

THE BPTRENDS PROFESSIONAL CERTIFICATE IN BUSINESS PROCESS MANAGEMENT

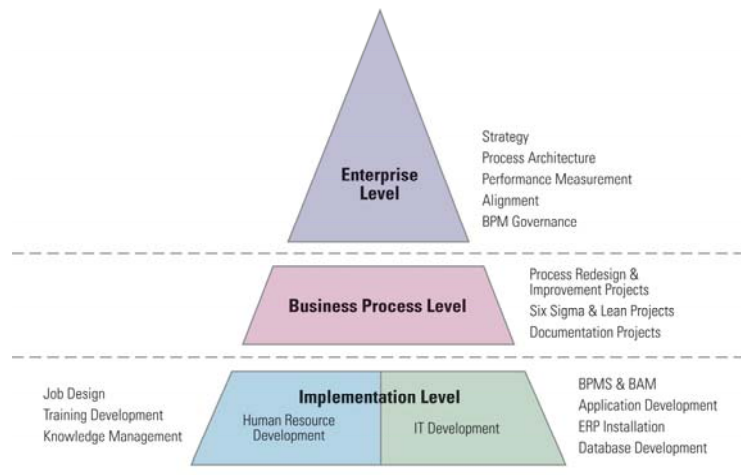
Course Codes: BPTA 101, BPTA 102, BPTA 103

Overview of the Professional Certificate

The Business Process Trends Associates Business Process Management (BPM) Professional Certificate Program is an exciting, innovative program designed to assist business leaders, managers and practitioners in the planning, architecting, designing, measuring and managing of an organisation’s business processes. The BPTrends

Associates BPM Methodology is a comprehensive, integrated approach to BPM and addresses the Enterprise Level, the Business Process Level and the Implementation Level. It is based on the practical experience of BPTrends Associates’ principals and founders, Roger Burlton and Paul Harmon, two of the most respected thought leaders in the

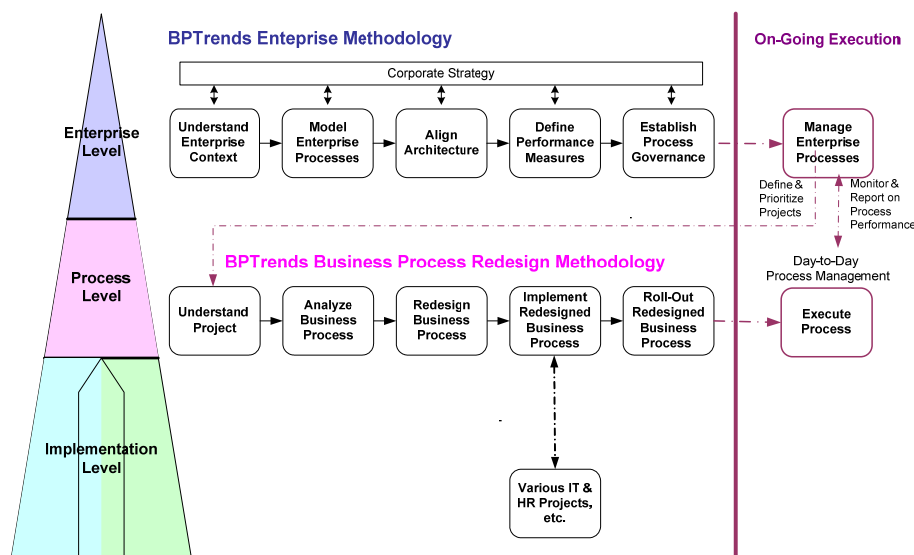
BPM community. The Methodology maps directly to Paul Harmon’s recently published book, *Business Process Change*, 2nd edition and is supported by Roger Burlton’s book, *Business Process Management: Profiting from Process*.



Completing the three courses that make up the Professional Certificate provides you with a comprehensive framework for process improvement and management and practical experience in using the tools and techniques involved.

Objectives of the Professional Certificate

The Professional Certificate in BPM provides an introduction to contemporary BPM thinking and practical experience via case studies and student exercises. It focuses on the Process Level of the BPTrends Methodology. (Other courses deal with the Enterprise Level and related issues).



Having completed the three course series you will understand:

- the value and benefits of business process management
- the principles of business process management and how to apply them
- BPM best practices and methodologies
- the respective roles of organisational strategy, enterprise and process architecture, process analysis, process redesign, process improvement, process automation, and organisation design – and how to make them work together
- basic BPM management and measurement techniques
- the role of the Balanced Scorecard in BPM
- the relationship between Lean, Six Sigma and BPM
- the importance of BPM maturity
- the principles and benefits of proven analysis and design techniques
- how to identify and capture all of the issues related to a process
- how to determine the scope of a process improvement project
- how to identify opportunities for improving business process performance
- the roles and responsibilities of the people in the process
- how to develop a common language for describing business processes
- why information gathering and facilitation for process projects is different
- what questions to ask in order to reduce process analysis and design risk
- when to interview and when to run facilitated session
- a range of creative approaches to turn conflict into consensus for process redesign.

