UČNI NAČRT PREDMETA/COURSE SYLLABUS	
Predmet	Menedžment poslovnih procesov
Course title	Business Process Management

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Upravljanje poslovnih in informacijskih sistemov / 2. stopnja	Upravljanje in razvoj informacijskih sistemov	2. letnik	3.
Business and Information Systems Management / 2nd Cycle	Management and Development of Information Systems	2nd year	3rd

Vrsta predmeta/Course type	izbirni/elective

Univerzitetna koda predmeta/University course code	2_URIS_IP_UN5

Predavanja Lectures	Seminar Seminar	Sem. vaje Tutorial	Lab. vaje Laboratory work	Teren. vaje Field work	Samost. delo Individ. work	ECTS
15			10		155	6

Nosilec predmeta/Lecturer:	doc. dr. Sebastian Lahajnar

Jeziki/ Languages:	Predavanja/Lectures:	slovenski/Slovenian
	Vaje/Tutorial:	slovenski/Slovenian

Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:	Prerequisites:
• Vpis v drugi letnik študijskega programa. • Študent mora pred izpitom pripraviti in predstaviti ter zagovarjati projektno/raziskovalno nalogo.	• The prerequisite for inclusion is enrolment in the second year of study. • Student has to prepare, present and defend a project/research paper before the exam.

Vsebina:	Content (Syllabus outline):

• *Uvod.*
 • *Menedžment poslovnih procesov:*
   - Strategija, vrednostna veriga in konkurenčne prednosti podjetja.
   - Uvod v menedžment in razumevanje organiziranosti podjetja.
   - Arhitektura procesov.
   - Menedžment poslovnih procesov.
	• *Introduction.*
	 • *Business Process Management:*
	   - Strategy, value chain and competitive advantage of the company.
	   - Introduction of management and understanding the company's organization.
	   - Architecture processes.
	   - Business Process Management.

- Merjenje sposobnosti procesov in uravnoteženi kazalniki. - Center odličnosti oz. BPM tim. - Modeliranje in simulacije procesov. - Poslovna pravila in analiza opravil. - Merjenje sposobnosti in zrelost procesov. - Izboljšanje procesa z metodo šest sigma in vitka proizvodnja. - Menedžment sprememb in metode ter orodja izboljšanja procesov. - Programska orodja za analizo in dizajn procesov. - Informacijski sistemi za podporo BPM in SOA (Service Oriented Architecture). - celovite programske rešitve (Enterprise Resource Planning – ERP). - Metode, tehnike in orodja menedžmenta poslovnih procesov: (1) metoda ključnih dejavnikov uspeha; (2) upravljanje znanja, upravljanje sprememb; (3) metoda uravnoteženih kazalnikov, metoda spremljanja stroškov po aktivnostih; (4) prenova poslovnih procesov, orodja za modeliranje, simuliranje in analiziranje poslovnih procesov; (5) celovito upravljanje kakovosti, ISO, poslovna odličnost; (6) metodologije razvijanja informacijskih sistemov, orodja za modeliranje podatkov in razvijanje programskih rešitev; (7) krmiljenje izvajanja delovnih procesov, upravljanje z dokumenti; (8) celovite programske rešitve). • *Projekt prenove procesa:* - Uvod v projektni menedžment. - Izbira procesov za prenovo. - Definicija in planiranje projekta. - Analiza trenutnega stanja in razvojne možnosti. - Dizajn prenovljenega ali novega procesa. - Implementacija procesa. - Menedžment poslovnega procesa in aktivnosti stalnega napredka. • *Projekt prenove in informatizacije poslovanja:* - Vloga informacijskih tehnologij.	- Measuring the ability of the processes and balanced indicators. - Centre of excellence or BPM team. - Modeling and simulation of processes. - Business rules and analysis of tasks. - Measuring the ability and maturity of processes. - Process improvement method with six sigma and lean production. - Change management and methods of improving processes. - Software tools for the analysis and design processes. - Information systems to support BPM and SOA (Service Oriented Architecture). - Enterprise Resource Planning. - Methods, techniques and tools of Business Process Management: (1) Key Success Factors; (2) Knowledge Management, Change Management; (3) Balanced Scorecard, Activity Based Costing; (4) Business Process Reengineering, tools for modeling, simulation and analysis of business processes; (5) Total Quality Management, ISO, business excellence; (6) Methods of information systems development, tools for data modeling and development of software solutions; (7) Management of work processes, document management; (8) Enterprise Resource Planning. • *Process renovation project:* - Introduction of project management. - Selection processes for renovation. - Definition and planning of the project. - Analysis of the situation As-Is and development opportunities. - Design of the new or renewed process. - Implementation process. - Business Process Management and activity sustained process. • *Business process renovation and informatisation project:*

- Informatizacija poslovanja: (1) strateško načrtovanje; (2) prenova poslovanja; (3) razvoj informacijske arhitekture in (4) uvedba informatiziranega poslovanja.
• *Projektno delo (individualno delo študenta):*
  - Navodilo za izdelavo projektne naloge.
  - Izbira teme (kreiranje procesa, prenova procesa, informatizacija procesa).
  - Izdelava projektne naloge.
  - Predstavitev in zagovor projektne naloge.
  - Zaključek.
• *Metodologije za menedžment poslovnih procesov:*
  - Ogrodje 7FE.
  - Metodologija BPTrends.
  - Metodologija Rummler Branche.
	- The role of information technologies.
	- Informatisation of business: (1) Strategic planning; (2) Renovation of business; (3) Development of IT infrastructure; (4) Introduction of informatisation business.
	• *Project work (individual student work):*
	  - Instruction for making the project paper.
	  - Choice of content (creation process, business process renovation and informatisation).
	  - Writing a project paper.
	  - Presentation and defence of the project paper.
	  - Conclusion.
	• *BPM methodologies:*
	  - 7FE framework.
	  - BPTrends methodology.
	  - Rummler Branche methodology.

