

**PJSC "Higher Education Institution" INTERREGIONAL ACADEMY OF  
PERSONNEL MANAGEMENT"**

**Danube branch**



**SYLLABUS**

*of the academic discipline (selective)*

***BUSINESS PROCESS MANAGEMENT***

Specialty                      **D3 Management**

Educational level:        **First (bachelor's) level**

Educational program:    **Management**

## General information about the academic discipline

Name of the discipline	<b>Business Process Management</b>
Code and name of specialty	<b>D3 Management</b>
Level of higher education	First (bachelor's) level
Discipline status	Selective
Number of credits and hours	<b>3 credits / 90 hours.</b> Lectures: 16 Seminars/practical classes: 14 Students' independent work : 60
Terms of study of the discipline	2 semester
Language of instruction	Ukrainian
Type of final control	Pass/fail (credit)

## General information about the teacher. Contact information.

<b>Lyubov Sergeevna Lutfalievna</b>	
Academic degree	None
Position	Lecturer of Economic Disciplines
Areas of scientific research	Enterprise performance management, innovation and marketing management, optimization of business processes in retail (category management), as well as problems of sustainable development and economic security of business
Links to the registers of identifiers for scientists	ORCID: <a href="https://orcid.org/0000-0003-3892-3823">https://orcid.org/0000-0003-3892-3823</a>
Contact information:	
E-mail:	<a href="mailto:menedzmentuk@gmail.com">menedzmentuk@gmail.com</a>
Contact phone number	+380677445957
Instructor's portfolio on the website	<a href="https://izmail.maup.com.ua/assets/files/lyutfalievna-portfolio-a.pdf">https://izmail.maup.com.ua/assets/files/lyutfalievna-portfolio-a.pdf</a>

### **Discipline's description.**

The discipline "Business Process Management" is aimed at studying modern methodologies for designing, executing, monitoring and optimizing the activities of an enterprise. The course reveals the concept of process management, where each action is considered as a link in the value chain for the client. Students will master the life cycle of BPM, methods of modeling processes in modern notations (in particular BPMN 2.0), performance analysis tools and approaches to continuous improvement (Lean, Six Sigma). Particular attention is paid to digital transformation and the implementation of automated business process management systems.

**The subject of the discipline** is methods, technologies and tools for identifying, modeling, analyzing, improving and automating business processes of the enterprise.

**The aim of the discipline** is to form future managers of system thinking and practical skills in designing flexible business processes that are able to adapt to changes in the market environment and ensure the strategic competitiveness of the organization.

**The objectives of the discipline** include mastering the theoretical foundations of the process approach in management and the study of international standards for modeling business processes. The course provides for mastering methods for diagnosing "bottlenecks" in the organization's activities, mastering the tools of regulation and standardization of processes, as well as the development of skills to justify decisions on reengineering or optimization of processes based on key performance indicators (KPIs).

As a result of studying the selective educational component "Business Process Management", applicants must:

**Know:**

- the essence and advantages of the process approach in comparison with functional management;
- stages of the life cycle of business process management (BPM life cycle);
- the main elements of business process modeling (BPMN) notation;
- methods for assessing the maturity of business processes in the organization.

**Be able to:**

- identify and classify business processes of the enterprise (main, auxiliary, management processes);
- build visual models of "as is" (AS-IS) and "as it should be" (TO-BE) processes;
- analyze the duration, cost and quality of processes;
- develop regulations and instructions for process executors.

**Prerequisites for the discipline.** The study of the course is based on the knowledge gained during the mastering of the compulsory disciplines "Management" (knowledge of basic management functions and organizational structures), "Economics of enterprise" (understanding of resource provision and the cost component of activities), "Digital technologies in management" (possession of automation and data processing tools).

**Post-requisites for the discipline.** The acquired knowledge and practical skills in process modeling and analysis will become the foundation for studying disciplines in the next semesters, in particular, in the 7th semester they will be used within the courses "Operational Management" and "Logistics Management" to implement operational standards and build logistics chains. In the 8th semester, the acquired competencies will become the basis for "Strategic Enterprise Management" and "Fundamentals of Project Management", where process management will act as the main tool for the implementation of strategic goals and operational implementation of projects.

