Course Code: 2128IBA
Course Name: Business Processes
Semester: Semester 1, 2015
Program: Associate Degree in Commerce & Business
Credit Points: 10
Course Coordinator: Dr Mary-Anne Smith
Document modified: 12 Nov 2014 14:33:00

Teaching Team
Your lecturer/tutor can be contacted via the email system on the portal.

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr Mary-Anne Smith</td>
<td><a href="mailto:masm@portal.qibt.qld.edu.au">masm@portal.qibt.qld.edu.au</a></td>
</tr>
</tbody>
</table>

Staff Consultation
Your lecturer/tutor is available each week for consultation outside of normal class times. Times that your lecturer/tutor will be available for consultation will be given in the first week of lectures. A list of times and rooms will be published on the QIBT Portal under the "myTimetable" link.

Prerequisites
There are no prerequisites for this course

Brief Course Description
The unit serves as an introductory platform to business processes. It offers both conceptual and practical guidance for achieving competitive advantage by managing business processes. Business process management involves the deliberate and collaborative design, management and goal definition of end-to-end sets of activities that create value for customers. Extensive use of supplementary material from Management, Marketing, Logistics and Human Resources literature is made. Key aspects of business processes at the management, operational and support level are investigated and supporting theories explored looking at the work of Taylor, Harmon, Davenport, Hammer and Porter to name some. By taking a holistic view of the organization, that transcends vertical, horizontal, external and geographical boundaries, this unit provides a road map for guiding organizations to analyse, re-design and improve business processes. Finally, the effects of the application of Information Systems on business processes are investigated in terms of how the processes themselves are captured and become an integral part of the technology.

Rationale
The goal of this course is to promote an in-depth understanding of the underpinning concepts of business processes and their management as well as to present and share a set of conceptual tools focusing on the definition of process goals as well as on design and management of cross-functional processes. On completion of the course, students should be able to analyse and develop business processes in 'cross-industry' situations involving services, manufacturing and supply chain activities.

Aims
The central themes addressed by the course therefore are:
1. The definition of process goals as well as the design and management of efficient business processes;
2. Tools and techniques that are available for managing business processes;
3. The skills and competencies required to manage cross-functional processes, inside and outside the organisation;
4. How do we design cross-border (global) processes;
5. How to promote learning and knowledge transfer between projects;
6. How to overcome the common pitfalls in process redesign efforts - A critical appraisal of the Business Process Reengineering concept;
7. A reflective assessment of contemporary academic-based research about the practice of managing internal, external and business processes.
Learning Outcomes

Upon successful completion of this course you will be able to:

1. Explain and identify the need and purpose (logic behind) of sound business process management;
2. Understand the key dimensions underlying business processes;
3. Identify the essential boundaries that business processes need to span;
4. Identify, discuss and evaluate the major human resource management issues involved in the design and implementation of business processes;
5. Know how to apply business process management tools in cross-industry situations;
6. Demonstrate an understanding of the relevant business process academic literature;
7. Understand and discuss the major pitfalls of Business Process Reengineering and Benchmarking.

Texts and Supporting Materials

Required Text:
There is no required text for the course. A suite of digital Prescribed readings will be provided through the QIBT website.

Students are expected to fully engage with the Prescribed readings, and it will be supplemented by a selection of other materials (e.g. websites, journal articles, case studies, and other texts). Information on these materials will be provided during the semester on the QIBT portal website.

Organisation and Teaching Strategies

You will be required to attend a 2 hour lecture and 2 hour tutorial and workshop session throughout the semester. Both the lectures and tutorials are important for this course and they have been designed to complement each other in order to achieve the course learning objectives. The lectures will identify and discuss the major production and management trends as they have developed since the late-19th century, paying attention to the theories underpinning these trends and their implications for everyday management decision-making. The tutorials will provide an opportunity for you to discuss in more detail the key issues and approaches to production and management systems, and will be based on the course readings, case studies and review questions. Workshop sessions will provide you with the opportunity to develop a range of skills that will support learning objectives and foster certain generic skills that are helpful to your professional development.

Class Contact Summary

Attendance:
It is strongly recommended that you attend the weekly lectures, as both examinations will largely be based on material covered during these sessions. You should also attend tutorials as these will consist of guided discussions and group presentations, and will provide you with an opportunity to discuss the topics to be covered in the examinations. You are also reminded that your attendance in class will be marked twice during a four hour class. To receive full attendance, you must be present in the classroom on both occasions.

Program Progression:
You are reminded that satisfactory Program Progression requires that attendance in classes is maintained at equal to or greater than 80%, and that GPA is maintained at equal to or greater than 3.5 with passing grades achieved in more than 50% of courses in any semester [please see QIBT Policy Library - Program Progression Policy - for more information].

Lecture Notes & Course Materials:
You are required to bring a copy of the lecture notes printed from the QIBT website and any other required course materials to classes each week.

