

RYERSON UNIVERSITY

Ted Rogers School of Information Technology Management
And G. Raymond Chang School of Continuing Education

(C)ITM 415 – Business Process Management

COURSE OUTLINE FOR 2020-2021

1.0 PREREQUISITE(S)

The prerequisite for this course is ITM 305. Students who do not have the prerequisite will be dropped from the course.

2.0 INSTRUCTOR INFORMATION

- Name:
- Office Phone Number:
- E-mail address:
- Faculty/course web site(s): <https://my.ryerson.ca>
- Office Location & Consultation hours:
 - Your instructor is available for virtual consultation during scheduled consultation hours. Information on the consultation format is provided in the D2L course shell. If you wish to make an appointment, kindly do so via email to ensure the professor is available.
- E-mail Usage & Limits:

Students are expected to monitor and retrieve messages and information sent through D2L and Ryerson email on a frequent and consistent basis. In accordance with the policy on Ryerson student email accounts ([Policy 157](#)), Ryerson requires that any electronic communication by students to Ryerson faculty or staff be sent from their official Ryerson email account. Messages from other accounts may be disregarded.

3.0 CALENDAR COURSE DESCRIPTION

This course introduces a systematic approach to model, analyze, and redesign business processes to meet target values of key performance indicators (e.g., cycle time, cost). The main learning objective is to develop competencies in the use of appropriate methods, tools and techniques of process modeling, analysis and redesign to ensure organizational efficiency and effectiveness by using the Business Process Modeling Notation (BPMN).

4.0 COURSE OBJECTIVES AND LEARNING OUTCOMES

Learning outcomes describe what students are expected to have learned or achieved; as a result, they usually describe what students will be capable of doing, or what evidence will be provided to substantiate learning.

- Demonstrate the ability to analyze business processes and various phases of business process management
- Demonstrate the ability to apply the BPMN and Decision Model and Notation (DMN) in process modeling
- Analyze business processes and evaluate their performance with respect to waste, added value, cost, cycle time, capacity, quality and flexibility.
- Identify process improvement opportunities and redesign business processes

Upon completion of the course, it is expected that the student will be able to:

1. Apply the core methods, processes and principles of Business Technology Management (BTM learning outcome #1).
2. Apply critical thinking skills to evaluate and propose technology-based solutions to business problems (BTM learning outcome #2).
3. Communicate professionally – individually and/or in a group context to a variety of audiences (BTM learning outcome #3).
4. Identify, define and discuss business objectives in classroom environment (BTM learning outcome #4).
5. Integrate the knowledge of core business disciplines (marketing, operations, finance, accounting, law and human resources) with ICT subjects (BTM learning outcome #6).
6. Apply BTM theories, processes, and methods to real-world scenarios and in relation to current trends and technologies (BTM learning outcome #11)

5.0 TEXTS & OTHER READING MATERIALS

Title: Fundamentals of Business Process Management

Author: Marlon Dumas, Marcello La Rosa, Jan Mendling, Haio A. Reliers

Publisher: Springer

ISBN: 978-3642434730

6.0 TEACHING METHODS

In Fall 2020 this course will be taught remotely in virtual classrooms. Instruction will take place at scheduled hours, following the approach outlined in D2L Brightspace. You will not be required to attend the Ryerson University campus to complete this course.

Lecture and exercises

7.0 EVALUATION, ASSESSMENT AND FEEDBACK

The grade for this course is composed of the mark received for each of the following components:

Evaluation Component	Percentage of the Final Grade
Assignments	10
Midterm exam	25
Group project	25
Final exam	40
Total	100%

NOTE: Students must achieve a course grade of at least 50% to pass this course.

- ❖ At least **20%** of student's grade based on individual work will be returned to students prior to the last date to drop a course without academic penalty.

Citation Format for Essays and Term Papers

All essay assignments, term paper and other written works must adhere with APA citation format. Technical errors (spelling, punctuation, proofing, grammar, format, and citations) and/or inappropriate levels of language or composition will result in marks being deducted. You are encouraged to obtain assistance from the Writing Centre (www.ryerson.ca/writingcentre) for help with your written communications as needed.

You can find APA guidelines and academic referencing from the following online resources:

[Student Learning Support > Online Resources > Writing Support Resources](#)

- [APA Basic Style Guide](#)

[Ryerson Library Citations and Style Guides](#)

- [APA Style](#)

8.0 TOPICS – SEQUENCE & SCHEDULE

Turnitin (if used in this course)

Turnitin.com is a plagiarism prevention and detection service to which Ryerson subscribes. It is a tool to assist instructors in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. While it does not contain all possible sources, it gives instructors some assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which instructors must evaluate to judge if something is plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin.com. Instructors can opt to have student’s papers included in the Turnitin.com database or not. Use of the Turnitin.com service is subject to the terms-of-use agreement posted on the Turnitin.com website. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week of class, consult with their instructor to make alternate arrangements.

