



# MGNT605

## Business Process Management

Term 3 North Ryde 2019

*Department of Management*

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## General Information

Unit convenor and teaching staff

Lecturer

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By Appointment

Credit points

4

Prerequisites

Admission to MMgt

Corequisites

Co-badged status

Unit description

This unit examines the centrality of processes in organizations. Students begin by learning how to design, analyze, and manage processes within the four walls of an organization in a deterministic environment. Subsequently, variability in processes is introduced and students learn how to deal with this additional complexity. The unit concludes with the study of supply chain processes.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

1. Map the existing process and information flows for a given business unit.
2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
3. Consider areas where new value may be created for a business unit's operations and value stream.
4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Class Participation</u></a>	10%	No	All Sessions
<a href="#"><u>Assignment 1: Group Report</u></a>	15%	No	Week 6
<a href="#"><u>Individual Assignment 2</u></a>	15%	No	Week 9
<a href="#"><u>Final Examination</u></a>	60%	No	Exam Week

### Class Participation

Due: **All Sessions**

Weighting: **10%**

We will judge class participation on the extent to which you appear prepared, the relevance and depth of your comments, the degree to which you listen carefully and respond to your peers, and your willingness to take chances in order to further the educational experiences of others. Please notify your instructor in advance if you have to miss a class, or if you will be late or leaving early from class.

On successful completion you will be able to:

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

### Assignment 1: Group Report

Due: **Week 6**

Weighting: **15%**

Assignment 1 will involve using the methods and models discussed in lectures to address problems that arise in the business context. Regarding the assessment criteria, students should demonstrate sufficient understanding of the theoretical principles, including data collection, model selection and analysis, as well as the ability to elicit practical insights based on the analysis. The assignment may involve data analysis using computer tools, as well as draw on theoretical materials from the lectures. Students need to self-enroll in groups of no more than five in the first week. There might be minor changes to group assignments by the end of session 3. Further instructions on how to do this will be provided to students via iLearn.

Extensions and penalties: No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved. No submissions will be accepted after solutions have been posted.

On successful completion you will be able to:

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## Individual Assignment 2

Due: **Week 9**

Weighting: **15%**

Assignment 2 is an individual quantitative assessment with a task-response format in different business contexts. Students need to solve the problems by applying the methods and models studied in lectures. The assessment criteria require students to demonstrate sufficient understanding of the content in this unit and the ability to draw meaningful conclusions based on the analysis. The assignments may involve theoretical materials from the lectures. Students need to finish their work independently as it is an individual assessment. Further instructions on how to do this will be provided to students via iLearn. Extensions and penalties: No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 20% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved. No submissions will be accepted after solutions have been posted.

On successful completion you will be able to:

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and

environmental sustainability and recommend areas for evolution and innovation.

## Final Examination

Due: **Exam Week**

Weighting: **60%**

Duration: 3 hours plus 10 minutes reading time

You are expected to present yourself for examination at the time and place designated in the MGSM examination timetable. The timetable will be available at <https://students.mgsm.edu.au/sydney-students/units/exams/> The final examination will concern all the material (assigned readings, class lectures, and classroom discussions) from the entire unit. The specific format of the exam will be advised prior to the exam but it may include a case study, multiple-choice questions, true/false questions, and short-answer questions or essays. You are expected to present yourself for examination at the time and place designated in the MGSM Examination Timetable. University final exam conditions apply.

On successful completion you will be able to:

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## Delivery and Resources

Required text

Cachon, G. & Terwiesch, C. (2018). Matching Supply with Demand: An Introduction to Operations Management, 4th edition. McGraw Hill, ISBN: 9781260084610

Where to purchase textbook?

The Co-op Online Bookshop

The Co-op Online Bookshop is our main retailer for textbooks and other related academic material. For information on textbook prices and online ordering, please refer to The Co-Op Bookshop webpage at <http://www.coop.com.au>.

McGraw-Hill Education Australia – Online store

This textbook is also available for order via the publisher's online store. For information on textbook prices and online ordering, please refer to the McGraw-Hill Education Australia online store at <https://www.mheducation.com.au>.

Disclaimer: MGSM does not take responsibility for the stock levels of required textbooks from preferred retail outlets and other book retailers. While we advise our preferred book retail outlet, The Co-op Bookshop, of our maximum expected number of students purchasing specific required text each term, The Co-op Bookshop and other book retailers will make their own judgement in regards to their physical holding stock levels. To prevent disappointment if a textbook is out-of-stock, we highly advise students to order their textbooks as early as possible, or if the required textbook is currently out-of-stock, place an order with the book retailer as soon as possible so that these book retailers can monitor demand and supply, and adjust their stock orders accordingly.

