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# SISAT

School of Information Systems and Technology

Faculty of Informatics

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ISIT909 - Advanced Business Process Management

Subject Outline

Spring Session 2009

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Head of School - Associate Professor Peter Hyland, Student Resource Centre, Tel: (02) 4221 3606

## GENERAL INFORMATION

**Subject Coordinator/Lecturer** Mr Peter Larkin  
Telephone Number: 4221 4035  
Email: plarkin@uow.edu.au  
Location: 3.203

Mr Larkin's consultation times during session:

Day	Time
Tuesday	1:30 p.m. to 3:30 p.m.
Thursday	1:30 p.m. to 3:30 p.m.

## Subject Organisation

Session, Mode and Location of Delivery: Spring session, On campus, Wollongong Campus  
Credit Points 6 credit points  
Contact hours per week: 2hr lectures, 2hr labs  
Lecture Times and Location: Tuesday 3:30 p.m. - 5:30 p.m., Building 67, Room 302  
Tutorial Day, Time and Location can be found at: <http://www.uow.edu.au/student/timetables/index.html>

Students should check the subject's eLearning site regularly as important information, including details of unavoidable changes in assessment requirements will be posted from time to time. Any information posted to the eLearning site is deemed to have been notified to all students. Notices and announcements will be made in lectures or by SOLS Mail. The subject coordinator will only reply to student e-mails that are written in correct English grammar and spelling and contain the student's enrolled name, student number, subject number and tutorial number.

## Subject Description

The subject examines the specification, customisation and usage of multimodel document management and workflow with an emphasis on the integration of systems, people and communication to improve productivity in organisations.

## Subject Objectives

On successful completion of this subject, students will have an appreciation of the importance of information and document management and its relationship to workflows within organisations. An understanding of past developments, the current state-of-the-art and emerging trends in information automation and organisational workflow; an understanding of the cultural, social, political, economic and technical characteristics of information automation; an understanding of the components used to implement information and document management automation systems; and an understanding of the methods and practices required to analyse, design and implement these systems.

## Graduate Qualities

This subject will continue to the following graduate qualities:

- Informed
- Independent learners
- Problem solvers
- Effective communicators
- Teamwork

Further information can be found at:

<http://www.uow.edu.au/informatics/sisat/current/SubjectInformation/UOW051055.html>

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## Attendance Requirements

It is each student's sole responsibility to attend all lectures/tutorials/labs/seminars/practical work for subjects for which he/she is enrolled. It should be noted that the amount of time spent on each 6 credit point subject should be at least 12 hours per week, which includes lectures/tutorials/labs etc.

Satisfactory attendance is deemed by the University, to be attendance at approximately 80% of the allocated contact hours. Attendance and participation in lectures/tutorials is a requirement for the successful completion of this course. Failure to do so may result in a fail grade being recorded.

Attendance rolls may be kept for lectures, tutorials and laboratories. However, attendance per se is not an assessable component of the course.

## Method of Presentation

In order to maximise learning outcomes, it is strongly recommended that students attend all lectures.

This subject will be presented as a series of weekly 2-hour lecture and 2-hour tutorial. In the lectures, students will be introduced to fundamental concepts and new material. Notices and announcements will be made in lectures. Tutorials commence in Week 2. During the first hour of tutorials students will use and explore BPR and related tools and techniques, deliver reports and presentations, and lead and participate in discussions. The second hour is for students to attempt assessment item and it may not be supervised. Students are required to complete the set weekly readings and be properly prepared prior to attending lectures and tutorials.

Students are expected to be courteous to each other and not do anything during lectures or tutorials that may distract or annoy fellow students. Please turn off your mobile (cell) phone and/or pager before attending lectures and tutorial. All notices and announcements will be made during lectures. However, urgent notices may be made via SOLS Mail.

