



<b>Course Code:</b>	2128IBA
<b>Course Name:</b>	Business Processes
<b>Trimester:</b>	Trimester 2, 2019
<b>Program:</b>	Associate Degree in Commerce & Business
<b>Credit Points:</b>	10
<b>Course Coordinator:</b>	Martin Soden
<b>Document modified:</b>	13 June 2019

### **Teaching Team**

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

---

### **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 Griffith College 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 focussing 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 Griffith College 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 Griffith College 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 Griffith College 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 Griffith College 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 fulfil 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

Week	Topic	Activity	Readings
1	Business Processes Introduction	Lecture	Hammer (1990)
2	Process Mapping 1	Lecture	Hammer (1997)
3	Process Mapping 2	Lecture	Hall and Johnson (2009)
4	Process Evaluation & Analysis	Lecture	Augilar-Saven (2004)
5	In Class Quiz	Examination	Research questions
6	Business Process Change	Lecture	Malthora (1998)
7	The Value Chain Part 1	Lecture	Dolan and Tewari (2001) Weider et al (2006)
8	The Value Chain Analysis	Lecture	Waters and Jones (2001)
9	Strategic Alignment	Lecture	Campbell and Kay (2005)
10	Process as a Sustainable Competitive Advantage. ERP Technology in Business Processes	Lecture	Smith (2007)
11	Ethics and Process Management	Lecture	Carol, A (1987)
12	Course and Final Examination Review	Lecture	No Reading

---

## Assessment

This section sets out the assessment requirements for this course.

### Summary of Assessment

Item	Assessment Task	Weighting	Relevant Learning Outcomes	Due Date
1	Tutorial Quiz – 30 M/C questions on weeks 1 to 4 (In class)	15%	1,2,3,4	Week 5
2	Research Topics	20%	3,5,6	Week 7
3	Group Presentations	25%	3,5,6	Weeks 8 to 11
4	Final Examination	40%	2,3,6,7	Exam Period

#### *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.

#### **Research Topics (20%)**

You will be given 3 research questions to discuss, using the lectures, readings and additional journal articles. The answers to these 3 topics will be due by the end of week 7. Each answer is expected to be approximately 350 - 400 words in length.

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

#### **Group Presentation (25%)**

Students will be divided into small groups and allocated a specific week in which to present key material relevant to that week. Topics will be provided 2 weeks prior to the group's allocated presentation time. **Students will be required to attend and peer review all presentations to receive a mark for this assessment item.**

#### **Final Examination (40%)**

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 1-12.

## 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 assignment, you must submit an Application for Extension of Assignment form to your teacher at least 24 hours before the date the assignment 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. Griffith College Medical Certificate]. Please refer to the Griffith College website - Policy Library - for guidelines regarding extensions and deferred assessment.

### Assessment Feedback

Marks awarded for in-trimester assessment items, except those being moderated externally with Griffith University, will be available on the Student Portal within fourteen [14] days of the due date. This does not apply to the final assessment item in this course (marks for this item will be provided with the final course result).

---

### Generic Skills

Griffith College 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:

Generic Skills	Taught	Practised	Assessed
Written Communication	Yes	Yes	Yes
Oral Communication	Yes	Yes	Yes
Information Literacy	Yes	Yes	Yes
Secondary Research		Yes	Yes
Critical and Innovative Thinking	Yes	Yes	Yes
Academic Integrity		Yes	Yes
Self Directed Learning	Yes	Yes	Yes
Team Work		Yes	Yes
Cultural Intelligence		Yes	
English Language Proficiency		Yes	

## **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**

Griffith College is committed to maintaining high academic standards to protect the value of its qualifications. Academic integrity means acting with the 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, Griffith College 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 Griffith College, 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.

In the case of any allegation of academic misconduct made against a student he or she may request the guidance and support of a Griffith College Student Learning Advisor or Student Counsellor.

Please ensure that you are familiar with the [Griffith College 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 Griffith College website – Policy Library.

***Risk Assessment Statement***

There are no out of the ordinary risks associated with this course.

---

Copyright © - Griffith College

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