During these courses you will learn how to:

- align your corporate strategy with a well designed business architecture
- integrate business process architecture with human performance and IT
- use a process-based approach to business process change management
- consider strategic, tactical and operational elements in a comprehensive BPM framework
- plan for cross-organisation acceptance and implementation
- appropriately analyse and scope a business process problem
- create and use a Process Scoping Diagram
- create BPMN process flow diagrams
- apply creative thinking approaches to process improvement
- develop critical measures for business process performance
- develop validation methods for new process designs
- use a range of analysis tools including: Organisation Diagrams, Stakeholder Diagram, Process Vision Statement, Problem Checklist, Stakeholder Alignment Worksheet, Process Measures Worksheet, Problem Analysis Worksheet, Analysis Planning Worksheet, Redesign Patterns
- particular tools such as Lotus Blossom, Fishbone Diagrams and Gap Analysis
- select the proper tools/techniques to model, analyse, manage, measure and improve processes
- build a good interview checklist and workshop agenda
- conduct interviews and facilitated sessions to gain trusted information about processes
- gain consensus amongst competing and conflicting stakeholders
- plan and facilitate a group session to gather process information.



Course Contents & Delivery

The three courses in the Professional Certificate program are:

BPTA 101: *Principles of Business Process Management* (1 day)

BPTA 102: *Introduction to Business Process Modelling, Analysis and Design* (3 days)

BPTA 103: *Information Gathering and Facilitation for Business Processes* (1 day)

Details of the content of each of the three courses in the BPTrends Professional Certificate program are attached. The comprehensive program provides you with all of the understanding, tools and techniques to be immediately effective in improving and managing business processes.

The course delivery and content is totally independent of any particular process modelling and management vendor products.

Throughout the courses extensive use is made of a major case study and students work in groups to apply the tools and techniques introduced in the courses.



Examination

An optional examination can be completed by students.

The Queensland University of Technology (QUT) has approved the BPTrends Business Process Management Professional Certificate Program as an entry point into its Master of Business Process Management and/or Graduate Certificate in Business Process Management degrees. Participants who complete the Professional Certificate program, and pass the related examination, will be entitled to 12 credit points, the equivalent of one QUT course. The Graduate Certificate in BPM is a 4-course program and the Masters in BPM requires completion of 12 courses.

Other universities are also considering similar schemes.

The Full BPTrends Curriculum

BPTrends provides a complete BPM training curriculum matched to its proven process management and redesign methodology as shown in the diagrams below.

The full curriculum includes the following courses:

BPTA 101: Principles of Business Process Management

BPTA 102: Introduction to Business Process Modelling, Analysis & Design

BPTA 103: Information Gathering and Facilitation for Business Processes

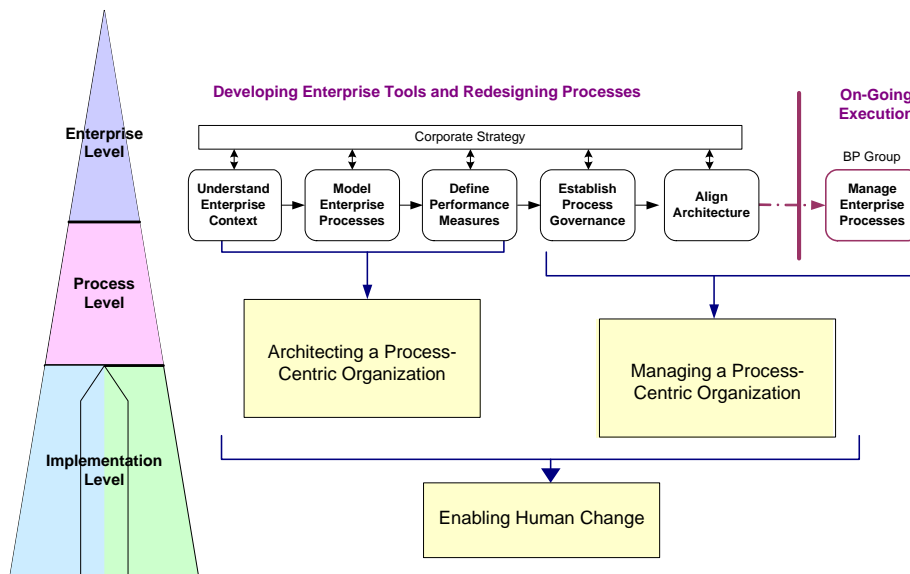
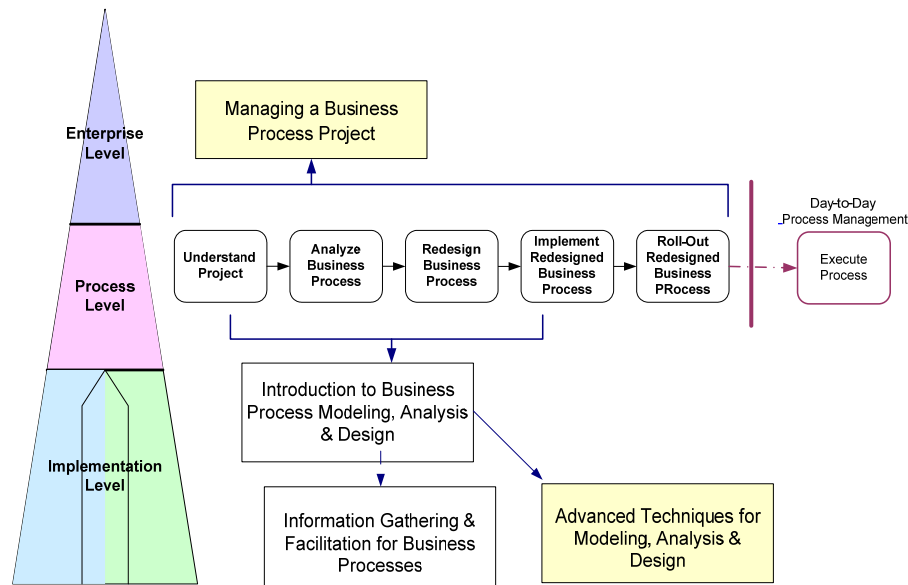
BPTA 201: Advanced Techniques for Modelling, Analysis & Design