## Lecture Schedule (subject to variation):

A proposed Lecture schedule for the subject is as follows:

Week	Lecture Topic	eReadings	Tutorials
1	Emergency Evacuation Procedures, Administration and Introduction	4, 17	No Tutorials
2	BPM: Business Management and Strategy	7	Organisational Analysis
3	BPM: IS/IT Management and BPM Support	2	Narrative Analysis
4	Managing Business Intelligence	8	Use Cases
5	IS/IT and Changing Business Processes	19	Activity Diagrams
6	Business Process Architecture and Infrastructure	16, 18	Data Flow Diagrams
7	BPM and Organisational Change, Methodologies/Frameworks	1	Systems Flow Charts
8	Business Process Hierarchies	TBA	BP Hierarchy
9	Business Process Identification, Analysis and Modelling	5, 9	AT Hierarchy
Mid Session Recess (28 <sup>th</sup> September - 5 <sup>th</sup> October)			
10	Business Process Design and Implementation	6, 10	AT Framework
11	Business Process Review and Improvement	TBA	BPR/TQM Discussion
12	Business Process Management Issues	TBA	Issues Discussion
13	Review		No Tutorials
Study Recess (2 <sup>nd</sup> November - 5 <sup>th</sup> November)			
University Examination Period (7 <sup>th</sup> November - 19 <sup>th</sup> November)			

Changes to the above schedule will be posted on the subject's e-Learning site <http://www.uow.edu.au/student/lol>. Any information posted to the subject's e-Learning site is deemed to have been notified to all students.

## Subject Materials:

Any readings/references are recommended only and are not intended to be an exhaustive list. Students are encouraged to use the library catalogue and databases to locate additional readings.

## Textbook:

There is no prescribed textbook for this subject.

**eReadings** (as listed in the **Lecture Schedule** section above and available from eReadings):

Please be advised that the following Reading Numbers may not match those in the Library listing.

1. Avison, D. E. and Fitzgerald, G. (2006), **Chapter 25: Organizational-oriented Methodologies** in *Information Systems Development: Methodologies, Techniques and Tools*, 4<sup>th</sup> ed., McGraw-Hill International (UK), London.
2. Baltzan, P. and Phillips, A. (2008), **Chapter 10: Enterprise Resource Planning and Collaboration Systems** in *Business Driven Information System*, McGraw-Hill/Irwin, Boston.
3. Gelinas, U. J. Jr. and Dull, R. B. (2008), **Chapter 14: Human Resources (HR) Management and Payroll Process** in *Accounting Information Systems*, 7<sup>th</sup> ed., Thomson South-Western, Mason.
4. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 1: Introduction to Information Systems** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
5. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 2: Documenting Business Processes and Information Systems, Appendix 2A and Appendix 2B** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
6. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 3: Database Management Systems, Appendix 3A and Appendix 3B** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
7. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 4: E-Business and Appendix 4A** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
8. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 5: Business Intelligence and Knowledge Management Systems** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
9. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 6: Systems Analysis and Appendix 6A** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
10. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 7: System Design and Implementation** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
11. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 10: The “Order-to-Cash” Process: Part I, Marketing and Sales (M/S), Appendix 10A and Appendix 10B** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
12. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 11: The “Order-to-Cash” Process: Part II, Revenue Collection (RC), Appendix 11A and Appendix 11B** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
13. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 12: The “Purchase-to-Pay” (PtoP) Process, Appendix 12A and Appendix 12B** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
14. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 13: Integrated Production Processes (IPP)** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
15. Gelinas, U. J. Jr., Sutton, S. G. and Fedorowicz, J. (2004), **Chapter 14: The Business Reporting (BR) Process** in *Business Processes and Information Technology*, South-Western/Thomson Learning, Cincinnati, Ohio.
16. Laudon, K. C. and Laudon, J. P. (2006), **Chapter 14: Redesigning the Organization with Information Systems** in *Management Information Systems: Managing the Digital Firm*, 9<sup>th</sup> ed., Pearson/Prentice Hall, Upper Saddle River, NJ.
17. Laudon, K. C. and Laudon, J. P. (2007), **Chapter 9: Achieving Operational Excellence and Customer Intimacy: Enterprise Applications** in *Management Information Systems: Managing the Digital Firm*, 10<sup>th</sup> ed., Pearson/Prentice Hall, Upper Saddle River, NJ.
18. Ould, M. A. (2005), **Chapter 6 Preparing a Process Architecture** in *Business Process Management: A Rigorous Approach*, BCS, Swindon, Wiltshire.
19. Pearlson, K. E. and Saunders, C. S. (2010), **Chapter 5: Information Technology and Changing Business Processes** in *Managing and Using Information Systems: A Strategic Approach*, 4<sup>th</sup> ed., John Wiley & Sons, Inc. Hoboken.

