

МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ

ХАРКІВСЬКИЙ НАЦІОНАЛЬНИЙ ЕКОНОМІЧНИЙ УНІВЕРСИТЕТ
ІМЕНІ СЕМЕНА КУЗНЕЦЯ

"ЗАТВЕРДЖУЮ"

Заступник керівника
(проректор з науково-педагогічної роботи)

М. В. Афанасьєв



Управління бізнес-процесами

робоча програма навчальної дисципліни

Галузь знань	Усі
Спеціальність	Усі
Освітній рівень	другий (магістерський)
Освітня програма	Усі

Вид дисципліни
Мова викладання, навчання та оцінювання

**вибіркова
англійська**

Завідувач кафедри менеджменту та бізнесу

Т. І. Лепейко

Харків
ХНЕУ ім. С. Кузнеця
2018

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

Business Process Management
syllabus of the educational discipline

Branch of knowledge **all**
Specialty **all**
Educational level **Second (Master's)**
Educational program **all**

Type of discipline **selective**
Language of teaching, learning and evaluating **English**

Head of the Department of Management and Business

T. I. Lepeyko

Kharkiv
S. Kuznets KhNUE
2018

APPROVED
at the meeting of the Department of Management and Business
Protocol №1 dated August 27, 2018

Compiler :
Kotlik A.V., Candidate of Economic Sciences, Docent of Department of
Management and Business,
Gavrilchenko O. V., Ph.D., Docent of Department of Management and Business
Kanova O. A., Senior Lecturer of Department of Management and Business

**Letter of renewal and re-approval
working program of academic discipline**

Academic year	Date of the meeting of the department - the developer of syllabus	№ of minutes	Signature Head of Department

1. Introduction

It is impossible to increase the efficiency of the Ukrainian economy without seriously reorganizing the principles and mechanisms of enterprise management. The traditional functional approach to management concentrates the attention of management on individual tasks, personnel, structure, while the actual processes of activity often remain out of sight. But business processes of the enterprise create the consumer value of the products, generate a lion's share of the cost, the length of the production cycle and the flexibility of the enterprise depends on the way they are organized. Consequently, effective management of an enterprise requires that it be perceived as a network of business processes performed in a certain sequence.

Indeed, with the help of a network of business processes you can provide a complete and exhaustive description of the enterprise. After all, in terms of the system approach, an organization is part of an economic system that consumes resources, recycles them, creates added value, and creates a product by passing it to the external environment. In other words, the organization can be considered as an operation in the supply chain of added value. It is the process of transforming resources into products (end or intermediate), thus, constitute the essence of the organization, its "core", using and consuming the necessary resources: assets, personnel, information. Consequently, the organization's activities can be fully described with the help of an expanded description of its processes in their interaction.

In turn, each of the business processes of the enterprise performs a certain set of tasks, generating relevant results (outputs) and can be considered as a separate control object. Consequently, individual business decisions can be made in relation to each individual business process for its improvement or even exclusion from the business processes carried out within the enterprise, that is, outsourcing.

Thus, for a modern specialist in the field of management it is extremely necessary to master the principles, methods and tools of business process management of the enterprise.

Purpose of the discipline:

the formation of the system of theoretical knowledge and applied skills in using the principles, methods and tools for managing business processes of the enterprise.

Course	1M	
Semester	1	
Amount of credits ECTS	5	
Audit lessons Independent work	lectures	20
	laboratory	20
Form of final control		110
Amount of credits ECTS	Credit	

Structural-logical scheme of studying the discipline:

The previous disciplines	The following disciplines
Informatics	Development management
Information systems	Graduate design
Management	
Marketing	

1. Competence and learning outcomes of the discipline:

Competence	Learning outcomes
Ability to understand the essence, purpose and role of the process approach in the management of the enterprise	to know the content, principles, advantages and disadvantages of process and functional approaches to management; to classify business processes on different grounds; to substantiate expediency of introduction of process approach to enterprise management
Ability to simulate business processes	be able to determine the boundaries of business processes, to describe the business processes by text, tabular and graphical methods, to conduct structural modeling of business processes using CASE-technology, which corresponds to the tasks of modeling
Ability to implement a business process in the activities of the enterprise	Know the approaches to implementing process management in the enterprise and the stages of this process
Ability to control the course of business processes of the enterprise	be able to determine the list of indicators for measuring the effectiveness of the business process, be able to assess the strategic importance of the business process, know the process of monitoring the business process
Ability to improve business processes of the enterprise.	To know the approaches to improving business processes of the enterprise, to know the principles and methods of improving business processes, to know the model of maturity of business processes; to be able to improve business processes ..

