COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Business Process Management	

Lecturer(s)	Department(s) where the course unit (module) is delivered
Coordinator: prof. Saulius Gudas **Other(s)**:	Faculty of Economics and Business Administration, Vilnius University

Study cycle	Type of the course unit (module)
Second	Compulsory

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Classroom	Semester 1	English

Requirements for students	
Prerequisites: Basics of management	**Additional requirements (if any): -**

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	32	98

Purpose of the course unit (module): programme competences to be developed		
To introduce students to the theoretical underpinnings of process management and modern program packages, and to develop the ability to apply management principles and process management program tools to manage the activities of real-life organisations.		
Learning outcomes of the course unit (module)	**Teaching and learning methods**	**Assessment methods**
Ability to apply theoretical knowledge and skills to analyse and evaluate the management of business operations.	Attending lectures and discussions. Independent analysis of literature. Solving practical cases, preparing reports. Preparation and presentation of reports.	Presentation of the report. Argumentation in debates. Mid-term tests. Test (exam).
Ability to explain and apply good business process management practices in real-life organisations.		
Ability to model processes using BPMN notation and business process modelling best practices.	BPMN notation analysis. Working with specialised process modelling software.	To develop and present business process models.

Content: breakdown of the topics	Contact hours								Self-study work: time and assignments	
	Lectures	Consultations	Seminars	Exercises	Laboratory work	Internship/work placement	E-learning	Contact hours	Self-study hours	Assignments
1. Introduction to subject and business process management.	2							2	4	Specify both self-directed and e-learning tasks.
2. Cognitive problems: empirical and knowledge-based models, causality.	2							2	4	Study of scientific literature, lecture discussions.
3. Performance management modelling. Systematic thinking. System as a process. Business-IT compatibility model.	4		1					5	8	Reading scientific literature, lecture discussions, solving practical cases.
4. Theoretical principles of business process management: elements of management theory. Models of organisational systems management.	4							4	4	Study of scientific literature, lecture discussions.
5. Porter's value chain model. Business Motivation Model (BMM).	4		1					5	6	Study of scientific literature, lecture discussions, practical case studies.
6. Business process modelling. Examples of notations. BPMN notation and diagram types.	2		2					4	4	Study of scientific literature, lecture discussions, practical case studies.
7. Business process modelling in BPMN notation with software (Lucidchart, MagicDraw, Camunda Modeler).	4		2					6	10	Study of scientific literature, lecture discussions, practical case studies.
8. Verslo sprendimų modeliavimas: sprendimų lentelės, DMN notacija. OCEB 2 elementai.			2					2	4	Independent work with software.
9. Process mining: approach, tools (Fluxicon Disco, Celonis SE) and practical examples.	3		5					4	8	Study of scientific literature, lecture discussions, practical case studies.
10. Overview of business process improvement models: the Deming PDCA cycle. Kaizen Process Improvement Approach, KANBAN, X Matrix, A3.	1							6	10	Study of scientific literature, lecture discussions, practical case studies.

11. Business process management systems - ARIS, ERP systems (SAP) JIRA, Data mining techniques. MS Power BI.	2							2	6	Study of scientific literature, lecture discussions, practical case studies.
12. Business management modelling based on management functional dependency.	2		2					4	8	Preparation and presentation of group work
13. Business process analytics framework (based on M. Dumas).	2							2	6	Preparation and presentation of group work
In total:	**32**		**16**					48	82	

Assessment strategy	Weight,%	Deadline	Assessment criteria
Student group work (2 students) and its report.	50	During semester	The relevance of the description of the solution to the practical problem to the course material (P1), the average of the scores of the intermediate tasks (tests) (P2), the overall score of the practical part: P = 0.7*P1 + 0.3*P2.
Exam test	50	During the session	30 closed and open-ended test questions of equal weight.

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link	Online access or at the Vilnius University Library
Compulsory reading					
Tim Weilkien, Christian Weiss, Andrea Grass, Kim Nena Dugge	2016	OCEB 2 Certification Guide: Business Process Management - Fundamental Level 2nd Edition		Morgan Aufmann; 2 edition	
Paul Harmon	2014	Business Process Change		Morgan Aufmann; 3 edition	
Optional reading					
Bruce Silver	2011	BPMN Method and Style		Cody-Cassidy Press	
John Shook, Jim Womack	2008	Managing to Learn: Using the A3 Management Process to Solve Problems, Gain Agreement, Mentor and Lead		Lean Enterprises Inst Inc	