## Unit Schedule

Session 1 Introduction (Ch01-02)

Session 2 Understanding business process and continuous flow processes (Ch03)

Session 3 Estimating and reducing labor costs in line flow processes (Ch04)

Session 4 Project management process (Ch05)

Session 5 Batch processes and the EOQ model (Ch07)

Session 6 Variability and process performance (Ch08-09)

Session 7 Process improvement (Ch10-11)

Session 8 Ordering process under uncertainty (Ch12-13)

Session 9 Supply chain process and coordination (Ch17)

Session 10 Business process sustainability and innovation (Ch18-19)

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway \(htt](#)

[ps://students.mq.edu.au/support/study/student-policy-gateway](https://students.mq.edu.au/support/study/student-policy-gateway)). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit [ask.mq.edu.au](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#).

The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### Creative and Innovative

Our graduates will also be capable of creative thinking and of creating knowledge. They will be imaginative and open to experience and capable of innovation at work and in the community. We want them to be engaged in applying their critical, creative thinking.

This graduate capability is supported by:

#### Learning outcomes

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

#### Assessment tasks

- Class Participation
- Assignment 1: Group Report
- Individual Assignment 2
- Final Examination

### Capable of Professional and Personal Judgement and Initiative

We want our graduates to have emotional intelligence and sound interpersonal skills and to demonstrate discernment and common sense in their professional and personal judgement. They will exercise initiative as needed. They will be capable of risk assessment, and be able to handle ambiguity and complexity, enabling them to be adaptable in diverse and changing environments.

This graduate capability is supported by:

#### Learning outcomes

- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and



environmental sustainability and recommend areas for evolution and innovation.

## Assessment tasks

- Class Participation
- Assignment 1: Group Report
- Individual Assignment 2
- Final Examination

## Commitment to Continuous Learning

Our graduates will have enquiring minds and a literate curiosity which will lead them to pursue knowledge for its own sake. They will continue to pursue learning in their careers and as they participate in the world. They will be capable of reflecting on their experiences and relationships with others and the environment, learning from them, and growing - personally, professionally and socially.

This graduate capability is supported by:

## Learning outcomes

- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## Assessment tasks

- Class Participation
- Assignment 1: Group Report

## Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

## Learning outcomes

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.

- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## **Assessment tasks**

- Class Participation
- Assignment 1: Group Report
- Individual Assignment 2
- Final Examination

## **Critical, Analytical and Integrative Thinking**

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

## **Learning outcomes**

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## **Assessment tasks**

- Class Participation
- Assignment 1: Group Report
- Individual Assignment 2
- Final Examination

## **Problem Solving and Research Capability**

Our graduates should be capable of researching; of analysing, and interpreting and assessing data and information in various forms; of drawing connections across fields of knowledge; and they should be able to relate their knowledge to complex situations at work or in the world, in order to diagnose and solve problems. We want them to have the confidence to take the initiative

in doing so, within an awareness of their own limitations.

This graduate capability is supported by:

## **Learning outcomes**

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## **Assessment tasks**

- Class Participation
- Assignment 1: Group Report
- Individual Assignment 2
- Final Examination

## **Effective Communication**

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

## **Learning outcomes**

- 1. Map the existing process and information flows for a given business unit.
- 2. Apply appropriate tools, techniques and frameworks to identify problems areas and recommend measures to improve the effectiveness and efficiency of a value stream.
- 3. Consider areas where new value may be created for a business unit's operations and value stream.
- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

## **Assessment tasks**

- Class Participation
- Assignment 1: Group Report
- Final Examination

## Engaged and Ethical Local and Global citizens

As local citizens our graduates will be aware of indigenous perspectives and of the nation's historical context. They will be engaged with the challenges of contemporary society and with knowledge and ideas. We want our graduates to have respect for diversity, to be open-minded, sensitive to others and inclusive, and to be open to other cultures and perspectives: they should have a level of cultural literacy. Our graduates should be aware of disadvantage and social justice, and be willing to participate to help create a wiser and better society.

This graduate capability is supported by:

### Learning outcome

- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

### Assessment tasks

- Class Participation
- Assignment 1: Group Report
- Individual Assignment 2
- Final Examination

## Socially and Environmentally Active and Responsible

We want our graduates to be aware of and have respect for self and others; to be able to work with others as a leader and a team player; to have a sense of connectedness with others and country; and to have a sense of mutual obligation. Our graduates should be informed and active participants in moving society towards sustainability.

This graduate capability is supported by:

### Learning outcome

- 4. Review a firm's operations and value stream to assess social, economic and environmental sustainability and recommend areas for evolution and innovation.

### Assessment tasks

- Class Participation
- Assignment 1: Group Report
- Individual Assignment 2
- Final Examination