## Content of the discipline

№	Topic name	Teaching Methods/Assessment Methods
Topic 1	The concept of Business Process Management (BPM) in the modern management system	<p><b>Teaching methods:</b></p> <ul style="list-style-type: none"> <li>– interactive lectures using process visualization in BPMN 2.0 notation.</li> <li>– laboratory workshops using specialized modeling software (e.g. Bizagi Modeler, Lucidchart or Draw.io).</li> <li>– analysis of real business situations to identify ineffective links in the company's processes.</li> <li>– Team development of a project for the redesign of the selected business process (from the "as is" model to the "as it should be" model).</li> <li>– working out the interaction between the "process owner", "executors" and "analysts" during the performance of regulated actions.</li> </ul> <p><b>Assessment methods</b></p> <ul style="list-style-type: none"> <li>– current testing for knowledge of the conceptual apparatus of BPM and elements of graphic notations.</li> <li>– protection of graphical models of business processes built during practical classes.</li> <li>– presentation of an analytical report assessing the effectiveness of the process (calculation of time, cost and KPIs).</li> <li>– modular control work, which includes both theoretical issues and tasks for solving logical errors in the proposed process schemes.</li> <li>– final credit, taking into account the accumulated rating and the results of defending an individual business process reengineering project.</li> </ul>
Topic 2	Classification and identification of business processes	
Topic 3	Methodology and notations for modeling business processes	
Topic 4	Business Process Diagnostics and Analysis (AS-IS).	
Topic 5	Process Design and Redesign (TO-BE)	
Topic 6	Regulation and control of business processes	
Topic 7	Automation and digital transformation of processes	
Topic 8	Concepts of continuous improvement and change management	
<b>Module Assessment Task</b>		
Final assessment: pass/fail (credit)		

### Technical Equipment and Software.

The discipline is taught in specialized classrooms using multimedia tools (projector, computer) for visual presentation of the material. Students have access to professional literature in the library, as well as to the Internet via Wi-Fi to work with digital tools and databases

### Forms and methods of assessment.

The system for evaluating learning outcomes consists of current and final (semester) control, which allows you to comprehensively assess the applicant's ability not only to describe, but also to design and optimize the activities of the enterprise based on a process approach.

*Current assessment* is carried out systematically in practical and laboratory classes. Its purpose is to test theoretical knowledge and practical skills, in particular, the ability to diagnose bottlenecks, predict the effect of process redesign, and use specialized software for modeling (BPMN 2.0 notation) and analysis of data on the effectiveness of operations.

*Forms of student participation in the educational process that are subject to ongoing control:*

- oral types of work: presentations of TO-BE process optimization projects, defense of developed business process models, participation in professional discussions on the choice of automation tools (BPMS) and brainstorming sessions to find reserves for cost reduction;
- written types of work: performing tests for knowledge of modeling standards, solving control tasks for identifying logical errors in schemes, preparing analytical notes based on the results of simulation modeling and reports on assessing the maturity of enterprise processes.

**Methods of ongoing assessment** combine express surveys on BPMN notation rules, checking the technical correctness of constructed diagrams and calculation reports (execution time, process cost, KPIs), as well as monitoring the activity of applicants in solving problem situations related to digital transformation and the implementation of process management.

#### Grading system and requirements.

Table of distribution of points received by students\*

Topics	Ongoing knowledge assessment						Final control		Total points
	Seminar 1 (Topic 1,2)	Seminar 2 (Topic 3,4)	Seminar 3 (Topic 5)	Seminar 4 (Topic 6)	Seminar 5 (Topic 7)	Seminar 6 (Topic 8)	Module assessment task	Pass /Fail	
Work in a seminar class	6	6	6	6	6	6	20	20*	100
Independent work	4	4	4	4	4	4			

\*The table contains information about the maximum points for each type of academic work of a higher education applicant.

