Instructor
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Teaching Assistants
TA contact information, office hours & locations will be posted in the Course Contacts area of the course website by the end of first week.

Class Meetings
Tuesday and Thursday, 10:30 – 11:50, Room 1005, Hamburg Hall

REQUIRED Textbook


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

Course Web site: cmu.instructure.com
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 or at the beginning of the second week of classes.

Prerequisites, Requirements & Audience

There are no formal prerequisites for this course. However, you may find it helpful to have completed your core statistics course.

Audience

The 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.
- Appreciation for how emerging information technologies can serve 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 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.
• Identify ways emerging technologies can be used to enable business process improvement.
• Create a business process mapping using Oracle’s BPM suite.

Course Schedule

Please refer to the separate document titled Course at a Glance for a listing of weekly lecture topics, labs, and assignments. Due dates are also posted in this document, as are quiz and exam dates. This document is posted in Course Website on the Syllabus page.

Assignments and Assessments

Each student’s knowledge of the course material will be evaluated by a combination of individual and group homework assignments, lab assignments, case analysis, quizzes, and a final exam. Regular participation can earn an additional +1 on your final course score.

Final grades are based on the following weights:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homework Assignments* (5- 2%, 4%, 5%, 5%, 2%)</td>
<td>18%</td>
</tr>
<tr>
<td>Weekly Prep Work (3)</td>
<td>6%</td>
</tr>
<tr>
<td>Case Analysis (1)</td>
<td>7%</td>
</tr>
<tr>
<td>Lab Assignments (3 – 1%, 3%, 3%)</td>
<td>7%</td>
</tr>
<tr>
<td>Quizzes** (2)</td>
<td>0 - 14%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>48 - 62%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Some of the assignments allow choice of a work partner.
** If you score lower on a quiz than on your final exam, that quiz is not factored and the weighting for the final exam increases. Quizzes can only help you!
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, unless otherwise indicated. Some assignments allow you to work with a partner. No consultation with any other person (other than instructor or TA – or work partner when allowed) is permitted. You may also not reference any materials other than those provided to you by the instructor for use in this course offering.

**Grading**

Final letter grades are assigned to a student’s body of work in this course according to the following scale:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>A+</td>
<td>97% to 100%</td>
</tr>
<tr>
<td>A</td>
<td>93% to 96%</td>
</tr>
<tr>
<td>A-</td>
<td>90% to 92%</td>
</tr>
<tr>
<td>B+</td>
<td>87% to 89%</td>
</tr>
<tr>
<td>B</td>
<td>83% to 86%</td>
</tr>
<tr>
<td>B-</td>
<td>80% to 82%</td>
</tr>
<tr>
<td>C+</td>
<td>77% to 79%</td>
</tr>
<tr>
<td>C</td>
<td>73% to 76%</td>
</tr>
<tr>
<td>C-</td>
<td>70% to 72%</td>
</tr>
<tr>
<td>R</td>
<td>less than 70%</td>
</tr>
</tbody>
</table>

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.*

**Assignments**

All assignments and labs will be due by the date/time indicated 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. If you experience a problem where you will not be able to submit on time, please discuss with the instructor.

Instructions for submitting work is included in the Assignment description. Students should NOT email work to the instructor or TA unless instructed to do so. If you are unable to access the course website for technical reasons, then please email your work to the instructor AND the all the teaching assistants.
Exam & Quizzes

The dates for the exam & quizzes are indicated on the class schedule. A Make-up final exam is not scheduled unless required due to illness, family emergency, course or work-related conflict. Please notify the instructor as early as possible to schedule. Make-up quizzes are not provided.

The exam and quizzes are open book, open notes and closed computer.

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.

Classroom Etiquette

As research on learning shows, unexpected noises and movement automatically divert and capture people's attention, which means you are affecting everyone's learning experience if your cell phone, pager, laptop, etc. makes noise or is visually distracting during class. For this reason, your mobile devices should be silenced.

You are allowed to use your laptop for note-taking only, but you must turn the sound off so that you do not disrupt other students' learning. Please sit in the back row so that other students are not distracted by your screen. The instructor reserves the right to ask that laptops be closed at any time and may call on any student using a laptop in class. Negative participation points may be awarded if a student is obviously not attending to the class discussion.

Please limit your conversations during class. If you must chat with your neighbor, please sit at the far corners of the room to be less distracting. The instructor may ask any student to leave class if their repeated conversations are found distracting by the instructor.

Classroom activities may be taped or recorded by a student for the personal, educational use of that student or for all students presently enrolled in the class only. Permission must be obtained from the instructor prior to recording. The recording may not be further copied, distributed, published or otherwise used for any other purpose without the express written consent of the instructor. All students are advised that classroom activities may be taped by students for this purpose.

The instructor appreciates all efforts from students to arrive on time for class, but understands this may not always be possible.