## References

1. Chang, J. F., (2006), *Business Process Management Systems: Strategy and Implementation*, Auerbach Publications, Boca Raton, FL.
2. Dumas, M., van der Aalst, W. M. and ter Hofstede, A.H. (editors) (2005), *Process-Aware Information Systems: Bridging People and Software Through Process Technology*, John Wiley & Sons, Hoboken, N.J.

3. Magal, S.R. and Word, J (2009), *Essentials of Business Processes and Information Systems*, John Wiley & Sons, Inc. Hoboken.
4. Ould, M. A. (2005), *Business Process Management: A Rigorous Approach*, BCS, Swindon, Wiltshire.
5. Pearlson, K. E. and Saunders, C. S. (2010), *Managing and Using Information Systems: A Strategic Approach*, 4<sup>th</sup> ed., John Wiley & Sons, Inc. Hoboken.
6. Turban, E. and Volonino, L. (2010), *Information Technology for Management: Improving Performance in the Digital Economy*, 7<sup>th</sup> ed., John Wiley & Sons, Inc. Hoboken.
7. Welti, N. (1999), *Successful SAP R/3 Implementation*, Addison-Wesley, Harlow, UK.

### Assessment

Students are strongly advised to thoroughly and carefully read all the assessment item documentation, and all the references referred to, as soon as it is distributed. If there is any aspect of the assessment item a student is unsure of or does not understand they should see their tutor or the subject coordinator immediately to have it explained to them. There are no group assessment items.

This subject has the following assessment items:

Assessment Item	Percentage of Final Mark	Group/ Individual	Due Date	Return Date
1. Practical Assignment - Part 1	10%	Individual	Week 4	Week 6
2. Practical Assignment - Part 2	20%	Individual	Week 8	Week 10
3. Term Paper	30%	Individual	Week 11	Week 13
4. Final Exam	40%	University's examination period.		

#### Practical Assignment - Part 1 (10%)

Students are required to produce a report containing an organisational analysis, a narrative analysis, and other artefacts as required.

#### Practical Assignment - Part 2 (20%)

Students will be required to produce a report containing various process/workflow models, a comparison and evaluation of the various models, and other artefacts as required.

#### Term Paper (30%)

Students will be required to write an essay on aspects of Workflow Management and Business Process Management.

#### Final Exam (40%)

Advice on the format of the exam will be given at the commencement of the lecture in Week 11.

#### Scaling

There is no scaling in this subject.

#### Notes on Assessment:

All assignments are expected to be completed independently. Plagiarism may result in a FAIL grade being recorded for that assignment. Detailed assessment item requirements, marking criteria, formatting, and submission requirements will be distributed during tutorials and will be available from eLearning.

#### Electronic Submission of Assessment Items:

Unless otherwise notified by the subject coordinator, all assessment items must be submitted electronically to the subject's eLearning site BEFORE THE START of the student's enrolled tutorial in the week shown in the table above. The eLearning site will provide an acknowledgement of the submission of assessment items.

#### Other Procedures for the submission of Assessment Items:

In addition to electronic submission students are required to submit all assessment items in hard copy to their tutor AT THE START of his/her enrolled tutorial in the week shown in the table above. All hardcopy submissions must use the template specified in the assessment item requirements. SISAT assignment cover sheets are NOT to be used as the eLearning site will provide an acknowledgment of the submission of assessment items.

All assessment items will be returned during tutorials no later than two working weeks after their submission.

#### Referencing:

Students must use University's default referencing system, i.e., the Author-Date (Harvard) referencing system. Refer to the Library's Referencing and citing page at <http://www.library.uow.edu.au/resourcesbytopic/UOW26621.html>.

#### Penalties for late submission of Assessment Items:

Penalties apply to all late submissions of assessment items, except if student academic consideration has been granted.