Even when an instructor has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the instructor has reason to suspect that an individual piece of work has been plagiarized, the instructor is permitted to submit that work in a non-identifying way to any plagiarism detection service.

Virtual Proctoring (if used in this course)

Online exam(s) within this course use a virtual proctoring system. Please note that your completion of the exam will be recorded via the virtual platform and subsequently reviewed by your instructor. The virtual proctoring system provides the instructor with a recording that only includes video where possible indications of suspicious behaviour are identified. Recordings will be held for a limited period of time in order to ensure academic integrity is maintained.

Access to a computer that can support remote recording is your responsibility as a student. The computer should have the latest operating system, at a minimum Windows (10, 8, 7) or Mac (OS X 10.10 or higher) and web browser Google Chrome or Mozilla Firefox. You will need to ensure that you can complete the exam using a reliable computer with a webcam and microphone available, as well as a high-speed internet connection. Please note that you will be required to show your Ryerson OneCard prior to beginning to write the exam. In cases where you do not have a Ryerson OneCard, government issued ID is permitted.

Information will be provided prior to the exam date by your instructor who may provide an opportunity to test your set-up or provide additional information about online proctoring. Since videos of you and your environment will be recorded while writing the exam, please consider preparing the background (room / walls) so that personal details are not visible, or move to a room that you are comfortable showing on camera.

9.0 TOPICS – SEQUENCE & SCHEDULE

Session	Topic	Learning Outcomes	Reading(s)	Activities & Due Dates
1	Introduction to business process management	<ul style="list-style-type: none"> Understand the concept process and process life cycle Explain BPM 	Chapter 1	
2	Process discovery I	<ul style="list-style-type: none"> Understand process decomposition 	Chapter 2 and 5	In-class exercises

		<ul style="list-style-type: none"> Comprehend guidelines for process identification Explain different methods for process discovery Describe process modeling quality assessment		
3	Process discovery II and basic process modeling	<ul style="list-style-type: none"> Understand basic process modeling notations (BPMN) Apply BPMN to real scenarios	Chapter 3	In-class exercises Assignment I due
4	Advanced process modeling	Be able to capture complex business scenarios in a process model	Chapter 4	In-class exercises
5	Data in business process models	Model data in business process modeling	To be provided	In-class exercises Assignment II due
6	Business decision modeling	Be able to incorporate decision model into business process model	To be provided	In-class exercises
Midterm				
7	Process analysis I	<ul style="list-style-type: none"> Discuss the concept value and waste Explain process analysis techniques	Chapter 6 and 7	In-class exercises
8	Process analysis II	Apply process analysis techniques (e.g., cycle time)	Chapter 6 and 7	In-class exercises Assignment III due
9	Process redesign I	Explain process redesign concepts	Chapter 8	In-class exercises
10	Process redesign II	Apply design concepts to process design scenarios	Chapter 8	In-class exercises Assignment IV due
11	Process automation	Discuss BPM tools, features and impacts	Chapter 9	
12	Review			

10.0 VARIATIONS WITHIN A COURSE

All sections of a course (Day and CE sections) will follow the same course outline and will use the

same course delivery methods, methods of evaluation, and grading schemes. Any deviations will be posted on D2L Brightspace once approved by the course coordinator.

11.0 OTHER COURSE, DEPARTMENTAL, AND UNIVERSITY POLICIES

For more information regarding course management and departmental policies, please consult the [Course Outline Appendix](#) which is posted on the [Ted Rogers School of Information Technology Management website](#).

NOTE: Students must adhere to all relevant university policies found in their online course shell in D2L and /or on the following URL: [senate-course-outline-policies](#).

The appendix covers the following topics:

- Attendance & Class Participation
- Email Account
- Request for Academic Consideration
- Examinations & Tests
- Late Assignments
- Standard of Written Work
- Academic Grading Policy
- Academic Integrity
- Student Rights

Important Resources Available at Ryerson

- [Academic Accommodation Support](#): Ryerson University acknowledges that students have diverse learning styles and a variety of academic needs. If you have a diagnosed disability that impacts your academic experience, connect with Academic Accommodation Support (AAS). Visit the [AAS website](#) or contact asadmin@ryerson.ca for more information. Note: All communication with AAS is voluntary and confidential, and will not appear on your transcript.
- [The Library](#) provides research workshops and individual assistance. If the University is open, there is a Research Help desk on the second floor of the library, or go to [Workshops](#).
- [Student Learning Support](#) offers group-based and individual help with writing, math, study skills, and transition support, as well as [resources and checklists to support students as online learners](#).
- You can submit an [Academic Consideration Request](#) when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement.

- [Ryerson COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.
- Familiarize yourself with the tools you will need to use for remote learning. The [Continuity of Learning Guide](#) for students includes guides to completing quizzes or exams in D2L or Respondus, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.