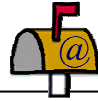




University of Pittsburgh

Joseph M. Katz Graduate School of Business



2114 (Spring 2011) BIND 2526 (Course Numbers 14961;14962)

Business Process Redesign

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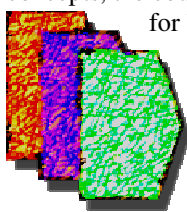
Course Objectives

The general objective of this course is to make participants more effective managers (we all are process re-designers in one way or another). Specific objectives include:

- Present the methodology for process problem diagnostics and business process redesign implementation.
- Facilitate the execution of business process redesign projects in organizations.
- Show the relationship between business process redesign, organizational transformation efforts and strategic management.
- Explain the organization and management of business process redesign tasks.
- Warn against common mistakes and obstacles in business process redesign projects.

Course Contents

After a brief introduction and presentation of basic concepts, the course explains the tools and techniques for business process redesign. Next, the course covers process diagnostics and the identification of critical process problems. Then, the course covers business process redesign implementation, and the organization of business process redesign teams. Later, cases and experiences in different types of firms are presented. The course ends with the analysis of political factors affecting redesign efforts. The course is structured as a “how-to manual” to facilitate the application of key concepts.



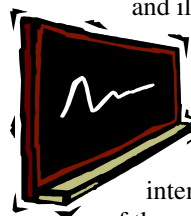
Optional Books



No text is required in this course. All the required material for the course is available at the bookstore for a nominal price. Participants also receive a free CD with all course material. Optional books are included in the bibliography found in the course material and in the CD. Sorry, no material can be found online (for various reasons).

Methodology

Multimedia techniques support all presentations to reduce note-taking and optimize allotted time. Personal note-taking is minimized as participants use copies of all slides shown in class, allowing participants to focus on key ideas. Many brief cases, examples, exercises and illustrations complement conceptual slides. The course rewards clear thinking and relies heavily on logical reasoning, creativity, and problem solving abilities. The course is highly interactive, dense and intensive. Given the density and intensity of the course, participants should attend all sessions. It is difficult to make up for missed sessions. *Mind presence* is crucial, and participation is strongly encouraged.



Evaluation

- The final grade is based on three short multiple choice “open book” tests, based on the material covered in the lectures, class discussion, readings, and



assignments (problem sets). Thus there is no “midterm” or “final” exam in the course. Each test covers *all* previous material. Given the experience-based nature of the course, participants must also solve as many of the approximately short problems (included in 3 problem sets) as possible. Sets include solutions. Solving as many problems as possible is essential for course success and attainment of objectives.

- For additional credit, participants may present an (*optional*) short and concise “final project” describing the redesign of a process. The specifications for the optional project are described in the course packet. The project will enhance or maintain the final grade as determined by the accumulated score obtained in tests.

| Schedule | | |
|----------|--|----|
| Wk# | Topic | Ex |
| 1 | Introduction. BPR concepts. | |
| 2 | Basic concepts. BPR tools and techniques | |
| 3 | Process diagnostics. | #1 |
| 4 | BPR implementation. | |
| 5 | BPR implementation. Cases. | #2 |
| 6 | Organizational and political factors in BPR. | |
| 7 | | #3 |

(Note: Topics for each session are approximate, depending on questions by participants and class discussion.)

If you have a disability, contact Disability Resources and Services, 216 William Pitt Union, 412.648.7890, 412.383.7355.

Detailed Contents

Introduction

Section 1

Business Process Redesign Concepts
 General Framework and its Implications for BPR
 Impact of BPR on the Organization
 Critical Elements in Organizational Structure
 BPR and Organization-Environment Interaction
 Impact of BPR on Costs and Revenues
 The “Product Concept” and the Outcome of a Process
 The Customer’s Process (“Transformation Function”)
 The Strategic Process and BPR
 Types of Processes
 Characteristics of Critical Processes
 Process Dimensions
 Risk Management in Business Process Redesign

Process Elements
 Incentives
 Rules and Procedures
 The Cost of a Process
 Activity Costs of a Process
 The Cost of Quality in a Process
 The Opportunity Cost of a Process
 Basic Activity Redesigns
 Production Modes
 Cost Structure and Production Modes
 Impact of Information Technology on BPR

Section 2

BPR Tools and Techniques

Business Net Map
 Activity Chart
 Activity-Responsibility Chart
 Process Flow Chart
 Layout Flow Chart
 Quality Function Deployment
 Process Change Matrix
 Individual Relationship Chart
 Cause-Effect Diagram
 Statistical Charts
 BPR Techniques

Section 3

Process Diagnosis and Redesign Implementation
 Components of Process Diagnosis
 The “Business Map” and Process Diagnosis
 The Organization and the Business Map
 Demand Chain Process
 Internal Process
 Supply Chain Process
 Consequences of Process Problems
 BPR Organization
 Key Tasks When Redesigning Processes
 Types of Control
 Criteria for Selecting BPR Projects
 Key Points to Consider in BPR Project Evaluation
 BPR Teams
 Process Testing
 Strategic Management of Critical Processes
 Cases

Section 4

Organizational and Political Factors in BPR
 BPR as an Organizational Transformation Effort
 Distributive Effects in Process Redesign
 The Promotion of BPR Projects