Instructor
Karyn Moore
Office: 3014 Hamburg Hall
Phone: 412.268.8465
Email: karyn@cmu.edu

Faculty Assistant
Carole McCoy
Office: 2102 Hamburg Hall
Phone: 412.268.6077
Email: cm4w@andrew.cmu.edu

Teaching Assistants

TA contact information will be posted in the Course Contacts area of Blackboard by end of first week.

REQUIRED Textbook


  You may also use the 1\textsuperscript{st} or 2\textsuperscript{nd} edition. The Course Schedule contains readings for all three editions. I include the 3\textsuperscript{rd} edition because it is the only edition also available in digital format, if that is your preference. If not, the 1\textsuperscript{st} and 2\textsuperscript{nd} editions are fine and will be less expensive.

Web site: [www.cmu.edu/blackboard](http://www.cmu.edu/blackboard)
Software Requirements

Oracle’s BPM Suite 11gR1. Students will access this software through their assigned virtual machine. This will be discussed further in the first class meeting. Students will be emailed their Virtual machine address sometime before the beginning of the second week of classes.

Prerequisites, Requirements & Audience

There are no formal prerequisites for this course; however it is assumed students will have a basic understanding of information systems.

Audience

This course is appropriate for masters students who wish to understand business process modeling from both the business and information technology perspectives. While emphasis is placed on the role IT plays in supporting and enabling business process execution, there is no software programming required in this course.

Course Overview

Processes are the core technologies of all organizations for producing and delivering products and services that satisfy customer needs. Increasingly, in order to continue to serve their customers and remain competitive, organizations are required to continuously analyze, redesign, and improve their end-to-end core business processes in shorter and shorter time frames to achieve operational goals. Realizing this end-to-end business process integration requires an IT infrastructure that enables people, processes, and information to be integrated in a flexible manner.

This mini course will explore how organizations can model business processes as the first step in achieving flexible and integrated business processes. The course will also examine the information technologies and architectures that show promise for enabling this business process integration. The course will provide students with the following:

- A framework for understanding the design, control and improvement of business processes. Much of this material will be drawn from the field of operations management.
- A methodology for analyzing, modeling, and designing business processes, including the use of simulation for measuring and comparing performance of various models.
- Knowledge of the current and emerging information technologies and architectures as enablers of business process improvement, integration and automation.

To provide students with an opportunity to apply the knowledge they learn from the lectures and readings, various lab exercises and group exercises will be assigned using Oracle’s BPM Suite 11gR1.
**Course Objectives**

At the end of this course, students will be able to:
- Demonstrate the relationships between business processes, strategy, and organizational performance.
- Define various process flow measurements and methods for calculating them.
- Diagnose the root causes of poor process performance and recommend appropriate managerial levers for improving them.
- Model, analyze, simulate, and redesign a process to achieve specific performance goals.
- Define the challenges and opportunities associated with IT-enabled business process automation.

**Course Schedule**

Please refer to the separate document titled Course Schedule for a listing of weekly lecture topics, labs, and assignments. Due dates are also posted in the Course Schedule.

**Assignments and Assessments**

Each student’s knowledge of the course material will be evaluated by a combination of homework assignments, lab assignments, and a case analysis.

Final grades are based on the following weights:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homework Assignments (5)</td>
<td>45%</td>
</tr>
<tr>
<td>Lab Assignment (3 parts)</td>
<td>20%</td>
</tr>
<tr>
<td>Case Analysis</td>
<td>35%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Labs should reflect individual work, unless otherwise specified. You may consult your fellow students for clarification of questions or assistance with troubleshooting. Homework assignments should reflect individual work. No consultation with any other person (other than instructor or TA) is permitted.

**Grading**

Final letter grades are assigned to a student’s body of work in this course according to the following scale:
A+ 97% to 100%  
A 93% to 96%  
A- 90% to 92%  
B+ 87% to 89%  
B 83% to 86%  
B- 80% to 82%  
C+ 77% to 79%  
C 73% to 76%  
C- 70% to 72%  
R less than 70%  

The average grade in an elective course is expected to be 3.5, equivalent to slightly less than an A-. However, if all students earn 90% and above in this course, then all will receive grades of ‘A-’ or above. There is no curving of grades. Please realize that a grade of ‘B’ is considered an acceptable grade at Carnegie Mellon. Also note that a grade of ‘C-’ is considered a passing grade.

This course may not be taken as pass/fail or audit.

Assignments

All assignments and labs will be due by the date/time indicated on the Course Schedule and must be submitted by this deadline. No work submitted after the deadline will be awarded points, unless an extension was granted by the instructor prior to the due date. There are no exceptions to this.

Acceptable submission methods are indicated on the Course Schedule. Students should NOT email work to the instructor or TA unless instructed to do so.

Policy on Cheating and Plagiarism

It is the responsibility of each student to produce her/his own original academic work. Collaboration or assistance on academic work to be graded is not permitted unless explicitly authorized by the course instructor(s). Any other sources of collaboration or assistance must be specifically authorized by the course instructor(s).

In all academic work to be graded, the citation of all sources is required. When collaboration or assistance is permitted by the course instructor(s), the acknowledgement of any collaboration or assistance is likewise required. This citation and acknowledgement must be incorporated into the work submitted and not separately or at a later point in time. Failure to do so is dishonest and is subject to disciplinary action.

Excluding assignments and labs that are assigned as group work, the work students submit should reflect individual effort. Students are encouraged to discuss assignment questions with each other, but not the solution. The final work product must reflect the student’s knowledge and effort, not his/her classmate’s (or anyone else for that matter.)
Students have a duty to ensure that they understand and abide by the standards that apply in this course. In the absence of such understanding, it is the student’s responsibility to seek clarification from the instructor.

Policy Violations

**Cheating** occurs when a student avails her/himself of an unfair or disallowed advantage which includes but is not limited to:

1. Theft of or unauthorized access to an exam, answer key or other graded work from previous course offerings. “Unauthorized access” refers to unauthorized by the instructor.
2. Use of an alternate, stand-in or proxy during an examination.
3. Copying from the examination or work of another person or source – with or without their permission.
4. Submission or use of falsified data.
5. Using false statements to obtain additional time or other accommodation.
6. Falsification of academic credentials.

**Plagiarism** is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded. Examples of sources expected to be referenced include but are not limited to:

1. Text, either written or spoken, quoted directly or paraphrased.
2. Graphic elements.
3. Passages of music, existing either as sound or as notation.
5. Scientific data.
6. Concepts or material derived from the work, published or unpublished, of another person.

**Unauthorized assistance** refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another individual, published or unpublished written sources, and electronic sources. Examples of unauthorized assistance include but are not limited to:

1. Collaboration on any assignment beyond the standards authorized by this policy statement and the course instructor(s).
2. Submission of work completed or edited in whole or in part by another person.
3. Supplying or communicating unauthorized information or materials, including graded work and answer keys from previous course offerings, in any way to another student.
4. Use of unauthorized information or materials, including graded work and answer keys from previous course offerings.
5. Use of unauthorized devices.
6. Submission for credit of previously completed graded work in a second course without first obtaining permission from the instructor(s) of the second course. In the case of concurrent courses, permission to submit the same work for credit in two courses must be obtained from the instructors of both courses.

Penalties for Cheating

There is a zero-tolerance policy in effect for this course. Any violation of the policy on cheating and plagiarism will result in any one of the following penalties (at the instructor’s discretion)

- zero points on the work product, or
- letter grade reduction on final grade (i.e grade of A- becomes B-), or
- failing grade in the course

All incidents of cheating are reported to the Associate Dean. Additional penalties may be imposed.