#### **Assessment Criteria and Procedure**

Assessment of educational achievements of higher education applicants is carried out in accordance with the current "Regulations on Assessment of Students' Knowledge" in a higher education institution. The assessment system is cumulative, transparent and takes into account all types of student learning activities during the semester, including the skills of modeling, analysis and optimization of processes.

**Modular Assessment.** Modular Assessment (MA) is carried out at the final lesson of the content block in the form of a written modular control work (MCR). The purpose of the ICR is to comprehensively check the level of mastery of the BPM methodology, knowledge of BPMN 2.0 notation standards and the ability to apply reengineering tools in practice.

When evaluating a unit test, the accuracy of the use of graphic elements, the logic of building processes, the reasoning of the proposed changes and the correctness of the calculation of performance indicators (KPIs) are taken into account. The maximum score for the modular test is 20 points.

ICR rating scale:

- Grade "excellent" (A) (18-20 points): given for the correct completion of all tasks. The student builds technically flawless process models, is fluent in optimization tools, and demonstrates a creative approach to solving digital transformation cases.
- Grade "good" (B) (16-17 points): given for completing 80-89% of the amount of work. The student has a good command of the material, but makes minor inaccuracies in the graphical display of flows or the formulation of indicators.
- Grade "good" (C) (14-15 points): given for completing 70-79% of tasks. The student knows the main material, but has difficulty logically justifying the "TO-BE" model or makes mechanical errors in notation.
- Satisfactory (D) (12–13 points): awarded for completing 60–69% of the tasks. The student is guided by the basic concepts of the process approach, but the models are fragmentary, and the analysis is superficial.
- Satisfactory grade (E) (10–11 points): awarded for completing 50–59% of tasks. A minimum level of knowledge of BPMN elements sufficient to enroll in the module.
- Grade "unsatisfactory" (FX) (less than 10 points): less than 50% of tasks completed. The module is not credited due to lack of modeling skills or gross logical errors.
- Failure to appear for a unit test without a valid reason is estimated at 0 points.

### **Assessment of independent work (Maximum — 4 points)**

The total number of points for independent work is an important component of academic performance, as it reflects the student's ability to independently explore the architecture of business processes and offer digital solutions. Independent work is aimed at working out additional sources on Lean management, automation and case analysis of leading companies.

Independent work on each topic is evaluated from 0 to 4 points according to the following criteria:

- 4 points ("Excellent"): The task was completed in full and on time. A deep analysis of the "bottlenecks" of the process is demonstrated, rational measures for reengineering are proposed, and a correct model is built in specialized software.
- 3 points ("Good"): The task was completed correctly, but there are minor comments on the logic of the model or the completeness of the description of performance indicators.
- 2 points ("Satisfactory"): The task is partially completed, there are significant errors in the notation, the material is presented without critical analysis or the deadlines for delivery are violated.

- 0–1 point ("Unsatisfactory"): The task was not completed, critical errors were made that made it impossible to complete the business process, or signs of academic plagiarism were detected.

#### Scale for evaluating the performance of independent work (individual tasks)

Maximum possible assessment of independent work (individual tasks)	Execution level			
	Excellent	Good	Satisfactory	Unsatisfactory
4	4	3	2	0-1

#### *Evaluation of Additional (Individual) Educational Activities*

To stimulate the scientific and creative activity of students in the field of process management and digital transformation of business, incentive (bonus) points are provided. Additional (individual) activities include activities performed in excess of the scope of tasks established by the work program, in particular:

- participation in scientific conferences, round tables and seminars on business process optimization, reengineering and implementation of the latest modeling standards (BPMN, EPC, etc.);
- active participation in the activities of scientific circles and problem groups of the department, which study the efficiency of operating systems and business architecture;
- preparation of scientific articles or abstracts of reports based on the results of own research on the maturity of business processes of enterprises;
- participation in All-Ukrainian and International Olympiads, case championships in business analytics and competitions of scientific papers in management.

Calculation procedure: By the decision of the department, students who took an active part in research work can be awarded additional points to the rating.