Late submissions of assessment items, either the electronic copy or the hard copy, will attract a penalty of 20% of the available mark per day, or part thereof, including weekends. Work more than five (5) days late will be awarded a mark of zero. The operation of this rule will not result in a negative mark being carried forward.

Assessment items which are relevant to the final exam for the subject will be marked and available for collection prior to the study week before the final exam. However, assessment items will be held for collection for five working weeks after the return times indicated above. Any assessment items still waiting collection after this time will be destroyed.

### **Tutorial/Lab Closure Policy**

If for any reason, the number of students in a tutorial or lab falls below a sustainable enrolment level, as determined by the Head of School, tutorials/labs offered for that subject may be collapsed or deleted.

You will have to attend the new tutorials/lab if this closure affects the one you are attending.

We will endeavour to make this decision no later than Week 4 of session.

### **Final Exam**

Students who wish to use a translation dictionary during an exam should read section 6. **Authorised material in examinations** in the University Examination Rules (<http://www.uow.edu.au/handbook/courserules/examrules.htm>).

**To be eligible to Pass this subject a student must achieve a mark of at least 50% in the final examination. Students who fail to achieve this minimum mark and would have otherwise passed will be given a Technical Fail (TF) for this subject.**

### **Supplementary Exams**

Supplementary Exams will be dealt with in accordance with student academic consideration policy (<http://www.uow.edu.au/about/policy/studentacademicconsiderationpolicy.pdf>) 9.2 Timing of Supplementary Exams.

While the School normally grants supplementary exams when the student does not sit the standard exam for an acceptable reason, each case will be assessed on its own merit and there is no guarantee a supplementary exam will be granted. If a supplementary exam is granted, you will normally be notified via SOLS Mail the time and date of this supplementary exam. You must follow the instructions given in the email message.

**Please note that if this is your last session and you are granted a supplementary exam, be aware that your results will not be processed in time to meet the graduation deadline.**

### **Student Academic Consideration Policy**

The School recognises that it has a responsibility to ensure equity and consistency across its subjects for all students. Sometimes, in exceptional circumstances, students need to apply for student academic consideration in order to complete all assessable work.

The University applies strict criteria to the granting of student academic consideration. Before applying for student academic consideration, students should carefully read the University's policy which can be found at: <http://www.uow.edu.au/about/policy/studentacademicconsiderationpolicy.pdf>.

### **Plagiarism**

**When you submit an assessment task, you are declaring the following:**

1. It is your own work and you did not collaborate with or copy from others.
2. You have read and understand your responsibilities under the University of Wollongong's policy on plagiarism.
3. You have not plagiarised from published work (including the internet). Where you have used the work from others, you have referenced it in the text and provided a reference list at the end of the assignment.

Students must remember that:

Plagiarism will not be tolerated.

Students are responsible for submitting original work for assessment, without plagiarising or cheating, abiding by the University's policies on Plagiarism as set out in the University Handbook under University Policy Directory and in Faculty handbooks and subject guides. Plagiarism has led to the expulsion from the University.

### **Student Academic Grievance Policy**

The School aims to provide a fair, equitable and productive learning environment for all its students. The Student Academic Grievance Policy seeks to support the achievement of this goal by providing a transparent and consistent process for resolving student academic grievances.

Any student who has a grievance over a result should obtain a Faculty of Informatics Appeal Against Decision or Action Affecting Academic Experience form from the Informatics Student Enquiry Centre.

(<http://www.uow.edu.au/content/groups/public/@web/@inf/@faculty/documents/doc/uow017433.pdf>) The student should firstly take the form to the marker/lecturer to discuss the matter and, if the student is still not satisfied, s/he should take the next step as outlined on the form.

Once the grievance has been considered by the Faculty, if the student still feels the situation has not been fully resolved s/he may consult the Dean of Students. However, the Dean of Students can have no input into the academic judgment of the lecturer and can only review the grievance to ensure proper procedure has been followed.

### **Relevant University Policies, procedures and students services:**

For more information students must refer to the Faculty handbook, online references or consult the UOW policy in full at <http://www.uow.edu.au/handbook/course/rules/studacgrievpol.html> which contains a range of policies on educational issues and student matters.

