



1 COURSE OUTLINE

Course:	Business Process Re-engineering - A Practical Approach To Improving Quality, Productivity and Customer Satisfaction
Contact Hours:	12 Contact Hours
Pre-requisite:	None

1.1 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 negatively impact quality, productivity and customer satisfaction. This ultimately results in higher operating costs and lower revenue margins.

This course focuses on the application of industry 'best practice' strategies, tools and techniques in business process management. Course participants will learn about key business process concepts and how to apply a proven five (5) phase methodology to re-engineer business processes in 'real world' organizational situations.

Upon successful completion of this course, participants would be equipped to carry out business process re-engineering (BPR) initiatives within their own organizations, to produce better performing business processes.

1.2 Target Audience

- Persons in business process-related roles, for example:
 - Business Process Analysts
 - Business Process Engineers
 - Business Process Architects
 - Business Process Managers
 - Business Analysts
 - Systems Analysts
 - Process Owners
 - Process Officers
- Persons responsible for business process-related activities, for example:
 - Process Mapping
 - Process Modeling
 - Process Analysis
 - Process Design
 - Process implementation
 - Process Transformation
 - Process Monitoring & Control
 - Process Performance Improvement
- Anyone wishing to obtain an understanding of business process management and carry out BPR initiatives in their organizations.



1.3 Learning Outcomes

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

1. Explain key business process management terms and concepts.
2. Explain the five (5) phase methodology used to guide BPR.
3. Perform key Phase 1 ('Understand') activities to prioritize BPR efforts, based on organizational 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 re-engineered ('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 BPR initiatives.
7. Perform key Phase 5 ('Monitor') activities to track results and benefits of the BPR implementation.
8. Identify other methodologies that can be used to guide BPR.

1.4 Topics Covered

1. Explain key business process management terms and concepts
 - 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.
 - Explain the vital role that business processes play in an organization.
 - What is business process re-engineering and what does it require? – Definition of business process re-engineering (BPR); the organizational benefits of BPR; critical success factors (CSFs) for BPR initiatives; pitfalls to avoid.
 - Understand the importance of people and technology in business process management.
2. Explain the five (5) phase methodology used to guide business process re-engineering
 - Overview of the purpose and objectives of each of the five (5) phases of the methodology (i.e. Understand, Assess, Design, Implement and Monitor).
 - Overview of the key activities within each of the phases of the methodology.



3. Perform key Phase 1 ('Understand') activities to prioritize BPR efforts, based on organizational context understanding

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

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

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 and techniques to:

- Construct 'As-Is' process maps;
- 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 BPR efforts.

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

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

- Re-engineer existing business processes to reduce bureaucracy, eliminate redundancy, and create improvements;
- Perform Idealizing ('What If') analysis;
- Construct 'To-Be' process maps;
- Prioritize implementation of BPR efforts;
- 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 BPR initiatives

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

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

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 and techniques to:

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

8. Identify other methodologies that can be used to guide BPR:

- Kaizen;
- Lean Six Sigma;
- Rummler-Brache.



1.5 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	Learning Outcomes covered	Hours
1	online	1. Explain key business process management terms and concepts. 2. Explain the five (5) phase methodology used to guide business process re-engineering.	2
2	online	3. Perform key Phase 1 ('Understand') activities to prioritize business process re-engineering efforts, based on organizational context understanding.	2
3	online	4. Perform key Phase 2 ('Assess') activities to analyze current ('As-Is') processes and generate ideas for improvement.	2
4	online	5. Perform key Phase 3 ('Design') activities to create re-engineered ('To-Be') processes and a high-level Implementation Plan.	2
5	online	6. Perform key Phase 4 ('Implement') activities to understand and address key change management issues associated with implementation of business process re-engineering initiatives.	2
6	online	7. Perform key Phase 5 ('Monitor') activities to track results and benefits of the BPI implementation. 8. Identify other methodologies that can be used to guide business process re-engineering.	2
Total Contact Hours:			12