Temeljna literatura in viri/Readings:

Temeljna literatura/Basic literature
- Harmon, P. (2019). *Business Process Change: A Business Process Management Guide for Managers and Process Professionals (4 th ed.).* Burlington: Morgan Kaufmann Publishers.
- Kovačič, A. in Bosilj-Vukšić, V. (2005). Management poslovnih procesov: Prenova in informatizacija poslovanja. Ljubljana: GV Založba.
- Gradiva pri predmetu (predavanja in vaje).

Priporočljiva literatura/Recommended literature
- Jeston, J. (2018). *Business Process Management: Practical Guidelines to Successful Implementations (4 th ed.).* New York: Routledge.
- Burlton, R. T. (2001). *Business Process Management: Profiting from process.* Indianapolis: Sams Publishing.
- Rummler G. A., Brache A. P. (2013). Improving performance. How to maanage the white space on the organization chart. Third edition. San Franciisco: Jossey-Bass.
- Benedict, T. et al (2013). BPM CBOK Version 3.0: Guide to the Business Process Management Common Body Of Knowledge. CreateSpace Independent Publishing Platform.
- Članki v strokovnih in znanstvenih revijah / Articles in scientific and professional journals

Cilji in kompetence:	Objectives and competences:
Učna enota prispeva predvsem k razvoju naslednjih splošnih in specifičnih kompetenc:	*The learning unit mainly contributes to the development of the following general and*

• sposobnost zasnovati ali prenoviti proces, • sposobnost voditi projekt zasnove ali prenove procesa, • sposobnost informatizirati proces, • sposobnost voditi projekt informatizacije procesa, • sposobnost opravljati funkcijo skrbnika procesa oz. menedžerja procesa, • sposobnost uporabljati metode, tehnike in orodja menedžmenta poslovnih procesov, • sposobnost planirati, organizirati, voditi in kontrolirati procese, • sposobnost uporabljati informacijske sisteme za menedžment poslovnih procesov.	*specific competences:* • the ability to create or change the process, • the ability to manage business process renovation project, • the ability to manage business process informatisation project, • the ability to perform the function of process owner, • the ability to use methods, techniques and tools of Business Process Management, • the ability to plan, organize, manage and control business processes, • the ability to use the information systems for Business Process Management.

Predvideni študijski rezultati:	Intended learning outcomes:
Študent/študentka: • pozna in razume osnovne koncepte menedžmenta poslovnih procesov, • pozna in uporablja tehnike in orodja analize, načrtovanja in modeliranja poslovnih procesov, • razume pomembnost procesne orientiranosti podjetja in orientiranosti h kupcu, • razume principe procesnega in projektnega menedžmenta, • razume organiziranost procesno orientiranega podjetja, • razume vlogo informacijskih tehnologij pri prenovi in informatizaciji procesov, • samostojno izdela, predstavi in zagovori projektno nalogo, • pozna in uporablja tri metodologije za menedžment poslovnih procesov: ogrodje 7FE, BPTrends, Rummler - Branche.	*Students:* • know and understand the basic concepts of business process management, • know and use techniques and tools for analyzing, designing and modelling business processes, • understand the value of Business Process Orientation and customer orientation, • understand the principles of process and project management, • understand the organizational structure of the process oriented company, • understand the role of information technology in the business process renovation and informatisation, • independently create, present and defense the project paper, • know and use three methodologies for business process management: the 7FE framework, BPTrends and Rummler – Branche.

Metode poučevanja in učenja:	Learning and teaching methods:
• *predavanja* z aktivno udeležbo študentov (razlaga, diskusija, vprašanja, primeri, reševanje problemov), • *laboratorijske vaje:* refleksija izkušenj, praktično reševanje več tipičnih	• *lectures* with active student participation (explanation, discussion, questions, examples, problem solving), • *laboratory work:* reflection on experience, practical solving of several typical problems, presentation and

problemov, predstavitev in zagovor projektne/raziskovalne naloge, diskusija, sporočanje povratne informacije.	defence of project/research paper, discussion, feedback.

Načini ocenjevanja:	Delež (v %) Weight (in %)	Assessment:

Načini:
• 100 % udeležba na predavanjih in vajah ter priprava, predstavitev in zagovor projektne/raziskovalne naloge
• če študent ni 100 % udeležen na predavanjih in vajah:
  - izpit
  - priprava, predstavitev in zagovor projektne/raziskovalne naloge
	100
	
	60
	40
		Types:
		• 100% attendance of lectures and tutorial including preparation, presentation and defense of a project/research paper,
		• if the student has not fully attended lectures and tutorial (100%):
		  - exam,
		  - preparation, presentation and defense of a project/research paper.

Ocenjevalna lestvica: ECTS.		Grading scheme: ECTS.