



COURSE OUTLINE

1. Information about the program

1.1 Higher education institution	“Alexandru Ioan Cuza” University of Iași
1.2 Faculty	Faculty of Economics and Business Administration
1.3 Department	Management, Marketing and Business Administration
1.4 Field of study	Management
1.5 Cycle of study	Master
1.6 Study program / Qualification	Strategic Human Resource Management in Europe

2. Information about the course

2.1 Course title	Business Process Management						
2.2 Course coordinator	Lecturer Elena-Sabina TURNEA, PhD						
2.3 Seminar coordinator	Lecturer Elena-Sabina TURNEA, PhD						
2.4 Year of study	1	2.5 Semester	1	2.6 Type of evaluation*	E	2.7 Course status**	C

* MT-MID-TERM, O-ORAL EXAM, E-EXAM, M-MIXED; ** C-compulsory/O-optional/E-elective

3. Estimated time allocation (hours per semester and teaching activities)

3.1 Number of hours per week	1	out of which: 3.2 course	0.5	3.3 seminar / laboratory	0.5
3.4 Total number of hours per semester	14	out of which: 3.5 course	7	3.6 seminar / laboratory	7
Time allocation					h
Study based on course book, course materials, bibliography and other					20
Supplementary study in the library, on electronic platforms and on the field					20
Preparing seminars/laboratories, assignments, papers, portfolios and essays					15
Tutorship					4
Examination					2
Other activities					
3.7 Total hours of individual study					55
3.8 Total hours per semester					75
3.9 Number of credits					3

4. Prerequisites (if applicable)

4.1 Referring to curriculum	Not necessary
4.2 Referring to competences	Not necessary

5. Conditions (if applicable)

5.1 For the course	Not necessary
5.2 For the seminar / laboratory	Not necessary

6. Specific competences accumulated

Professional competencies	<p>C1. Understanding and identifying the stages of business process management in different fields of activity.</p> <p>C2. Propose improvements to business processes that eliminate redundancies in work activities and increase the quality and speed with which activities are carried out.</p> <p>C3. Establish key performance indicators (KPIs) to measure the efficiency and effectiveness of improved activities.</p> <p>C4. Integrating business process management into organization management.</p>
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Transversal competencies	Intercultural communication. Networking skills.
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7. Course objectives (based on specific competencies accumulated)

7.1 General objective	After completion of the course students are able to organize the topics of Process Management in their day-to-day-performance when working in an organization.
7.2 Specific objectives	After successfully finalizing this course, students will be able to: <ul style="list-style-type: none"> ▪ Improve processes and document processes; ▪ Calculate cost along a business process; ▪ Propose key performance indicators that measure process improvements; ▪ Align a new designed process to the organizational management.

8. Content

8.1	Course	Teaching methods	Observations (time and bibliography)
1.	Introduction to Business Process Management; The 7FE Framework phases. Steps: Foundations, Enablement and Launch Pad.	Lecture, interactive course	2 hours
2.	The 7FE Framework phases. Steps: Understand, Innovate, People, Develop, Implement; Qualitative and quantitative process analysis.	Lecture, interactive course	2 hours
3.	The 7FE Framework phases. Steps: Realize Value and Sustainable Performance; How to calculate cost along a business process and to set up key performance indicators.	Lecture, interactive course	3 hours

Bibliography**Compulsory reading:**

- Dumas M., La Rosa, M., Mendling, J., Reijers, H.A. (2013). *Fundamentals of Business Process Management*. Springer: New York.
- Jeston, J., Nelis, J. (2014). *Business Process Management. Practical guidelines to successful implementations (Third Edition)*. Routledge: Oxon and New York.
- Reijers, H.A. (2021). Business Process Management: The evolution of a discipline. *Computers in Industry*, Vol. 126. <https://doi.org/10.1016/j.compind.2021.103404>.

Optional reading: students will receive optional reading during classes.

8.2	Seminar / Laboratory	Teaching methods	Observations (time and bibliography)
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1.	Introduction to Business Process Management; The 7FE Framework phases. Steps: Foundations, Enablement and Launch Pad.	Case studies, debates, application exercises	2 hours
2.	The 7FE Framework phases. Steps: Understand, Innovate, People, Develop, Implement; Qualitative and quantitative process analysis.	Case studies, debates, application exercises	2 hours
3.	The 7FE Framework phases. Steps: Realize Value and Sustainable Performance; How to calculate cost along a business process and to set up key performance indicators.	Case studies, debates, application exercises	3 hours
<p>Bibliography</p> <ul style="list-style-type: none"> • Dumas M., La Rosa, M., Mendling, J., Reijers, H.A. (2013). <i>Fundamentals of Business Process Management</i>. Springer: New York. • Jeston, J., Nelis, J. (2014). <i>Business Process Management. Practical guidelines to successful implementations (Third Edition)</i>. Routledge: Oxon and New York. • Reijers, H.A. (2021). Business Process Management: The evolution of a discipline. <i>Computers in Industry</i>, Vol. 126. https://doi.org/10.1016/j.compind.2021.103404. <p>Optional reading: students will receive optional reading during classes.</p>			

9. Bridging course content with the expectations of the community, professional associations and representative employers in the field of the program

The course and seminar for this discipline are designed in accordance with the real and current needs for work processes improvements, with emphasis on concrete examples from practice.

10. Evaluation

Type of activity	10.1 Evaluation criteria	10.2 Evaluation methods	10.3 Allocation to the final grade (%)
10.4 Course	Theoretical and applied knowledge	Final written exam	50
10.5 Seminar/ Laboratory	Applied/ practical knowledge	Continuous assessment (e.g. group work, discussion of practical examples, exercise examples)	25
Process improvement project	Practical example of loss estimation due to a sub-optimal process	Written report and ppt. presentation in front of all colleagues	25
10.6 Minimal performance standard			



Obtaining 5 points (out of 10) for the final evaluation (exam) and for the final mark (50% exam; 25% seminar; 25% project).

Date
28.09.2023

Course coordinator
Lecturer **Elena-Sabina TURNEA**,
PhD.

Seminar coordinator
Lecturer **Elena-Sabina TURNEA**,
PhD.

Date of approval in the departament
28.09.2023

Head of departament
Professor **Andrei Ștefan NEȘTIAN**, PhD