Independent Study:
You are expected to reinforce your learning gained during class time by undertaking sufficient independent study. For this 10 CP course, you will need to spend at least 10 hours per week engaged in activities that will help your learning and fulfill the course objectives. Thus, provided you have well used the 4 hours per week of formal contact, you would then complete at least 6 hours per week of independent study.

Content Schedule

The course is delivered in three main modules. The first (weeks 1 – 5) provide a foundation for understanding the nature of operations and production systems in advanced industrial economies today by reviewing the development of management approaches and locating current practice in its contemporary business context. The second module (weeks 6 – 11) introduces process decision considerations in the management of production systems, from the development of goods and services to the location and choice of production facilities. The final module (week 12) introduces the main management issues to be addressed in the planning of production (i.e. the quantity of goods/services to be produced, stored and distributed over a given time period).

Weekly Teaching Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Activity</th>
<th>Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Business Processes Introduction</td>
<td>Lecture</td>
<td>Hammer (1990)</td>
</tr>
<tr>
<td>2</td>
<td>Process Mapping 1</td>
<td>Lecture</td>
<td>Hammer (1997)</td>
</tr>
<tr>
<td>3</td>
<td>Process Mapping 2</td>
<td>Lecture</td>
<td>Hall and Johnson (2009)</td>
</tr>
<tr>
<td>5</td>
<td>In Class Quiz</td>
<td>Examination</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The Value Chain Part 1</td>
<td>Lecture</td>
<td>Dolan and Tewari (2001)</td>
</tr>
<tr>
<td>9</td>
<td>The Value Chain Part 2: Value Chain Analysis</td>
<td>Lecture</td>
<td>Waters and Jones (2001)</td>
</tr>
<tr>
<td>10</td>
<td>Process as a Sustainable Competitive Advantage</td>
<td>Lecture</td>
<td>Smith (2007)</td>
</tr>
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</table>
Assessment

This section sets out the assessment requirements for this course.

Summary of Assessment

<table>
<thead>
<tr>
<th>Item</th>
<th>Assessment Task</th>
<th>Weighting</th>
<th>Relevant Learning Outcomes</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Reflective Journal - Part 1</td>
<td>20%</td>
<td>3,5,6</td>
<td>Week 7</td>
</tr>
<tr>
<td>2</td>
<td>Final Examination</td>
<td>45%</td>
<td>2,3,6,7</td>
<td>Week 14</td>
</tr>
<tr>
<td>3</td>
<td>Tutorial Quiz - questions from weeks 1 to 4</td>
<td>15%</td>
<td>1,2,3,4</td>
<td>Week 5</td>
</tr>
<tr>
<td>4</td>
<td>Reflective Journal - Part 2</td>
<td>20%</td>
<td>3,5,6</td>
<td>Week 13</td>
</tr>
</tbody>
</table>

Assessment Details

**Quiz (15%):**
The quiz is a 30 question multiple-choice test based on the learning from weeks 1 - 4. The content will be drawn from the lectures and readings. Each question is worth 0.5 of a mark.

**Reflective Journal - Parts 1 & 2 (20% each - 40% in total)**
The total marks for this assessment task will total 40% (1x20%, 1x20%)

A reflective summary will be compiled from the weekly Lectures and Readings which demonstrates your level of understanding about the key themes presented in this course. You are required to discuss the lecture content and include supporting evidence from the weekly required readings in a weekly summary. Each reflective summary will be between 350 and 400 words in length.

Additional supporting theory from other sources outside the supplied readings is encouraged.

A template will be provided to help in the construction of the weekly task. The tutorials will also support and assist with the conceptualisation of the content through various activities and small group discussions. It is hoped that the reflective journals can be uploaded through turn it in instead of “in person”.

There will be a total of 10 weekly reflections which will be submitted in 2 parts.
Part 1 will cover content from weeks 1 to 6. This will be due in the week 7 tutorial.
Part 2 will cover content from weeks 7 to 12. This will be due in the week 13 tutorial.

Further detail will be provided and discussed in the first tutorial.

**Final Examination (45%):**
The final aspect of the assessment provides students with the opportunity to integrate all of their learning from the previous lecture and tutorial activities. The final examination might involve short and long answers questions, essay-type questions, multiple choice questions and/or practical exercises/case studies. The examination will include the topic areas covered in lectures, set readings and tutorials during weeks 1-13.

Submission and Return of Assessment Items

Retention of Originals
You must be able to produce a copy of all work submitted if so requested. Copies should be retained until after the release of final results for the course.

Extensions
To apply for an extension of time for an assessment item you must submit a written request to your lecturer via the Student Website at least 48 hours before the date the assessment item is due. Grounds for extensions are usually: serious illness, accident, disability, bereavement or other compassionate circumstances and must be able to be substantiated with relevant documentation [e.g. medical certificate]. Please refer to the QIBT website - Policy Library - for guidelines regarding extensions and deferred assessment.

