

Amrita School of Business
Amrita Vishwa Vidyapeetham
Coimbatore

Term VI (02 Jan 2019 – 31 Mar 2019)

Course Title:	Process Flow Management
Course Code:	OM622E
Credits:	3
Total Sessions:	24
Course Instructor:	Dr. Hemamala K.
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Course Link:	https://drive.google.com/open?id=1XzZVPKf4DI3ypukZRF3EOD7VxrVlz3bj
Office:	F-7
Office hours:	Tuesday & Thursday 2:00 – 4:00 pm
Course contributes mostly to:	Employability/ Entrepreneurship/ Skill Development/ Value-add

Course Description

Organizations achieve financial success when they provide products that meet customer expectations at a cost that is significantly lower than the value perceived by the customers. Organizations like Toyota and Wal-Mart demonstrate that their success is closely linked to the way their business processes are planned, designed and executed. This is exactly what Operations management is about - design, control and improvement of business processes. Understanding and managing processes enables organizations to align business functions with customer needs, and helps executives determine how to deploy, monitor and measure company resources. When properly executed, process management has the ability to enhance efficiency and productivity, reduce costs, and minimize errors and risk – thereby, optimizing results. A good practice of process management can contribute to sound financial management and provides visibility into how well an organization is succeeding in meeting its goals, in today's intensely competitive business environment. A key to organization's innovation and transformation agility, Process Management is becoming a mission critical business capability for businesses today.

For students of business, particularly for those specializing in Operations, it is therefore worth learning how organizations understand and categorize the customer expectations that they seek to fulfil, what kind of metrics they use to monitor and manage their process performance, and how they structure their processes to deliver superior financial performance. This course help students understand how managers can design and control processes in both manufacturing and service contexts. It also looks at ways in which business processes can be improved to perform better using process drivers.

Course Outcomes

This is a 3- credit Operations elective course planned in four modules. Module 1 introduces the process concepts and the process management strategy and shows how establishing competitive priorities and matching the process capabilities with desired product attributes form the core of the operations strategy. Module 2 defines process flows and introduces the fundamental measures of process performance and shows how these measures are related to financial measures of firm performance. Focus is on improving the average values only and not on the variability. Module 3 explains the effect of variability in flows and processing on process performance and shows how to manage levers to plan and control variability. Module 4 discusses how synchronizing flows of materials and information economically through network of processes can eliminate waste using lean/ predictable processes. At the end of the course, the students will be able to:

1. Synthesise the principles of organisational strategy and process design
2. Model business process to understand its flows
3. Identify causal relationships between the process structure and the operational and financial metrics
4. Formulate implications for managerial actions by identifying managerial levers/ process drivers and their impact on the metrics of process performance

Alignment of course objectives (CO) with learning goals (LG) of Assurance of Learning

Derived from its mission, ASB has adopted five learning goals, (apart from the discipline competency) - the management-specific attributes, knowledge and skills that its graduates are expected to possess when they complete the programme. The four outcomes of this course are mapped to the '*Critical and integrative Thinking*' learning goal. The assessments, written report for the field visit would reinforce the second learning goal, '*Effective written and oral communication*'.

LG CO	Critical and integrative Thinking	Effective written and oral communication	Societal and Environmental Awareness	Ethical Reasoning	Leadership
CO1	3	0	0	0	0
CO2	3	0	0	0	0
CO3	3	0	0	0	0
CO4	3	0	0	0	0

Key: 3 – Highly relevant; 2 – Moderately relevant; 1 – Low relevance; 0- No relevance

Unit-wise scope for outcomes and Bloom's taxonomy

Process Flow Management does a reinforcement role, bringing a fresh perspective on several concepts learnt in the core operations courses and is therefore designed as 'higher order thinking' course, focusing on the Bloom's learning levels of analyzing, evaluating and creating. Bloom's Taxonomy categorizes skills that students are expected to learn as a result of instruction. Originally published in 1956, the tool is named after Benjamin Bloom, who was the Associate Director of the Board of Examinations at the University of Chicago (*Source: Wikipedia*). Now a classic arrangement of intellectual skills, the taxonomy and its revisions were used to develop the learning objectives and the outcomes of this course.

