology often plays an important enabling role.</p>
Examination	Written examination, case study, term paper and oral presentation, application to course project. Assessment details will be provided during the first semester workshop.
Reading list	<p>Baltzan, Paige; Phillips, Amy: Business Driven Information Systems</p> <p>Davis, Rob; Brabänder, Eric: ARIS Design Platform, Getting Started with BPM</p> <p>Jeston, John; Nelis, Johan: Business Process Management: Practical Guidelines to Successful Implementations</p>