In addition to performing the main types of work, applicants can be awarded additional incentive points for a high level of academic discipline and systematic work. The basis for accrual is:

- attending all lectures and practical classes (absence of absences without a valid reason);
- availability of a complete structured lecture notes, including graphic examples of process models;
- in-depth study of additional educational material (BPMN standards, cases of implementation of BPMS systems);
- attending additional consultations on the development of individual "TO-BE" models;
- timely implementation and protection of all design stages provided for by the program without violating deadlines.

#### **Final semester assessment (Credit)**

The final semester assessment (credit) is a mandatory stage of completing the study of the discipline "Business Process Management". It can take place in the form of accumulating points (automatically) or passing a written test.

The form of final control is a test in the form of a written test, covering theoretical issues of the BPM methodology and practical tasks to check the logic of process modeling. The final grade is set on the basis of the learning outcomes during the semester and consists of the sum of points of current control (practical classes, modeling, independent work), modular control (MCR) and incentive points.

The procedure for forming an assessment:

Students who have completed all the required tasks (including building process models and MCR) and scored a total of 60 points or higher receive a final grade without additional testing.

For students who have completed the required types of work, but received the sum of points below 60, as well as for those who want to increase their rating score, a final test is carried out in the form of a test during the last lesson.

To assess the learning outcomes of a higher education applicant during the semester, a 100-point, national and ECTS assessment scale is used

#### Summary assessment scale: national and ECTS

Total points for all types of learning activities	ECTS assessment	National scale assessment	
		for exam, course project (work), internship	For pass/fail (credit)
90 – 100	A	excellent	pass
82 – 89	B	good	
75 – 81	C		
68 – 74	D	satisfactorily	
60 – 67	E		
35 – 59	FX	unsatisfactory with the possibility of reassembly	fail unsatisfactory with the possibility of retaking
0 – 34	F	unsatisfactory with mandatory re-study of the discipline	fail with mandatory re-study of the discipline

#### Discipline's Policy

The policy of the academic discipline is based on the principles of professional responsibility, academic integrity and systems thinking, which is critically important for a specialist in process analysis. All graphical models of business processes in BPMN 2.0 notation, analytical reports, and reengineering projects should be the result of the applicant's independent work, since copying other people's architectural solutions without their own adaptation is considered plagiarism. The use of artificial intelligence tools is allowed only to search for automation options or generate ideas, but the final logic of the process and its justification must be author's.

Practical and laboratory classes are mandatory for attendance, since it is at them that specialized modeling software is mastered, and systematic omissions without good reasons complicate the formation of a cumulative rating. The profession of a process analyst requires strict adherence to deadlines, so all works submitted in violation of the established deadlines are evaluated with a reduction factor. During group work, students simulate the interaction of "owners" and "performers" of processes, which requires compliance with business etiquette and respect for the opinions of colleagues. Interaction with the teacher is built on

the principles of partnership, and the official communication channel is the learning platform and corporate mail. The student has the right to an explanation of the assessment within three working days, and the retaking of modules is possible only within the terms specified by the educational schedule of the institution.

### **Recommended sources of information**

#### **Basic literature:**

1. Alekseenko I. I., Leliuk S. V., Poltinina O. P. Management of projects and enterprise value in the context of digitalization: analysis of business processes and visualization of financial data. Digital economy as a factor of economic growth of the state: collection monograph. Kherson: Helvetica, 2021. P. 80–98. URL: <https://repository.hneu.edu.ua/handle/123456789/27824>
2. Modeling and reengineering of business processes: textbook / S. V. Kozyr, V. V. Slesarev, S. A. Us, T. V. Khomyak; Ministry of Education and Science of Ukraine, National Technical University "Dnipro Polytechnic". Dnipro: NTU "DP", 2022. 163 p. URL: <https://ir.nmu.org.ua/server/api/core/bitstreams/bdd1cdf1-cce2-429e-8e23-b9949e90b1fb/content>
3. Fundamentals of Business Process Management / M. Dumas, M. La Rosa, J. Mendling, G. Reyers; trans. from English. P. Brin et al. Kharkiv: Tochka, 2024. 636 p..
4. Oliynyk O. M., Bikulov D. T., Markova S. V. et al. Reengineering of Business Processes: Teaching Aids for Masters of Specialty. "Management" of the OPP "Business Administration". Zaporizhzhia: ZNU, 2025. 89 p. URL: <https://dspace.znu.edu.ua/jspui/bitstream/12345/25356/1/0060942.pdf>
5. Management of business projects: teaching aids for students of special 073 "Management" / L. V. Shynkaruk, M. M. Delini, A. V. Sukhanova, K. A. Alekseeva. Kyiv : NUBiP, 2021. 325 p. URL: [https://nubip.edu.ua/sites/default/files/u317/2021\\_posibnik\\_ubp.pdf](https://nubip.edu.ua/sites/default/files/u317/2021_posibnik_ubp.pdf)