CO Bloom's Levels of Learning	CO 1	CO 2	CO 3	CO 4
Creating		X	X	X
Evaluating		X	X	X
Analyzing		X	X	
Applying	X			
Understanding	X			
Remembering				

Pedagogy

The classes will majorly be discussion- based with lectures to reinforce learning. The course builds on the core concepts of Operations learnt in POM I & II. Problem solving assignments and discussion questions will be assigned as homework to practice critical thinking. Every module will closely follow the assigned chapters in the prescribed textbook, which the students are expected read for every class as preparation and after every class for reinforcement. The students shall work in groups to summarize the assigned chapter with a learning scheme and concept bank. This exercise gives the students an opportunity to practice synthesis skills and creative presentation skills. A practice assignment will be undertaken to study process management practices, and to identify, map, analyze and improve the processes in the chosen area of the School. Groups shall select a process from the following list:

1. Course plan and delivery
2. Term planning and scheduling
3. PGP Admissions
4. PhD programme
5. PGP Placements
6. AACSB accreditation
7. NAAC Ranking
8. PGP term examinations
9. Student management and welfare
10. Planning and conduct of Pragati

Course Requirements

Throughout this course, the students are expected to demonstrate highest levels of involvement and commitment, in terms of efforts, quality of work, and conduct both at individual level and as groups. The potential of making learning interesting and effective lies primarily in the hands of the students and are expected to use the same for this course throughout the term. The course demands **study efforts of 6 hours/week outside classroom (3 hours for every one session of class). Preparation is mandatory for attending the classes.**

Assessment

S. no	Assessment exercise	Description	Weight
Group Exercises (30%)			
1	Post-class home assignment	<i>Chapter discussion questions based on class discussions to be completed for every chapter</i>	10%
2	Practice Assignment	<i>Groups to study flows of the select process of ASB & explore the improvement opportunities and submit a report</i>	20%
Individual Exercises (70%)			
3	Chapter notes & summary	<i>Members of the group shall summarize the assigned chapter with leaning scheme, showing all the important concepts/points</i>	10%
4	Mid-term examination	<i>A closed book exam with emphasis on the understanding and application levels of learning</i>	20%
5	End-term examination	<i>A closed book comprehensive exam with emphasis on analyzing, evaluating and creating levels of learning</i>	40%

Course Text: *Managing business process flows; Principles of Operations Management*, Second Edition, *Anupindi, Ravi and Chopra, Sunil*, Pearson

Session Plan

SN NO	TOPIC	ASSESSMENTS	READING
Module 1: Process management and strategy			
1	Product, process and performance	<i>Group 1: Chapter summary</i>	Chapter 1
2	Process view & Supply chain view		Chapter 2
Module 2: Process flow measurement			
4	<i>Process flow measures</i> Operational measures: Little's law	<i>Group 2: Chapter summary</i>	Chapter 3
5	<i>Process flow measures</i> Financial measures		Chapter 3
6	<i>Flow time analysis</i> Flow time measurement	<i>Group 3: Chapter summary</i>	Chapter 4
7	<i>Flow time analysis</i> Levers for managing flow time		Chapter 4
8	<i>Flow rate and capacity analysis</i> Flow time measurement	<i>Group 4: Chapter summary</i>	Chapter 5
9	<i>Flow rate and capacity analysis</i> Levers for managing flow rate		Chapter 5
10	<i>Inventory analysis</i> Classification, costs & benefits	<i>Group 5: Chapter summary</i> <i>Mid-term exams</i>	Chapter 6
11	<i>Inventory analysis</i> Dynamics		Chapter 6
12	<i>Inventory analysis</i> Levers for managing inventory		Chapter 6
Module 3: Process flow variability			
13	<i>Managing flow variability: Safety Inventory</i> Forecasts, Safety inventory / service levels	<i>Group 6: Chapter summary</i>	Chapter 7
14	<i>Managing flow variability: Safety Inventory</i> Lead time demand variability		Chapter 7
15	<i>Managing flow variability: Safety Inventory</i> Levers for reducing safety inventory		Chapter 7
16	<i>Managing flow variability: Safety Capacity</i> Service processes, performance drivers	<i>Group 7: Chapter summary</i>	Chapter 8
17	<i>Managing flow variability: Safety Capacity</i> Effect of variability on process performance, Levers		Chapter 8
18	<i>Managing flow variability: Safety Capacity</i> Process improvement levers and effects		Chapter 8
19	<i>Managing flow variability: Process control and capability</i> Performance variability & analysis, Process control	<i>Group 8: Chapter summary</i> <i>Field visit reports submission</i>	Chapter 9
20	<i>Managing flow variability: Process control and capability</i> Process capability		Chapter 9
21	<i>Managing flow variability: Process control and capability</i> Process capability improvement		Chapter 9

Module 4: Process integration			
22	<i>Process synchronization and improvement</i> Lean operations principles	<i>Group 9 & 10: Chapter summary</i>	Chapter 10
23	<i>Process synchronization and improvement</i> Supply chain performance improvement		Chapter 10
24	Course Overview for <i>End-term exams</i>		

Note: The number of sessions may exceed by 10% to allow time for overruns in case discussions.

Contribution to Placements

The major deliverable of the course is a directory of 'Process Flow Management' – a compilation of the chapter summaries prepared by the groups, comprising of the learning schemes and the key concepts/points in the area of processes and flows. This directory will be useful for students preparing for process improvement profiles.