



# UNIVERSITÀ DEGLI STUDI DI PALERMO

DEPARTMENT	Ingegneria
ACADEMIC YEAR	2022/2023
MASTER'S DEGREE (MSC)	MANAGEMENT ENGINEERING (ONLINE)
SUBJECT	BUSINESS PROCESS MANAGEMENT
TYPE OF EDUCATIONAL ACTIVITY	B
AMBIT	50368-Ingegneria gestionale
CODE	21678
SCIENTIFIC SECTOR(S)	ING-IND/35
HEAD PROFESSOR(S)	BRUCCOLERI                      Professore Ordinario                      Univ. di PALERMO MANFREDI
OTHER PROFESSOR(S)	
CREDITS	9
INDIVIDUAL STUDY (Hrs)	144
COURSE ACTIVITY (Hrs)	81
PROPAEDEUTICAL SUBJECTS	
MUTUALIZATION	
YEAR	1
TERM (SEMESTER)	1° semester
ATTENDANCE	Not mandatory
EVALUATION	Out of 30
TEACHER OFFICE HOURS	

<b>PREREQUISITES</b>	Basic knowledge of manufacturing operations and operations management. Basic knowledge of cost accounting. Basic knowledge of business information systems.
<b>LEARNING OUTCOMES</b>	<p><b>Knowledge and understanding</b> The student, at the end of the course, will have acquired the knowledge and learnt the methodologies for mapping, analyzing and redesigning business processes by guaranteeing the effectiveness and efficiency of business projects to meet new market demands, regulatory requirements or compliance with new regulations, and requirements related to acquisitions or mergers with other companies. The student will be able to understand issues related to the BPM related issues such as Business Process Rengineering, Knowledge Management, Lean Thinking and Information System Management.</p> <p><b>Applying knowledge and understanding</b> The student, at the end of the course, will be able to apply theoretical knowledge about process management through a number of specific modelling techniques and, in more detail, enterprise modelling techniques (especially the methodologies IDEF0 and BPMN), the information system analysis and design (in particular the Unified Modelling Language - UML) and process simulation modelling for the evaluation of the WHAT-IF type and performance analysis of a business process (in particular the discrete event simulation). In addition, the student will use some software tools that support the modelling of business processes through the techniques stated above. In particular 1) MICROSOFT "Visio"; 2) BIZAGI "Process Modeller"; 3) ROCKWELL SOFTWARE "Arena Simulation Modelling"</p> <p><b>Making judgments</b> The student will have acquired the ability to make decisions concerning the design and analysis of business processes and measure and critically assess the quality of a process, to enhance the positive aspects and to make suggestions for improvement based on the principles of re-engineering and technical guidance and tools acquired during the course.</p> <p><b>communication skills</b> <b>Learning ability</b> Given the speed with which in recent years have been and continue to develop new standards of modelling and mapping / process analysis techniques, the student, at the end of the course, thanks to basic concepts and methodological background developed, will be able to easily learn new modelling languages and analysis approaches to the study of business processes.</p>
<b>ASSESSMENT METHODS</b>	<p>There are four separate assessments, each expressed in thirtieth. The final grade is the weighted average of these four evaluations: 1) Group Project - 50%; 2) Presentation of Group Project - 5%; 3) Discussion of classmates' Group Project - 5%; 4) Oral examination - 40%.</p> <p>The criteria for each assessment are:</p> <p>1) Criteria for assessing the GROUP PROJECT: respect of due dates and templates of the five required deliverables; Project idea, Plan of Attack; Description of the Company and its business processes, included supply chain processes; Mapping and Modelling of the selected business process and the information system (IDEF0; BPMN, UML); Qualitative and quantitative analysis (ARENA) of the business process; Ideas for improvement; Mapping and modelling of TO-BE process; Statistical analysis of the results and comparison with the AS-IS model.</p> <p>2) Criteria for assessing the GROUP PROJECT PRESENTATION: Coherence with the project content, objective and results; Perceived level of competence related to the project subject; Perceived level of competence related to BPM; Linguistic and oral speech attitude; Quality of graphical elements.</p> <p>3) Criteria for assessing the DISCUSSION OF OTHER GROUP PROJECT; Breath and depth of the analysis; Quality of the analysis in relation with the project general issues (project idea, plan of attack, KPI, coherence of TO-BE with plan of attack, etc...); Quality of the analysis in relation with technical aspects (reported anecdotal evidences; level of details of supply chain and value chain description; process models' technical consistency, etc...)</p> <p>4) Criteria for assessing the ORAL EXAMINATION. Level of knowledge about BPM techniques; Level of knowledge of BPM as a managerial approach; Level of knowledge about discrete event simulation.</p>
<b>EDUCATIONAL OBJECTIVES</b>	The student, at the end of the course, will have acquired the knowledge and learnt the methodologies for mapping, analysing and redesigning business processes by guaranteeing the effectiveness and efficiency of business projects to meet new market demands, regulatory requirements or compliance with new regulations, and requirements related to acquisitions or mergers with other companies.
<b>TEACHING METHODS</b>	<p>Asynchronous Teaching: Pre-recorded video lessons and other multimedia Teaching Material (other videos, handouts, slides, exercises) made available to the students for their individual study.</p> <p>Interactive Teaching: Exercises in the virtual classroom, presentation of</p>

	business cases and research papers in the virtual classroom. Active learning through the team-working for the development of a Business Process Reengineering project in the virtual classroom. E-tivities as a review of the project in different stages with the teacher in the virtual classroom and public presentation of the project in the virtual classroom.
<b>SUGGESTED BIBLIOGRAPHY</b>	<p>ENGLISH Textbooks</p> <ul style="list-style-type: none"> <li>• Business Process Management, J. Neston and J. Nelis, ROUTLEDGE, 3rd Ed. 2014</li> <li>• Managing Business Process Flows, R. Anupindi, S Chopra, S. Deshmukh, J. Van Mieghem, E. Zemel, PEARSON PRENTICE ALL, 2006</li> <li>• www.omg.org</li> <li>• Pre-recorded video lessons and other multimedia Teaching Material</li> </ul> <p>TESTI IN ITALIANO</p> <ul style="list-style-type: none"> <li>• Gestione per processi e Knowledge Management, S. Tonchia, A. Tramontano, F. Turchini, Ed. Il Sole 24 ore, 2003</li> <li>• Fondamenti di UML, Jason T. Roff, McGraw Hill, 2003.</li> <li>• : Videolezioni pre-registrate e Materiale Didattico multimediale</li> </ul>

## SYLLABUS

Hrs	Frontal teaching
1	Introduction to the Course and to the class project
2	Business Process Management: Introduction
1	Business process engineering and modelling
1	Enterprise Modelling Techniques: IDEF0
3	BPM and Knowledge Management. Business Process Reengineering
2	Enterprise Modelling Techniques: BPMN
2	BPM and Information System Modeling
4	Information System Modelling Techniques: UML
4	Business Process Flow Analysis
6	Process Simulation Modelling Techniques: Arena Simulation Package
Hrs	Workshops
25	Revision, Discussion and Presentation of BPR projects
Hrs	Others
2	E-tivity: SIPOC and Business process mapping
2	E-tivity: IDEF0 business process modeling
3	E-tivity: BPMN workflow modeling
3	E-tivity: UML modeling
6	E-tivity: ARENA simulation