



UNIVERSITI TEKNOLOGI MARA

ASM652: BUSINESS PROCESS

Course Name (English)	BUSINESS PROCESS APPROVED
Course Code	ASM652
MQF Credit	6
Course Description	This course focuses on concepts and methodology for business process redesign (BPR). Emphasis is placed on business process redesign principles, transformation principles, and continuous process improvement principles. Apart from BPR, students are also exposed to process improvement approach.
Transferable Skills	Management skill, Working in Team and Business Process Reengineering
Teaching Methodologies	Lectures, Blended Learning, Case Study, Discussion, Journal/Article Critique
CLO	<p>CLO1 Analyze the concept and methodology in business process redesign.</p> <p>CLO2 Demonstrate autonomous learning in new business process ideas for the purpose of improvement.</p> <p>CLO3 Present idea in written related to the concepts applied to situations or problems initiatives.</p>
Pre-Requisite Courses	No course recommendations
Topics	
<p>1. Introduction to BPR : Concepts and Principles</p> <p>1.1) 1.1.1 Dimensions of Business Reengineering</p> <p>1.2) • The Physical/Technical Dimensions</p> <p>1.3) • The Infrastructure Dimensions</p> <p>1.4) • The Value Dimensions</p> <p>1.5) 1.1.2 When is Reengineering the Answer?</p> <p>1.6) • Warning Signs</p> <p>1.7) 1.1.3 Creating the Business Case</p> <p>1.8) 1.1.4 Critical Success Factors for BR projects</p> <p>1.9) 1.2 Business Process Redesign Principles</p> <p>1.10) • Organize Work around outcomes</p> <p>1.11) • Provide direct access to customers</p> <p>1.12) • Harness Technology</p> <p>1.13) • Control through policies, practices and feedback</p> <p>1.14) • Enable Interdependent and simultaneous work</p> <p>1.15) • Give decision-making power to workers</p> <p>1.16) • Build in feedback channels.</p> <p>1.17) 1.3 Transformation Principles</p> <p>1.18) 1.4 Continuous Improvement Principles</p>	
<p>2. Concepts and Principles</p> <p>2.1) 2.1 Business Process Redesign Principles</p> <p>2.2) • Organize Work around outcomes</p> <p>2.3) • Provide direct access to customers</p> <p>2.4) • Harness Technology</p> <p>2.5) • Control through policies, practices and feedback</p> <p>2.6) • Enable Interdependent and simultaneous work</p> <p>2.7) • Give decision-making power to workers</p> <p>2.8) • Build in feedback channels.</p> <p>2.9) 2.2 Transformation Principles</p> <p>2.10) 2.3 Continuous Improvement Principles</p>	

3. Visioning and Goal Setting Process

- 3.1) 3.1 Creating the vision
- 3.2) 3.2 Establishing goals
- 3.3) 3.3 Problems encountered along the way
- 3.4) 3.4 Sizing the project
- 3.5) • Scoping the project
- 3.6) • Setting project boundaries
- 3.7) • Time available
- 3.8) • Resources for the project
- 3.9) • Project sizing critical factors
- 3.10) • Root cause analysis

4. Effective Teams

- 4.1) 4.1 Competencies
- 4.2) 4.2 IS/IT Role in Business Reengineering
- 4.3) 4.3 Team Structures
- 4.4) 4.4 Core Group Roles
- 4.5) 4.5 Project team operation techniques – critical success factors

5. BPR Methodology

- 5.1) 5.1 Business reengineering project methodology - steps, purpose and outcomes
- 5.2) • Frame the project
- 5.3) • Create vision, values and goals
- 5.4) • Redesign business operations
- 5.5) • Conduct proof of concept
- 5.6) • Plan the implementation
- 5.7) • Get Implementation approval
- 5.8) • Implement the redesign
- 5.9) • Transition to a continuous improvement environment.

6. Process Improvement

- 6.1) 6.1 Strategies for Change
- 6.2) 6.2 Systematic Approach
- 6.3) 6.3 Documenting the Process
- 6.4) 6.4 Process Chart

7. Facilitating project team

- 7.1) 7.1 Techniques
- 7.2) 7.2 The job of facilitator
- 7.3) 7.3 Secrets to successfully facilitate reengineering project team

8. Problems and Challenges encountered by project team and Defense Strate

- 8.1) 8.1 Leadership imperfections
- 8.2) 8.2 Terrorists and saboteurs
- 8.3) 8.3 The plight of middle management
- 8.4) 8.4 Anguish of cultural struggle
- 8.5) 8.5 Project paralysis

9. Critical Reflection

- 9.1) 9.1 Purpose of critical reflection
- 9.2) 9.2 Four fundamental elements of critical reflection
- 9.3) • A set of measures
- 9.4) • A collection process
- 9.5) • Analytical techniques
- 9.6) • Problem-solving methodology
- 9.7) 9.3 Excellence criteria, current benchmark and vision goals.
- 9.8) 9.4 Measurement Fundamentals
- 9.9) • External measures
- 9.10) • Internal measures
- 9.11) • Quality can be quantified
- 9.12) • Common units of measures

10. Essential characteristics of success

- 10.1) • Customers matter most
- 10.2) • Create and keep only what is value adding
- 10.3) • Lead from the top, work the detail from the bottom
- 10.4) • Design the whole; implement in pieces
- 10.5) • Be disciplined and stick to it
- 10.6) • Don't let consultants do it for you or to you

Assessment Breakdown	%
Continuous Assessment	60.00%
Final Assessment	40.00%

Details of Continuous Assessment	Assessment Type	Assessment Description	% of Total Mark	CLO
	Case Study	ASSIGNMENT-CASE STUDY	15%	CLO2
	Group Project	GROUP PROJECT - ORGANIZATIONAL	30%	CLO1
	Journal/Article Critique	ASSIGNMENT - ARTICLES REVIEW	15%	CLO3

Reading List	Recommended Text
	<ul style="list-style-type: none"> • Andrews, D.C., and Stalick, S.K. 1994, <i>Reengineering: The Survival Guide</i>, Prentice Hall: NJ • Hammer, M. and Champy, J. 2001, <i>Reengineering The Corporation: A Manifesto For Business Revolution.</i>, Nicholas Brealey Publishing: UK • Krajewski, L.J and Ritzman L.P. 2005, <i>Operations Management, Process and Value Chain</i>, Pearson – Prentice Hall • Quible, Z.K. 2005, <i>Administrative Office Management: An Introduction</i>, 8 Ed., Pearson – Prentice Hall
Article/Paper List	This Course does not have any article/paper resources
Other References	This Course does not have any other resources