1. Introduction

In this topic, you will learn about the syllabus of Business Process Management and Outsourcing. The syllabus includes important information about the subject, the subject description, intended learning outcomes and other resources. Please read this information carefully and revisit it, whenever necessary.

2. Subject Description

This subject examines the importance of processes, the need to provide value through the process, the risks if this linking is not done and the techniques to make processes stronger. It also examines three primary methods of process transition – process refinement and reengineering, process outsourcing and process offshoring. A "process jump" takes places if a process is transitioned to an external service provider, an organisation located either geographically close to the corporation (outsourcing) or distant from it (offshoring). Strategies, issues and best practices for all three methods are described in this subject.

3. Objectives

Objectives:
Upon completion of this subject, you should be able to
- view organisations as a process collective and not only visualise new processes but put them into action
- analyse business processes and understand their contribution to business performance
- explain the various BPM methodologies that help transform organisations
- describe the change in the organisation's future path(s) by enabling agile processes
- describe how to implement business process outsourcing by moving processes from the internal organisation to external performers
- explain how to manage transitioned processes as valuable assets and monitor their value performance
- view an organisation from a "process think" perspective, which views an organisation as a series of ongoing and inter-related processes, with the ability to rethink and/or recombine or rework processes

4. Subject Design

The subject is divided into seven segments, with each of the middle five segments relating to concepts of business process management and outsourcing. To provide a wider view and facilitate critical thinking, many additional articles are embedded.
throughout the content. Many of the topics also require you to develop skills that can be applied in your own context.

In addition, you are expected to communicate with your fellow students and participate in discussions using the communication tools provided. Here are some useful tips to help you collaborate successfully with other members of your team. Interaction among group members enhances the learning and understanding of the cases presented.

**Reading: Business Process Management and Outsourcing**

There is no required textbook for the subject.

The following articles in Fischer, L. (ed), *Workflow Handbook 2005*, Lighthouse Point, FL: Future Strategies, Inc., Book Division (2005), are also referenced in this subject:


The following book may be used as a reference text in order to gain more information:


**Textbook Readings**

The textbook reading assignments identified within each segment provide in-depth information on a particular topic and prepare you for the online content. We recommend that you complete both, the readings and the online material, in each segment so that you are equipped for the end-of-segment assignments. You are free to move through the segment at your own pace, as long as you are ready to begin the end-of-segment assignment at the time chosen by your professor.

**Supplementary Reading(s)**

The supplementary readings will be identified for each segment. The supplementary reading is not required. It is included to assist those students who have access to the recommended material to explore the subject in greater depth, should they wish to do so. Your learning will not be hampered if you do not read these supplementary readings. For current publications on these subjects, you may also check the subject specific resources in the eLibrary by using the link at the top of the page.

**Final Exam**

You are required to take a final examination to successfully complete this subject. Instructions and details about the exam will be provided to you shortly after the
commencement of the subject. In order to pass the subject, you must pass the final exam.

**Assessment Summary**

Marks will be allocated for the following components in this subject:
- Participation in Discussions
- End of Segment Assignments
- Final Project
- Final Exam

You will be informed of the breakdown in the overall grades at the start of the section. There are several discussion questions and cases presented in this Subject to help you reinforce your learning. Your professor has carefully selected a number of them that need to be submitted as part of the formal assessment. You will be given a list of required assignments. You are nonetheless encouraged to attempt questions not selected by the professor for your own enrichment. If you have any questions about the assignments, you should email your professor.

**Subject Resources**

The following are resources that you may need while working on the subject:
- **Textbook**  

- **eLibrary**  
  The eLibrary provides access to full-text articles to enhance your learning experience. To access the eLibrary, click the "Subject Library" icon above. Please note that licensed resources from the eLibrary, such as the databases, eBooks, eJournals and new sources have restricted access. These resources are permitted to the staff and currently enrolled students at GlobalNxt for personal, non-commercial use.

- **Cases**  
  You will be required to analyse cases as part of this subject. Here are some guidelines to help you get started. The list of cases is given below:

| Segment | Title: Pillsbury: Customer Driven Reengineering  
| Segment 2 | Author: Robert S. Kaplan  
| | Case No.: 9-195-144  
| | Publisher: Harvard Business School Publishing  
| | Date: 12 April 1995 |

| Segment 3 | Title: CIGNA Corp., Inc.: Managing and Institutionalizing Business Reengineering  
| Author: Donna B. Stoddard, Sirkka Jarvenpaa  
| Case No.: 9-195-097  
| Publisher: Harvard Business School Publishing  
| Date: Jul 20, 1994 |

| Segment 5 | Title: Procter & Gamble: Global Business Services  
| Author: Thomas J. DeLong, David L. Ager, Warren Brackin, Alex Cabanas, Phil Shellhammer  
| Case No.: 9-404-124 |
Click the link below to find out how to download Harvard Business School Publishing (HBSP) cases.

Instructions to download HBSP cases

Academic Honesty

It is most important that you familiarise yourself with the standards for academic honesty, and the penalties for any breach of these standards as defined in the Student Handbook.