2. Syllabus of the educational discipline

Semantic module 1. Modeling and implementation of business processes

Topic 1. The essence of the process approach to enterprise management

Prerequisites and genesis of the formation of a functional approach to enterprise management. Features of the functional approach. The main challenges for modern business. Disadvantages of a functional approach to management in a turbulent client-oriented economy.

The concept of a value chain. Basic and auxiliary activities of the enterprise. The place of the enterprise in the chain of value creation. Supply chain. Model SCOR

The concept of the business process. Properties of the business process. Business process as an object of management. Classification of business processes. The role of the business processes business system in achieving its goals.

The essence of the process approach to enterprise management. The expediency of implementing process management in the enterprise. Goals and tasks of management of business processes. Stages of business process management.

Topic 2. Modeling business processes of the enterprise

Identification of business processes of the enterprise. Approaches to identifying business processes. The teleological approach to identifying business processes.

The concept of the model. Business process model. Methods of describing business processes. Components of business process models. Principles and techniques of business process modeling. Reference models of business processes.

The concept and essence of CASE-technologies. Overview of business process modeling methodologies. Family of IDEF methodologies. Methodology ARIS. BPMN note.

Topic 3. Implementation of business process and process management in general

Approaches to the introduction of process management in the enterprise. Planning and organizing activities for the implementation of the business process. Team for the introduction of process control. Transformation of organizational structure in the implementation of process management.

Regulation of business processes. Structure of the business process regulations.

Contents and tasks of continuous process management. Stages of continuous process management.

Semantic module 2. Analysis and improvement of business processes

Topic 4. Measurement and analysis of business processes of the enterprise

Traditional system of managerial control. The role of intangible assets in ensuring the success of the enterprise. The essence of the Balanced Scorecard (LSS). Alternative approaches to the balanced assessment and management of the enterprise. Architecture of ZSP. Stages of LSS implementation. Advantages and disadvantages of LSS.

Procedure for measuring business processes. Key Performance Indicators (CRIs). The logic of forming a CRI system for measuring business processes.

Critical Success Factors. An assessment of the strategic importance of business processes and the priority of their improvement on the basis of critical success factors.

Business Process Analysis. Business Process Analysis Tools.

Managing the costs of business processes. Model for the process distribution of ABC costs.

Topic 5. Improvement of business processes of the enterprise

Basic approaches to improving business processes of the enterprise.

Continuous improvement of business processes. Principles of Deming quality. Shuhart's cycle - Deming. Key concepts of continuous improvement of business processes. Kaizen concept, its advantages and disadvantages. The concept of "six sigmas". Advantages and disadvantages of continuous improvement of processes.

Essence and distinctive features of "breakthrough" improvement of business processes. Characteristics of methods of "breakthrough" improvement of business processes.

Concept of business process reengineering (RBP). Signs of RBP. Main goals and methods of business reengineering. Approaches to conducting RBP. Basic principles of RBP. Reengineering procedure. Typical results, advantages and disadvantages of RBP. Model of maturity of business processes.

3. Procedure for assessment of learning outcomes

The system of evaluation of the developed competencies of students takes into account the types of classes, which according to the curriculum include lectures, laboratory classes, as well as independent work. Assessment of the developed competencies among students is based on a 100-point accumulation system. In accordance with the Provisional Regulations "The Procedure for Assessing the Results of Students' Learning Based on the Accumulated Point-Rating System" Simon Kuznets KhNUE, control measures include: current control carried out during the semester during lectures, laboratory classes and is estimated by the sum of the points scored (the maximum amount is 100 points; the minimum amount that allows the student to receive a positive assessment is 60 points).

The procedure for carrying out the current assessment of students' knowledge. Assessment of student's knowledge during laboratory classes and performance of individual tasks is carried out according to the following criteria:

understanding, degree of assimilation of the theory and methodology of the problems under consideration; the degree of assimilation of the actual material of the discipline; acquaintance with the recommended literature, as well as contemporary literature on the issues under consideration; the ability to combine theory with practice when considering production situations, solving tasks, performing calculations in the process of performing individual tasks and tasks submitted for consideration in an audience; logic, structure, style of presentation of the material in written works and speeches in the audience, ability to substantiate their position, to generalize information and to draw conclusions; ability to conduct critical and independent evaluation of certain problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular problem issue; application of analytical approaches; quality and clarity of reasoning; logic, structuring and substantiation of conclusions about a specific problem; independence of performance; literacy of presentation of the material; use of comparison methods, generalization of concepts and phenomena; job design.

