RYERSON UNIVERSITY

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

(C)ITM 601 - Advanced Business Process Methods

COURSE OUTLINE FOR 2019-2020

1.0 PREREQUISITE

The prerequisite for this course is ITM 410 . 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 personal consultation during scheduled consultation hours which are posted on their office door or on the course shell in D2L Brightspace. However, you are advised to make an appointment by e-mail or by telephone before coming to ensure that the professor is not unavoidably absent.

- E-mail Usage & Limits:

In accordance with the policy on Ryerson Student E-mail accounts (Policy 157), ***Ryerson requires that any official or formal electronic communications from students be sent from their official Ryerson E-mail account.*** As such emails from other addresses may not be responded to. Students are expected to monitor and retrieve messages and information issued to them by the University via Ryerson online systems on a frequent and consistent basis.

3.0 CALENDAR COURSE DESCRIPTION
This course builds on the basic principles of business process analysis and design of ITM410. The focus of this course is on applying the Theory of Constraints to the analysis of business process performance. Students learn how to apply of advance techniques from ITM501 for business process analysis and improvement of performance. Emphasis is placed on how to evaluate business process problems, analyze and design business processes to ensure organizational efficiency and effectiveness when new technologies are implemented. Opportunities for process improvement are

based on the business strategy, the value proposition, and improvement objectives of the organization. This course is intended to further develop students' understanding and competence in the use of appropriate methods, tools and techniques for analysis and design of business process performance improvement. To ensure the development of the necessary competencies, students will work on case studies and use state-of-the-art process analysis techniques and appropriate software tools to analyze, simulate and design solutions to a range of business process problems.

4.0 COURSE OBJECTIVES AND LEARNING OUTCOMES

In this course students will learn to apply techniques for business process performance analysis. While ITM410 focused on an in-depth analysis of a single process, Order Fulfillment, this course focuses the analysis of business process performance analysis for a wide range of business processes. Emphasis is placed on how to collect data and use specific decision analysis techniques in EXCEL to analyze business processes; and how to use the results of these analyses to improve process efficiency, and effectiveness. This course will include an intensive problem solving component. This course will utilize appropriate business process modeling methods and techniques and a software tool that comes with the textbook. Case studies will be used to reinforce understanding of the concepts.

COURSE OBJECTIVES

The **learning objectives** for students enrolled in this course are: **(1)** Developing a detailed knowledge about the business process performance analysis and monitoring; **(2)** Developing competence for analyzing business processes and designing performance measurement programs; **(3)** Developing skills for writing business case reports for business process design and re-engineering initiatives.

Learning Outcomes:

Upon completion of the course, it is expected that you will be able to:
- Define strategic performance objectives for business processes
- Understand and apply method and tools to analyze business processes performance
  - identify business process performance improvement goals
  - design processes monitoring and evaluation approaches,
  - evaluate business process performance,
- Identify issues related to organizational change, resistance and conflict
- Develop a business process performance report

5.0 TEXTS & OTHER READING MATERIALS

Title: Operations Management: Processes and Supply Chains, (12th Edition)
Author: Lee J. Krajewski, Larry P. Ritzman, Manoj K. Malhotra
Publisher: Pearson
ISBN: 978-0134855424

6.0 TEACHING METHODS

The pedagogical approach for this course is Outcomes Based Action Learning. The reason for this is that it is impossible to develop design competence without structured experiential design learning

activities. In this regard you will receive formal lectures on methods and techniques for business process design (analysis and modeling), a set of In-Class Design Exercises and a set of 6 homework assignments. For the final term project, you will be required to develop and deliver a written business case report on a case study problem. The homework assignments and term project will give you hands-on experience and help you to develop relevant practical knowledge in doing business process analysis.

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
Homework Assignments	10%
Business Process Performance Report	20%
Midterm Exam	30%
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 <u>prior</u> to the last date to drop a course in <u>good academic standing</u> .

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:

<u>Student Learning Support > Online Resources > Writing Support Resources</u>
- <u>APA Basic Style Guide</u>

<u>Ryerson Library Citations and Style Guides</u>
- <u>APA Style</u>

CLASS ATTENDANCE, PARTICIPATION AND POP QUIZZES
All students are expected to attend every class. Students who miss classes are responsible for obtaining notes, handouts, assignments or test information from other students.