Penalties for late submission without an approved extension
Penalties apply to assignments that are submitted after the due date without an approved extension. Assessment submitted after the due date will be penalised 10% of the TOTAL marks available for assessment (not the mark awarded) for each day the assessment is late. Assessment submitted more than five days late will be awarded a mark of zero (0) For example:

- > 5 minutes and <= 24 hours 10%
- > 24 hours and <= 48 hours 20%
- > 48 hours and <= 72 hours 30%
- > 72 hours and <= 96 hours 40%
- > 96 hours and <= 120 hours 50%
- > 120 hours 100%

Note:
- Two day weekends will count as one day in the calculation of a penalty for late submission.
- When a public holiday falls immediately before or after a weekend, the three days will count as one day in the calculation of a penalty for late submission.
- When two public holidays (e.g., Easter) fall immediately before or after, or one day either side of a weekend, the four days will count as two days in calculating the penalty for late submission.
- When a single public holiday falls mid-week, the day will not be counted towards the calculation of a penalty.

Please refer to the QIBT website - Policy Library > Assessment Policy for guidelines and penalties for late submission.

**Assessment Feedback**

Group presentations will be assessed and feedback given in tutorials within fourteen [14] days of the presentation date. Marks awarded for assessment items will also be available on the on-line grades system on the Student Website within fourteen [14] days of the due date. You may arrange an appointment during the designated consultation time to discuss assessment in more detail.

**Generic Skills**

QIBT aims to develop graduates who have an open and critical approach to learning and a capacity for lifelong learning. Through engagement in their studies, students are provided with opportunities to begin the development of these and other generic skills.

Studies in this course will give you opportunities to begin to develop the following skills:

<table>
<thead>
<tr>
<th>Generic Skills</th>
<th>Taught</th>
<th>Practised</th>
<th>Assessed</th>
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</thead>
<tbody>
<tr>
<td>Written Communication</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Oral Communication</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
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<tr>
<td>Information Literacy</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Secondary Research</td>
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<td></td>
<td>Yes</td>
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<tr>
<td>Critical and Innovative Thinking</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<tr>
<td>Academic Integrity</td>
<td></td>
<td></td>
<td>Yes</td>
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<tr>
<td>Self Directed Learning</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
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<td>Team Work</td>
<td></td>
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<td>Yes</td>
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<td>Cultural Intelligence</td>
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<td>Yes</td>
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<tr>
<td>English Language Proficiency</td>
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<td>Yes</td>
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**Additional Course Generic Skills**

**Additional Course Information**

In addition to formal contact hours, you are provided with extra support through individual consultation with teaching staff, tutorials in English language, and self-access computer laboratories.

**Teacher and Course Evaluations**

Students commented that the course resources, assessment items, tutorial activities and teacher’s approach were positive in supporting their learning. Students also enjoyed interacting in small group discussions and enhanced their understanding of key concepts through a collaborative approach. They felt that the course is a positive extension of 1001MGT, a foundation on which to build additional knowledge about management systems. Further, students stated that they understood the links from the course to the business world.

**Academic Integrity**

QIBT is committed to maintaining high academic standards to protect the value of its qualifications. Academic integrity means acting with values of honesty, trust, fairness, respect and responsibility in learning, teaching and research. It is important for students, teachers, researchers and all staff to act in an honest way, be responsible for their actions, and show fairness in every part of their work. Academic integrity is important for an individual’s and the College’s reputation.

All staff and students of the College are responsible for academic integrity. As a student, you are expected to conduct your studies honestly, ethically and in accordance with accepted standards of academic conduct. Any form of academic conduct that is contrary to these standards is considered a breach of academic integrity and is unacceptable.

Some students deliberately breach academic integrity standards with intent to deceive. This conscious, pre-meditated form of cheating is considered to be one of the most serious forms of fraudulent academic behaviour, for which the College has zero tolerance and for which penalties, including exclusion from the College, will be applied.

However, QIBT also recognises many students breach academic integrity standards without intent to deceive. In these cases, students may be required to undertake additional educational activities to remediate their behaviour and may also be provided appropriate advice by academic staff.

As you undertake your studies at QIBT, your lecturers, tutors and academic advisors will provide you with guidance to understand and maintain academic integrity, however, it is also your responsibility to seek out guidance if and when you are unsure about appropriate academic conduct.

Please ensure that you are familiar with the QIBT Academic Integrity Policy; this policy provides an overview of some of the behaviours that are considered breaches of academic integrity, as well as the penalties and processes involved when a breach is identified.

For further information please refer to the Academic Integrity Policy on the QIBT website – Policy Library.

**Risk Assessment Statement**
There are no out of the ordinary risks associated with this course.

Note: For all Diploma level programs, QIBT acknowledges content derived from Griffith University.