Course:	A Practitioner's Approach to Business Process Improvement
Guided Learning Hours:	24
Pre-requisites:	None

Abstract

Within all organizations, business processes provide the mechanism for translating the organization's strategic intent into operational actions, facilitating the achievement of the organization's business goals and objectives. Thus, for organizations to become more competitive – especially in these challenging economic times – they must continuously improve their business processes to ensure that all aspects of their operations are performed optimally. Failure to improve slow, inefficient or unreliable business processes tends to result in higher cost of operations, lower revenues, less motivated employees and fewer satisfied stakeholders and customers.

A Practitioner's Approach to Business Process Improvement focuses on the practical application of industry 'best practices' in business process improvement (BPI). Course participants will gain theoretical and practical exposure to key BPI concepts and the five (5) phase BPI methodology. For each phase of the methodology, participants will learn about key activities and how to apply relevant industry 'best practice' strategies, tools, techniques and templates in 'real world' situations. Upon successful completion of this course, participants would be equipped to carry out their own BPI initiatives within their own organizations to produce better performing business processes.

Target Audience

Anyone wishing to obtain an understanding of BPI and carry out BPI initiatives in their organizations.

Learning Outcomes

Upon successful completion of this unit, learners will be able to:

1. Explain key BPI terms, concepts and organizational requirements;

2. Describe the five (5) phases of the BPI methodology and key phase activities;

3. Perform key Phase 1 ('Understand') activities to develop BPI priorities based on overall context understanding;

4. Perform key Phase 2 ('Assess') activities to analyze current ('As-Is') processes and generate ideas for improvement;

5. Perform key Phase 3 ('Design') activities to create improved ('To-Be') processes and a high-level Implementation Plan;

6. Perform key Phase 4 ('Implement') activities to understand and address key change management issues associated with implementation of BPI initiatives;

7. Perform key Phase 5 ('Monitor') activities to track results and benefits of the BPI implementation.

Indicative Content

1. Explain key BPI terms, concepts and organizational requirements

- *What is a business process?* – Definition of a business process; introduction to the process model, general characteristics of business processes; characteristics of 'good' business processes; types of business processes; role of the business process owner; inter-relationship of business processes, organizational policies and procedures.

- *What is BPI and what does it require?* – Definition of BPI; the role of the BPI Manager; the organizational benefits of BPI; critical success factors (CSFs) for BPI initiatives; pitfalls to avoid; the role of organizational leaders in BPI.

2. Describe the five (5) phases of the BPI methodology and key phase activities

- Overview of the purpose and objectives of the five (5) phases of the BPI methodology (i.e. Understand, Assess, Design, Implement and Monitor)

- Overview of the key activities within each of the phases of the BPI methodology.

3. Perform key Phase 1 ('Understand') activities to develop BPI priorities based on overall context understanding

Learn how to apply industry 'best practice' strategies, tools, techniques and templates to:

- Obtain a (high-level) overview of an organization and its business environment;

- Identify and prioritize business processes for improvement.

4. **Perform key Phase 2 ('Assess') activities to analyze current ('As-Is') processes and generate ideas for improvement**

    Learn how to apply industry 'best practice' strategies, tools, techniques and templates to:

    - Develop in-depth understanding of current business processes that have been earmarked for improvement;
    - Collect evidence about business process shortcomings;
    - Analyze evidence collected about business process shortcomings;
    - Generate ideas about possible business process improvements.

5. **Perform key Phase 3 ('Design') activities to create improved ('To-Be') processes and a high-level Implementation Plan**

    Learn how to apply industry 'best practice' strategies, tools, techniques and templates to:

    - Re-design existing business processes to create improvements;
    - Prioritize implementation of business process improvements;
    - Develop a high-level Implementation Plan.

6. **Perform key Phase 4 ('Implement') activities to understand and address key change management issues associated with implementation of BPI initiatives**

    Learn how to apply industry 'best practice' strategies, tools, techniques and templates to:

    - Describe organizational factors that may hinder acceptance of change associated with the implementation of business process improvements;
    - Build acceptance for organizational change associated with implementation of business process improvements.

7. **Perform key Phase 5 ('Monitor') activities to track results and benefits of the BPI implementation**

    Learn how to apply industry 'best practice' strategies, tools, techniques and templates to:

    - Perform a post-implementation assessment of the BPI implementation;
    - Track benefits realized;
    - Determine stakeholder satisfaction;
    - Determine lessons learnt.