BPTA 202: Managing a Business Process Project

BPTA 301: Architecting a Process-Centric Organisation

BPTA 302: Managing a Process-Centric Organisation

BPTA 303: Enabling Human Change

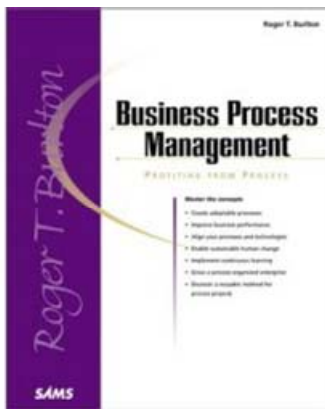


Reference Sources & Additional Reading

There is no prerequisite reading or study for the program. All materials required by students are provided at the course. The list below highlights sources of additional information.

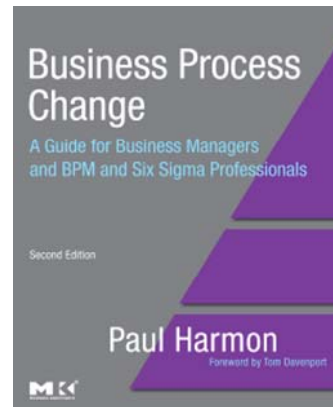
- www.bptrends.com
- Paul Harmon, *Business Process Change*, 2nd Edition 2008.
- Roger Burlton, *Business Process Management: Profiting From Process*, 2001.
- Michael E. Porter, *Competitive Strategy*, 1980
- Edwards W. Deming, *Out of the Crisis*, 1986

- Geary Rummler & Alan Brache, *Improving Performance*, 1990
- James Harrington, *Business Process Improvement*, 1991
- Michael Hammer & James Champy, *Reengineering the Corporation*, 1993
- Thomas Davenport, *Process Innovation*, 1993, *Mission Critical*, 1999; *Working Knowledge*, 2005
- August-Wilhelm Scheer, *Business Process Engineering*, 1994
- Carnegie Mellon/Software Eng. Inst. *The Capability Maturity Model*, 1995
- Kaplan, Robert S. and David P. Norton. *The Balanced Scorecard: Translating Strategy into Action*, 1996.
- Supply Chain Council. *SCOR Reference Manual*
- Howard Smith & Peteringar, *Business Process Management: The Third Wave*, 2002



Roger Burlton's
Business Process Management

Paul Harmon's
Business Process Change
2nd Ed.



Further Information

If you would like to know something more or different about this program, or any of the courses in the Leonardo Education BPM Curriculum, please contact Harriett Hall at h.hall@leonardo.com.au or Roger Tregear at r.tregear@leonardo.com.au. You can also visit our website for information, and easy online registration, at www.leonardo.com.au.

Principles of Business Process Management

BPTA 101 – 1 day

COURSE DESCRIPTION

This course is the foundation for all courses in the BPTrends Associates certification program. It introduces the BPTrends BPM Pyramid and the Process Redesign Methodology. The course provides an overview and discussion of the principles, concepts and techniques required to transform your business from a traditional, functional organisation to a process-centric organisation. The course introduces a systematic approach and methodology for planning, monitoring, measuring and managing your company's business process performance and for redesigning and improving specific processes.

