

Business Process Management

MNGT 4188

(Elective)

Course aims / objectives:

When companies consider their improvement plans, they naturally look at the state of their business processes. Four process management approaches have been developed: Balanced Scorecard, Total Quality Management, Re-engineering, Benchmarking and Six-Sigma. Common to each approach is a disciplined focus on measuring and understanding the processes that deliver goods and services to customers. This course will take students through each approach and explain each in the context of how they improve business processes.

This course also explores a contemporary management approach in depth. Many companies are structured and manage themselves along functional lines (Sales, Operations, Engineering, R&D etc) but rethinking a business in terms of its core processes (New Product Development, Supply Chain Management, Customer Service) challenges this wisdom. This leads to building management structures, systems and work teams around cross-functional issues. This development is called “going horizontal” or “breaking down the silos” and provides new challenges for today’s managers. Relevant issues such as process ownership, process teams, Key Performance Indicators, strategy deployment and process improvement methods are discussed in this subject.

Topics include:

Module 1

- Introduction to core processes
- Business at work diagram

Module 2

- Designing the horizontal organisation
- Process ownership and teams

Module 3

- Linking core process and strategy – part 1
- Strategy mapping and the Balanced Scorecard framework

Module 4

- Linking core process improvement and strategy – part 2
- Understanding Key Performance Indicators

Module 5

- Linking core process improvement and strategy – part 3
- Technology, cascading and implementing the Balanced Scorecard

Module 6

- Continuous improvement tools – the measurement and data analysis aspects

Module 7

- Mapping processes – some tools

Module 8

- Improvement approaches – part I
- TQM

Module 9

- Improvement approaches – part 2
- Six Sigma

Module 10

- Improvement approaches – part 3
- Re-engineering

Module 11

- Improvement approaches – part 4
- Benchmarking