It is not possible to achieve the level of competence required for passing this course if you do not attend and participate in the In-class Design Exercises. Expect to be cold called in class, the instructor will always assume that you have read and thought about the readings assigned for the class.
Pop quizzes will be given on the required text and materials of the course. You will not be informed when these quizzes will be given. It is your responsibility to keep up with the course work. If you were not in attendance when a quiz was given, and you did not notify the instructor before the class you will receive a zero on that quiz.

HOMEWORK

All homework assignments must have a page identifying the student and the assignment number and current date.

Work which is submitted but which is not at an acceptable standard of writing may be returned without a grade, assigned a f ailing grade or subjected to academic penalty. Students are strongly encouraged to avail themselves of the services of the Writing Centre.

LATE ASSIGNMENTS
Students must submit assignments on time. Assignments must be submitted at the beginning of the class meeting at which they are due. Late Assignments will be accepted only at the discretion of the instructor and will be penalized 10% per full or partial calendar day late. All assignments submitted for grading will be handed back as soon as possible, except for the final exam.
If an assignment is to be submitted to turnitin.com, it is only considered to be received once a fully computer-readable text version of the paper (e.g. .doc, .pdf, etc.) has been successfully uploaded to the assignment inbox on turnitin.com. For example, if a student initially uploads a blank .doc file or one containing only graphics, the assignment is considered to be late until the correct file is received.
Absence from class is not an excuse for not completing and submitting your homework assignments.

POSTING OF GRADES
   ❖ All grades, on assignments or tests must be posted or made available to students through the return of their work. Grades on final exams must be posted. However, as there may be other consideration in the determination of final grades, students will receive their official final grade in the course only from the Registrar. Final official course grades may not be posted or disclosed anywhere by an instructor.
   ❖ Posting of grades on the Course Management System (D2L Brightspace) is preferred. If grades are posted in hard copy they must be posted numerically sorted by student identification number after at least the **first four digits** have been removed. Instructors must inform students in all course management documentation of the method to be used in the posting of grades. Students who wish not to have their grades posted must inform the instructor in writing.
   ❖ Some graded work will be returned to students prior to the last date to drop a course without academic penalty.

- ❖ All assignments submitted for grading will be handed back as soon as possible, except for the final exam.
- ❖ Some graded work will be returned to students prior to the last date to drop a course without academic penalty.

8.0 TOPICS – SEQUENCE & SCHEDULE

Session	Topic	Readings	Assignment Due
1	Operations Strategy	Ch 1	
2	Process Strategy & Learning Curve Learning Objective: The student should be able to describe key drivers of efficient and effective business operations	Ch 2	
3	Process Quality and Performance Learning Objectives: The student should know how to use control charts for quality analysis	Ch 3	Assignment 1
4	Waiting Lines Learning Objectives: The student should know to analyze customer counter service models and design improved customer service models	Supplement B	
5	Constraint Management Learning Objectives: The student should know key factors limiting the performance of a system or restricts its outputs.	Ch 5	
6	Midterm Exam		
7	Lean Systems Learning Objectives: The student should know how lean systems can facilitate for continuous process improvement	Ch 6	Assignment 2
8	Forecasting Learning Objectives: The student should know how to predict the future events based on historical data.	Ch 8	
9	Supply Chain Inventory Management Learning Objectives: The student should know how stock of materials used to satify demand.	Ch 9	
10	Resource Planning Learning Objectives: The student should know how to conduct analysis of BOM and production schedules	Ch 11	Assignment 3
11	Supply Chain Design Learning Objectives: The student should know to develop impact analysis of supplier contracts	Ch 12	

12	Course summary and final case report		Business Process Performance Report

9.0 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.

10.0   OTHER COURSE, DEPARTMENTAL, AND UNIVERSITY POLICIES

For more information regarding course management and departmental policies, please consult the '**Appendix of the Course of Study**' 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:

1.   Attendance & Class Participation

2.   Email Account

3.   Request for Academic Consideration

4.   Examinations & Tests

5.   Late Assignments

6.   Standard of Written Work

7.   Academic Grading Policy

8.   Academic Integrity

9.   Student Rights