This outline should be read in conjunction with the following documents:

Academic Grievance Policy (Coursework and Honours students):	<a href="http://www.uow.edu.au/handbook/course/rules/studacgrievpol.html">http://www.uow.edu.au/handbook/course/rules/studacgrievpol.html</a>
Acknowledgement Practice <b>Plagiarism will not be tolerated:</b>	<a href="http://www.uow.edu.au/handbook/course/rules/plagiarism.html">http://www.uow.edu.au/handbook/course/rules/plagiarism.html</a>
Code of Practice - Teaching and Assessment:	<a href="http://www.uow.edu.au/handbook/codesofprac/teaching_code.pdf">http://www.uow.edu.au/handbook/codesofprac/teaching_code.pdf</a>
Code of Practice - Students:	<a href="http://www.uow.edu.au/handbook/codesofprac/cop_students.html">http://www.uow.edu.au/handbook/codesofprac/cop_students.html</a>
Code of Practice-Honours:	<a href="http://www.uow.edu.au/handbook/CodeofPractice-Honours.pdf">http://www.uow.edu.au/handbook/CodeofPractice-Honours.pdf</a>
Course Progress Requirements:	<a href="http://www.uow.edu.au/student/mrp/index.html">http://www.uow.edu.au/student/mrp/index.html</a>
Graduate Qualities Policy:	<a href="http://www.uow.edu.au/about/teaching/qualities/index.html#_The_new_UOW">http://www.uow.edu.au/about/teaching/qualities/index.html#_The_new_UOW</a>
Human Research Ethics Committee:	<a href="http://www.uow.edu.au/research/rso/ethics/human/">http://www.uow.edu.au/research/rso/ethics/human/</a>
Independent Learners' Introductory Program:	<a href="http://www.uow.edu.au/student/attributes/ilip/">http://www.uow.edu.au/student/attributes/ilip/</a>
Key Dates:	<a href="http://www.uow.edu.au/student/dates.html">http://www.uow.edu.au/student/dates.html</a>
Non-Discriminatory Language Practice and Presentation:	<a href="http://staff.uow.edu.au/eed/nondiscrimlanguage.html">http://staff.uow.edu.au/eed/nondiscrimlanguage.html</a>
Occupational Health and Safety:	<a href="http://www.uow.edu.au/about/policy/ohs.html">http://www.uow.edu.au/about/policy/ohs.html</a>
Ownership of Work & Intellectual Property Policy:	<a href="http://www.uow.edu.au/handbook/generalcourse/rules/UOW028651.html">http://www.uow.edu.au/handbook/generalcourse/rules/UOW028651.html</a>
Rules for student conduct:	<a href="http://www.uow.edu.au/handbook/generalrules/StudentConductRules.pdf">http://www.uow.edu.au/handbook/generalrules/StudentConductRules.pdf</a>
Student Support Services (also see <b>Informatics Faculty SEDLO</b> below):	<a href="http://www.uow.edu.au/student/services/">http://www.uow.edu.au/student/services/</a>
SISAT Internet Access & Student Resource Centre:	<a href="http://www.uow.edu.au/informatics/sisat/current/uow024466.html">http://www.uow.edu.au/informatics/sisat/current/uow024466.html</a>
SISAT Computer Usage Rules:	<a href="http://www.uow.edu.au/informatics/sisat/current/uow024457.html">http://www.uow.edu.au/informatics/sisat/current/uow024457.html</a>
SISAT Subject Outlines:	<a href="http://www.uow.edu.au/informatics/sisat/current/UOW055502.html">http://www.uow.edu.au/informatics/sisat/current/UOW055502.html</a>
Student Academic Consideration Policy:	<a href="http://www.uow.edu.au/about/policy/studentacademicconsiderationpolicy.pdf">http://www.uow.edu.au/about/policy/studentacademicconsiderationpolicy.pdf</a>

### **Informatics Faculty SEDLO (Student Equity and Diversity Liaison Officer):**

Virginie Schmelitschek  
Phone 4221 3833  
E-mail [virginie@uow.edu.au](mailto:virginie@uow.edu.au)

### **Informatics Faculty Librarian:**

Ms Annette Meldrum  
Phone: 4221 4637  
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