

PSUTI, RU
DESCRIPTION OF THE PROMENG Curricula/Module

TITLE OF THE MODULE	Code
Re engineering	

Teacher(s)	Department
Coordinating: associate professor Nikulnikov Nikolay Others:	E-commerce

Study cycle	Level of the module	Type of the module
First semester of each academic year		Compulsory

Form of delivery	Duration	Langage(s)
Lecture and practice	16 weeks	Russian

Prerequisites	
Prerequisites:	Co-requisites (if necessary):

Credits of the module	Total student workload	Contact hours	Individual work hours
3	108	54	54

Aim of the module (course unit): competences foreseen by the study programme
--

Efficient use of re-engineering. Understanding the BPM-tools and developing and practicing quantitative skills.

Learning outcomes of module (course unit)	Teaching/learning methods	Assessment methods
On successful completion of the module, students will know the notion of re-engineering, its history and importance, definitions, basic principles, and its impact on competitive advantage and financial return; will understand generalities and terminology: Business Process Management, Business Process Improvement, Business Process Modeling Notation (BPMN), Kaizen, Process improvement, Workflowand so on.	Discussion, case study, individual and group work, individual scientific literature study, problematic and project learning methods, presentation, research report preparation	Individual case study, exam

Themes	Contact work hours							Time and tasks for individual work	
	Lectures	Consultations	Seminars	Practiac work	Laboratory work	Placements	Total contact work	Individual work	Tasks
1. Generalities and terminology What is re-engineering, A key stimulus for re-engineering has been the continuing development and	4			2			6	6	Notion of BPR, its history and importance,

deployment of sophisticated information systems and networks. Leading organizations are becoming bolder in using this technology to support innovative business processes, rather than refining current ways of doing work									definitions, basic principles, and its impact on competitive advantage and financial return.
2. BPR team composition The determinants of an effective BPR team may be summarized as follows: competency of the members of the team, their motivation, their credibility within the organization and their creativity, team empowerment, training of members in process mapping and brainstorming techniques, effective team leadership, proper organization of the team, complementary skills among team members, adequate size, interchangeable accountability, clarity of work approach, and specificity of goals.	4		2				6	6	Efficient use of BPR improvement and innovations methods in BPR assurance. Understanding the BPR tools and developing and practicing quantitative skills.
3. Business needs analysis The business needs analysis also helps in relating the BPR project goals back to key business objectives and the overall strategic direction for the organization. This linkage should show the thread from the top to the bottom of the organization, so each person can easily connect the overall business direction with the reengineering effort. This alignment must be demonstrated from the perspective of financial performance, customer service, associate value, and the vision for the organization. Developing a business vision and process objectives relies, on the one hand, on a clear understanding of organizational strengths, weaknesses, and market structure, and on the other, on awareness and knowledge about innovative activities undertaken by competitors and other organizations.	4		8				12	12	
4. Adequate IT infrastructure Factors related to IT infrastructure have been increasingly considered by many researchers and practitioners as a vital component of successful BPR efforts. Effective alignment of IT infrastructure and BPR strategy, building an effective IT infrastructure, adequate IT infrastructure investment decision, adequate measurement of IT infrastructure effectiveness, proper information systems (IS) integration, effective reengineering of legacy IS, increasing IT function	4		8				12	12	

competency, and effective use of software tools are the most important factors that contribute to the success of BPR projects.								
5. Effective change management Change management, which involves all human and social related changes and cultural adjustment techniques needed by management to facilitate the insertion of newly designed processes and structures into working practice and to deal effectively with resistance, is considered by many researchers to be a crucial component of any BPR effort. One of the most overlooked obstacles to successful BPR project implementation is resistance from those whom implementers believe will benefit the most. Most projects underestimate the cultural impact of major process and structural change and as a result, do not achieve the full potential of their change effort.	6			12			18	18
Total	22			32			54	54

Assessment strategy	Weight in %	Deadlines	Assessment criteria
Running control I	25	6 th week	Attendance, activity, study cases and scientific articles
Intermediate control II	20	9 th week	Writing exam
Running control II	25	12 th week	Attendance, activity, study cases and scientific articles
Final exam	30	16 th week End of curricula	Writing exam

Author	Year of issue	Title	No of periodical or volume	Place of printing. Printing house or internet link
Compulsory literature				
Marlon Dumas, Marcello La Rosa, Jan Mendling, Hajo A. Reijers	2013	Fundamentals of Business Process Management		ISBN 978-3-642-33142-8
Hussein, Bassam	2008	PRISM: Process Re-engineering Integrated Spiral Model		VDM Verlag
Additional literature				
Davenport, Thomas	2011	Process Innovation: Reengineering work through information technology		Harvard Business School Press, Boston