Learning Outcomes and Assessment Criteria

LEARNING OUTCOME ON SUCCESSFUL COMPLETION OF THIS COURSE A LEARNER WILL:	ASSESSMENT CRITERIA FOR PASS THE LEARNER CAN:
1. Explain key BPI terms, concepts and organizational requirements	1.1 Define what a *business process* is and discuss the process model, general characteristics of business processes; characteristics of 'good' business processes; types of business processes; role of the business process owner; and inter-relationship of business processes, organizational policies and procedures. 1.2 Define what *BPI* is and discuss the role of the BPI Manager; the organizational benefits of BPI; CSFs for BPI initiatives; pitfalls to avoid; and the role of organizational leaders in BPI.
2. Describe the five (5) phases of the BPI methodology and key phase activities	2.1 Describe the purpose and objectives of each of the five (5) phases of the BPI methodology. 2.2 Describe the key activities within each of the five (5) phase of the BPI methodology.
3. Perform key Phase 1 ('Understand') activities to develop BPI priorities based on overall context understanding	Learn how to apply industry 'best practice' strategies, tools, techniques and templates to: 3.1 Obtain a (high-level) overview of an organization and its business environment. 3.2 Identify and prioritize business processes for improvement.
4. Perform key Phase 2 ('Assess') activities to analyze current ('As-Is') processes and generate ideas for improvement	Learn how to apply industry 'best practice' strategies, tools, techniques and templates to: 4.1 Develop in-depth understanding of current business processes that have been earmarked for improvement. 4.2 Collect evidence about business process shortcomings. 4.3 Analyze evidence collected about business process shortcomings. 4.4 Generate ideas about possible business process improvements.
5. Perform key Phase 3 ('Design') activities to create improved ('To-Be') processes and a high-level Implementation Plan	Learn how to apply industry 'best practice' strategies, tools, techniques and templates to: 5.1 Re-design existing business processes to create improvements. 5.2 Prioritize implementation of business process improvements. 5.3 Develop a high-level Implementation Plan.

LEARNING OUTCOME ON SUCCESSFUL COMPLETION OF THIS COURSE A LEARNER WILL:	ASSESSMENT CRITERIA FOR PASS THE LEARNER CAN:
6. Perform key Phase 4 ('Implement') activities to understand and address key change management issues associated with implementation of BPI initiatives	Learn how to apply industry 'best practice' strategies, tools, techniques and templates to: 6.1 Describe organizational factors that may hinder acceptance of change associated with the implementation of business process improvements. 6.2 Build acceptance for organizational change associated with implementation of business process improvements.
7. Perform key Phase 5 ('Monitor') activities to track results and benefits of the BPI implementation	Learn how to apply industry 'best practice' strategies, tools, techniques and templates to: 7.1 Perform a post-implementation assessment of the BPI implementation. 7.2 Track benefits realized. 7.3 Determine stakeholder satisfaction. 7.4 Determine lessons learnt.

Outline Learning Plan

The outline learning plan has been included in this unit as guidance. It demonstrates one way of planning the delivery and assessment of this unit. Changes may be made as deemed necessary by the lecturer.

Session #	Delivery Mode	Topic	Learning Outcomes (LO) covered	Hours
1	In-class lecture	Key Concepts	• LO 1.1 • LO 1.2	3
2	In-class lecture	Overview of BPI Methodology and Phase 1 ('Understand')	• LO 2.1 • LO 2.2 • LO 3.1	3
3	In-class lecture	Phase 1 ('Understand')	• LO 3.2	3
4	In-class lecture	Phase 2 ('Assess')	• LO 4.1	3
5	In-class lecture	Phase 2 ('Assess')	• LO 4.2 • LO 4.3 • LO 4.4	3
6	In-class lecture	Phase 3 ('Design')	• LO 5.1	3
7	In-class lecture	Phase 3 ('Design')	• LO 5.2 • LO 5.3	3
8	In-class lecture	Phase 4 ('Implement') and Phase 5 ('Monitor')	• LO 6.1 • LO 6.2 • LO 7.1 • LO 7.2 • LO 7.3 • LO 7.4	3
		Total Contact Hours		**24**