WHO SHOULD ATTEND

This introduction to BPM is a must for everyone interested in business process improvement and management. It's designed for business managers, business analysts, process analysts and practitioners involved in process-based change and the automation of process solutions. This course is a prerequisite for all BPTrends Associates courses. It establishes a methodology, a common language and a baseline for other BPTA courses. Recommended for anyone at any level who will be involved in any way with process improvement and management initiatives.

HAVING COMPLETED THIS COURSE YOU WILL UNDERSTAND

- the value and benefits of business process management
- the principles of business process management and how to apply them
- BPM best practices and methodologies
- the respective roles of organisational strategy, enterprise and process architecture, process analysis, process redesign, process improvement, process automation, and organisation design – and how to make them work together
- basic BPM management and measurement techniques.

YOU WILL LEARN HOW TO

- align your corporate strategy with a well designed business architecture
- integrate business process architecture with human performance and IT
- use a process-based approach to business process change management
- consider strategic, tactical and operational elements in a comprehensive BPM framework
- plan for cross-organisation acceptance and implementation.

PREREQUISITES

Nil

[Click here](#) to register now or for more information contact Harriet Hall on h.hall@leonardo.com.au or 02 9006 7956.

Introduction to Business Process Modelling, Analysis & Design

BPTA 102 – 3 days

COURSE DESCRIPTION

This course provides an introduction to the skills and techniques required to analyse and design new processes or to redesign and improve existing processes. This course presents the process analysis, modelling and design techniques and tools required to improve performance. Participants will learn to scope specific processes using graphical models to document results. They will learn how to define measurement techniques for evaluating outcomes and how to model As-Is and To-Be process workflows using BPMN notation. The course is organised around a universally applicable case study that will be developed by attendees working in teams. The approach is hands-on and business oriented and attendees will be able to immediately apply what they learn within their own organisations.

WHO SHOULD ATTEND

This course is designed for business analysts and process practitioners and provides a comprehensive introduction to the skills and techniques used in analysing business processes and redesigning or improving processes. This Modelling, Analysis and Design course is a must for business and IT architects, analysts and designers involved in process-managed organisations, process-based change and the automation of process solutions.

HAVING COMPLETED THIS COURSE YOU WILL UNDERSTAND

- the principles and benefits of proven analysis and design techniques
- how to identify and capture all of the issues related to the process
- how to determine the scope of the process improvement project
- how to identify opportunities for improving business process performance
- the roles and responsibilities of the people in the process
- how to develop a common language for describing business processes.

YOU WILL LEARN HOW TO

- appropriately analyse and scope a business process problem
- create BPMN process flow diagrams
- select and apply the proper tools and techniques to model, analyse, manage, measure and improve processes
- apply creative thinking approaches and design techniques to process improvement
- develop critical measures for evaluating business process performance
- develop and apply testing and validating methods to new process designs.

PREREQUISITES

BPTA 101

For more information contact Harriet Hall on h.hall@leonardo.com.au or 02 9006 7956.

Information Gathering and Facilitation for Business Processes

BPTA 103 - 1 day

COURSE DESCRIPTION

This course provides instruction and practical training in gathering information from individuals and groups. The Modelling, Analysis and Design course (BPTA 102) is based on the use of information gathering worksheets and diagrams. This course considers how analysts gather the information needed to populate those worksheets and diagrams. The course stresses the basics of planning for information gathering, conducting interviews with individuals, and conducting group facilitation sessions. Techniques for generating innovative business process solutions in creative sessions will be addressed. The roles, skills and techniques of the interviewer, facilitator and scribe will be defined and the course will provide practice for all participants through the use of a sample scenario and role plays.

WHO SHOULD ATTEND

This class is designed for analysts tasked with gathering and documenting information about an organisation’s business processes. Process Project Managers responsible for coordinating process improvement solutions will learn what to expect from process sessions. IT and business professionals who have process team-member and facilitator responsibilities will learn when to participate and when to facilitate.

HAVING COMPLETED THIS COURSE YOU WILL UNDERSTAND

- why information gathering and facilitation for process projects is different
- what questions to ask in order to reduce process analysis and design risk
- when to interview and when to run facilitated session
- the range of creative approaches that turn conflict into consensus for process assessment and design.

YOU WILL LEARN HOW TO

- build a good interview checklist and workshop agenda
- conduct interviews and facilitated sessions to gain trusted information about processes
- gain consensus amongst competing and conflicting stakeholders
- plan and facilitate a group session to gather process information.

PREREQUISITES

BPTA 101, BPTA 102

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