Core elements in business process managment

Business, Strategic Management

Learner Log Book LLB Learner Log Book LLB | I. INSTRUCTIONS | The purpose of the Learner's Log Book (LLB) is to document the achievements of the learner in a central repository that will be considered as evidence on the effectiveness of the learning process. It is a 'monitoring tool' that e-tutors use to report on individual learners' progress and it is a way of ensuring that learners: Are engaged in their learning process. They are experimenting by doing the tasks subscribed to them by the e-tutor.

Avoid plagiarism because learners have to be engaged on a continuous basis and the informal assessment can therefore be used to ensure consistency with the main formal assessment. Provide e-Tutors with the opportunity to get to know the learners evaluate them and mentor them properly. There are templates which will reflect whether learners read, whether they understand, whether they assimilate the knowledge, whether they develop enquiry ability, whether they have the potential to conductcritical thinkingand whether they can reflect on the knowledge accumulated by relating to real situations.

The onus is mainly on learners to furnish the required information in the templates after each unit based on the Read and Analyze Activity. After filling the information in the template they need to e-mail it back to the e-Tutor. e-Tutor will then comments on the work done and the involvement that takes place and give overall impressions on the learners at the end of the module. | II. GENERAL INFORMATION | Learner Name: ID Number: Course Title: Business Process Management

Article Title: Rosemann and Brocke Date of Submission: 19 Oct 2011, 2pm Date of Received Feedback: -- | III.

SUMMARY (100-200 words) | Provide a summary in your own words on the article you requested to read and analyze in the following space. The article introduces a brief overview of the six core elements in business process management. Also, it states the reasons behind working hard to identify these core elements.

A BPM framework that outlines the different elements of BPM is an essential guide for many purposes such as project and program management, vendor management, complexity management, standards management and strategy management. There is a need to identify the BPM framework because it can guide decision makers in all previously mentioned challenges. The BPM maturity models were used for the framework identification. However, Rosemann and de Bruin's BPM maturity model was selected as the base for identifying the core elements because of some reasons.

One of these reasons is that the model was applied in a number of organizations where it proved to be of practical relevance in real life projects. Finally, the six core elements and their subcomponents were identified. The critical BPM elements are strategic alignment, governance, methods, informationtechnology, people andculture. BPM must be linked to the organizational strategy. It should establish clear responsibilities and guide decision making processes. BPM adapts a set of methods and IT solutions that supports activities along the process lifecycle like modeling, implementation, monitoring and improvement.

People and culture as core elements include individuals as well as groups and their values and beliefs in regards to process-centered organization. | IV. CRITICAL ANALYSIS | This is the most important section in your analysis. To

complete it successfully, the learner is to consider the following guiding steps: ? Present arguments coherently, supported by evidence and facts to substantiate on why you may take a particular stance and/ or position towards a particular approach whether against or in support of it; ?

Where applicable, attempt to bridge the gap between the theory and conceptual work and the application under consideration. I believethat the identified BPM core elements are an essential tool for the organization success. BPM elements established a clear guide for decision makers seeking organizational excellence. I strongly agree that the performance of individuals and groups and the business processes must be linked to the organizational strategicgoals. Process measures are necessary for continuous identifying, measuring and developing of the actual business processes performance.

Process measures may clarify the organizational goals and facilitate changes towards better customer satisfaction. Furthermore, I believe that having a clear definition of roles and responsibilities is an essential success factor. This definition clearly states the critical tasks, what is expected from employees and groups, how to meet the expectations and how to improve the business. Therefore, it provides a linkage of process performance with strategic goals. I agree that methods and IT solutions must be part of the core elements.

They provide essential tools and techniques that facilitate redesigning of the business processes in order to achieve performance improvement. Finally, culture has a strong impact on the business and its performance because cultural beliefs and values set the negotiation andcommunicationstyle.

People attitudes and behaviors may improve business processes and may delay the improvement. It depends on their willingness to adapt new changes. | V. PRACTICAL APPLICATIONS |

How could you apply the subject matter from the article in a real business case? The core elements must be applied in all business cases to enable improvement in the operative efficiency. This can be done by strongly linking the organizational goals with business performance. All job descriptions and duties must be defined in accordance to the organizational mission and goals. Ensure that governance is applied by providing each employee with a clear and specific definition of the activities, tasks and processes.

Employees will be aware of what's expected from them and how to meet the expectation by applying governance element. Apply methods and IT techniques to facilitate process modeling and analysis instead of using traditional methods. For example, oil and gas industries use HYSYS program to model the processing plant and simulate any future changes to study the change impact on the industry before implementing it in reality. This how IT implementation facilitates business processes. People whether individuals or groups play a vital role in organizational success.

On-going training that aligns with the strategic goals must be provided to employees to enhance their skills and knowledge. Individuals must be encouraged to take responsibilities and be accountable for major tasks. This can be done by delegation of a major task of the leader to the employee where the employee will be responsible for delivering the desired outcomes. After delivering a major task in the desired results, the employee will gain confidence and willingness to lead in future jobs.

People within one organization must adapt similar values and beliefs and must be linked to each other. Organizing communities and networks at work will help creating a culture. For example, having an organizational day out will facilitate communication among various people in the organization. | VI. LEARNING REFLECTIONS | What have you learnt? Identify the key learning points and the lessons learnt. Critical thinking is about the lessons learnt to be drawn from the analysis. BPM framework can serve many vital purposes such as project management, vendor management, complexity management, standards management and strategy management ? BPM framework comprehensively structures BPM as an organizational capability and not only as the execution of tasks in the process lifecycle ? BPM consists of six core elements that represent its success factors ? BPM core elements are strategic alignment, governance, methods, IT, people and culture ? BPM must be linked to the organizational strategies and goals where all processes are designed in accordance to strategic priorities ?

Governance defines clear responsibilities and focuses on the design of decision-making processes ? Methods and IT tools must be applied to facilitate process modeling, execution, monitoring, control, improvement and project management ? Human capital of the organization is an important factor for improving business processes | IX. e-TUTOR COMMENTS AND FEEDBACK | | Mark: | [pic][pic]