1 COURSE OUTLINE

Course:	Business Process Re-engineering (BPR)
Contact Hours:	18 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 re-engineer 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.

1.2 Course Overview

This course focuses on the application of industry 'best practice' strategies, tools and techniques in business process management to re-engineer organizations' business processes.

Course participants will learn about key business process management 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.

1.3 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

- Persons desirous of learning how to map/ model their organization's business processes.

- Persons desirous of learning how to improve/ re-engineer their organization's business processes.

- Persons who wish to develop an in-depth understanding of business process management concepts and 'best practices'.

1.4 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 understand the organizational context and prioritize BPR efforts.

4. Perform key Phase 2 ('Assess') activities to map and 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.

1.5 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; types of business processes; the Business Process Owner role; interrelationship among business processes, policies and standard operating procedures.

   - Explain the vital role that business processes play in an organization.

   - What is business process re-engineering (BPR) and what does it require? – Definition of BPR; the organizational benefits of BPR; critical success factors (CSFs) for BPR initiatives; pitfalls to avoid.

   - Understand the importance of people and technology in BPR.

2. Explain the five (5) phase methodology used to guide BPR

   - 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. <u>Perform key Phase 1 ('Understand') activities to understand the organizational context and prioritize BPR efforts</u>

   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. <u>Perform key Phase 2 ('Assess') activities to map and analyze current ('As-Is') processes and generate ideas for improvement</u>

   a. Learn how to apply industry 'best practice' strategies, tools and techniques to **map** 'As-Is' processes

      - Learn about the benefits/ uses of business process mapping/ modelling;

      - Understand the business process model hierarchy (including use of high-level process maps and detailed process maps);

      - Understand and explain business process mapping information requirements, approach, and use of standard notation/symbols;

      - Create detailed (traditional and cross-functional/ 'swimlane') process maps.

   b. Learn how to apply industry 'best practice' strategies, tools and techniques to **analyze** 'As-Is' processes and generate ideas for improvement

      - Use process maps to develop in-depth understanding of current business processes that have been earmarked for re-engineering;

      - Collect evidence about business process shortcomings;

      - Analyze evidence collected about business process shortcomings;

      - Generate ideas about possible BPR efforts.

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

   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. <u>Perform key Phase 4 ('Implement') activities to understand and address key change management issues associated with implementation of BPR initiatives</u>

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. <u>Perform key Phase 5 ('Monitor') activities to track results and benefits of the BPI implementation</u>

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.

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 BPR.	3
2	online	3. Perform key Phase 1 ('Understand') activities to understand the organizational context and prioritize BPR efforts.	3
3	online	4. Perform key Phase 2 ('Assess') activities to map and analyze current ('As-Is') processes and generate ideas for improvement. a) Learn how to apply industry 'best practice' strategies, tools and techniques to **map** 'As-Is' processes	3
4	online	4. Perform key Phase 2 ('Assess') activities to map and analyze current ('As-Is') processes and generate ideas for improvement. b) Learn how to apply industry 'best practice' strategies, tools and techniques to **analyze** 'As-Is' processes and generate ideas for improvement	3
5	online	5. Perform key Phase 3 ('Design') activities to create re-engineered ('To-Be') processes and a high-level Implementation Plan.	3
6	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. 7. Perform key Phase 5 ('Monitor') activities to track results and benefits of the BPI implementation.	3
Total Contact Hours:			**18**