#### **Additional literature:**

1. Bagorka D., Vertseva A. Management of business processes and methods of their improvement to ensure the innovative development of enterprises. *Economy and society*. 2024. № 66. DOI: <https://doi.org/10.32782/2524-0072/2024-66-40>
2. Mykhalytska N., Yatsyk M. Management of Own Business: Teaching Aids in Schemes and Tables. Lviv: Lviv State University of Internal Affairs, 2024. 480 p. URL: [https://dspace.lvduvs.edu.ua/bitstream/1234567890/7956/1/mykhalicka\\_MAKET.pdf](https://dspace.lvduvs.edu.ua/bitstream/1234567890/7956/1/mykhalicka_MAKET.pdf)
3. Prokopenko M. O. Organizational Support of Business Process Management at Industrial Enterprises on the Basis of a Strategic-Oriented Approach. *Efficient economy*. 2023. № 7. DOI: <https://doi.org/10.32702/2307-2105.2023.7.53>
4. Prokopenko M. O. Ukrainian and Foreign Experience of Business Process Management at Industrial Enterprises. *Academic visions*. 2023. № 19. URL: <https://www.academy-vision.org/index.php/av/article/view/501>
5. Svirskiy Y. V. Essence and principles of business process management on the basis of simulation modeling. *Scientific Notes of Lviv University of Business and Law*. 2023. Vol. 37. URL: <https://zenodo.org/records/7981824>

6. Management of digitalization of business processes of the enterprise. *Economic Synergy*. 2022. № 4. Pp. 82–91. DOI: <https://doi.org/10.53920/ES-2022-4-6>

### **Information resources:**

#### **Professional international organizations and standards:**

1. BPM Institute is the world's leading community of business process management specialists, providing access to research, market reviews, and professional certification standards. URL: <https://www.bpminstitute.org/>
2. Object Management Group (OMG) – BPMN Resource Page is the official page of the developers of the BPMN 2.0 notation. It contains complete technical documentation, specifications and examples of correct diagramming. URL: <https://www.bpmn.org/>
3. Association of Business Process Management Professionals (ABPMP International) is a resource developed by BPM CBOK (Common Body of Knowledge) — a fundamental body of knowledge on which modern process management is based. URL: <https://www.abpmp.org/>

#### **Analytical resources and best practices:**

4. BPM.com is the largest information portal dedicated to cases of BPM system implementation, automation market analytics, and reengineering tools. URL: <https://bpm.com/>
5. Gartner (BPM section) — reports of the global leader in IT consulting on the "Magic Quadrants" of business process management systems (BPMS) and hyperautomation trends. URL: <https://www.gartner.com/>
6. The Lean Enterprise Institute (LEI) is a resource dedicated to the methodology of lean production, which is the basis for the topic of optimization and elimination of losses in business processes. URL: <https://www.lean.org/>

#### **Platforms for modeling and automation (for practical work):**

7. Bizagi Modeler (E-learning portal) is a free tool for modeling in BPMN notation with a large database of video lessons and training cases. URL: <https://www.bizagi.com/>
8. Signavio (SAP) – BPM Blog is a resource with in-depth analytics on Process Mining and experience management within business processes. URL: <https://www.signavio.com/blog/>
9. Camunda BPM Resource Hub is a knowledge base for process automation focused on combining business logic and IT implementation. URL: <https://camunda.com/resources/>