The general criteria for evaluating the non-audited independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on specific topics, the ability to make informed conclusions, the possession of categorical apparatus, skills and techniques for performing practical tasks, the ability to find the necessary information, to organize its systematization and processing, self-realization on laboratory classes.

The final score from the academic discipline is calculated taking into account the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are counted", "59 and less points are not counted", and entered in the "Record of success" of the academic discipline

Distribution of points in weeks

(specify means of evaluation according to the technological card)

Themes of the content module			Lecture classes	Laboratory classes	Presentation	Written control work	Total	
Content module 1.	Theme 1	1 week		10				
	Theme 2	2 week						
	Theme 3	3 week						
		4 week					15	15
		5 week					10	20
Content module 2.	Theme 4	6 week		10				
		7 week						
		8 week						
	Theme 5	9 week					10	10
		10 week				30	15	55
Total				20	30	50	100	

The assessment scale: national and ECTS

The amount of points for all types of educational activities	ECTS Rating	Score on a national scale	
		for exam, course project (work), practice	For credit
90 – 100	A	perfectly	credited
82 – 89	B	good	
74 – 81	C		
64 – 73	D	enough	
60 – 63	E		
35 – 59	FX	unsatisfactorily	not credited
1 – 34	F		

4. Recommended literature

Main

1. Доронін А. В. Міжфункціональна команда як організаційна форма управління бізнес-процесами / А. В. Доронін // Економіка розвитку. – 2004. – №3 (31). – С. 16–20.
2. Кизим М. О. Збалансована система показників : [монографія] / М. О. Кизим, А. А. Пилипенко, В. А. Зінченко. – Харків : ВД «ІНЖЕК», 2007. – 192 с.
3. Лабораторний практикум з курсу «CASE-технології» для студентів спец. 7.080401, 7.080407 усіх форм навчання / укл. С. В. Мінухін, О. М. Беседовський. – Харків : Вид. ХНЕУ, 2005. – 135 с.
4. Лепейко Т. І. Реінжиніринг бізнес-процесів : навч. посіб. у схемах і таблицях / Т. І. Лепейко, А. В. Котлик. – Харків : Вид. ХНЕУ, 2009. – 80 с.

Additional

5. Дороніна М. С. Управління бізнес-процесами підприємства / М. С. Дороніна // Вісник. – 2001. – №2(18). – С. 64–70.
6. Лепейко Т. І. Процесний підхід до управління конкурентоспро-можністю підприємства : монографія / Т. І. Лепейко, А. В. Котлик. – Харків : Вид. ХНЕУ, 2012. – 316 с.
7. Ольве Н.-Г. Оценка эффективности деятельности компании. Практическое руководство по использованию сбалансированной системы показателей / Н.-Г. Ольве, Ж. Рой, М. Веттер; [пер. с англ.]. – Москва : Издательский дом «Вильямс», 2003. – 304 с.
8. Пономаренко В. С. Теорія та практика моделювання бізнес-процесів : монографія / В. С. Пономаренко, С. В. Мінухін, С. В. Знахур. – Харків : ХНЕУ, 2013. – 243 с.
9. Handbook of research on business process modeling / Ed. by Jorge Cardoso and Wil van der Aalst. – Hershey PA, London : Information Science Reference, 2009. – 607 (XXV) p.
10. Six Sigma + Lean Toolset: Executing Improvement Projects Successfully / Ed. by Stephan Lunau; Translated by Astrid Schmitz. – Berlin : Springer-Verlag, 2008. – 315 (VIII) p.
11. Smith R. F. Business Process Management and the Balanced Scorecard: Using Processes as Strategic Drivers / Ralph F. Smith. – Hoboken, New Jersey : John Wiley & Sons, 2007. – 228 (X) p.

Information resources on the Internet

12. «Бизнес-инжиниринговые технологии». Company website – Access mode : <http://www.betec.ru>.
13. «Инталев» Company website. – Access mode : <http://www.intalev.ru>.
14. Executive.ru. - Access mode : www.e-xecutive.ru.
15. ARIS community website [Electronic resource]. – Access mode : <http://www.ariscommunity.com>.
16. Business Process Model and Notation [Electronic resource]. – Access mode : <http://www.bpmn.org>.
17. IDEF, Integration DEFinition methods [Electronic resource]. – Access mode : <http://www.idef.com>.
18. Management.Com.Ua. Интернет-портал для управленцев [Электронный ресурс]. – Access mode : <http://www.management.com.ua>.