



ORIGINAL COURSE IMPLEMENTATION DATE: September 2018
 REVISED COURSE IMPLEMENTATION DATE: September 2026
 COURSE TO BE REVIEWED (six years after UEC approval): April 2032
 Course outline form version: 29/08/2024

OFFICIAL UNDERGRADUATE COURSE OUTLINE FORM

Note: The University reserves the right to amend course outlines as needed without notice.

Course Code and Number: BUS 353		Number of Credits: 3 Course credit policy (105)											
Course Full Title: Business Process Management Course Short Title: Business Process Management													
Faculty: Faculty of Business and Computing		Department (or program if no department): School of Business											
Calendar Description: Business Process Management (BPM) provides a structured, data-driven approach to analyzing, modeling, measuring, and improving organizational processes while drawing on both contemporary management practices and Indigenous lenses of systems thinking and community decision-making.													
Prerequisites (or NONE):		45 university-level credits including one of BUS 100, AGRI 142, or CIS 270.											
Corequisites (if applicable, or NONE):		None.											
Pre/corequisites (if applicable, or NONE):		None.											
Antirequisite Courses <i>(Cannot be taken for additional credit.)</i> Former course code/number: Cross-listed with: Equivalent course(s): <i>(If offered in the previous five years, antirequisite course(s) will be included in the calendar description as a note that students with credit for the antirequisite course(s) cannot take this course for further credit.)</i>		Course Details Special Topics course: No <i>(If yes, the course will be offered under different letter designations representing different topics.)</i> Directed Study course: No <i>(See policy 207 for more information.)</i> Grading System: Letter grades Delivery Mode: May be offered in multiple delivery modes Expected frequency: Annually Maximum enrolment (for information only): 25											
Typical Structure of Instructional Hours		Prior Learning Assessment and Recognition (PLAR) PLAR is available for this course.											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">Tutorials/workshops</td> <td style="width: 20%; text-align: center;">30</td> </tr> <tr> <td>Laboratory hours</td> <td style="text-align: center;">15</td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> </tr> <tr> <td style="text-align: right;">Total hours</td> <td style="text-align: center;">45</td> </tr> </table>		Tutorials/workshops	30	Laboratory hours	15					Total hours	45	Transfer Credit <i>(See bctransferguide.ca.)</i> Transfer credit already exists: No Submit outline for (re)articulation: No <i>(If yes, fill in transfer credit form.)</i>	
Tutorials/workshops	30												
Laboratory hours	15												
Total hours	45												
Scheduled Laboratory Hours Labs to be scheduled independent of lecture hours: <input checked="" type="checkbox"/> No <input type="checkbox"/> Yes		Date of meeting: October 29, 2025											
Department approval		Date of meeting: December 5, 2025											
Faculty Council approval		Date of meeting: April 24, 2026											
Undergraduate Education Committee (UEC) approval		Date of meeting: April 24, 2026											

Learning Outcomes

Upon successful completion of this course, students will be able to:

1. Explain the strategic role of Business Process Management (BPM) in improving organizational performance.
2. Diagram business processes using Business Process Modeling Notation (BPMN) 2.0 and Event-driven Process Chain (EPC) methodologies.
3. Define process Key Performance Indicators (KPIs) for performance measurement.
4. Apply the Deming Cycle, gap analysis, and process improvement tools to optimize processes.
5. Utilize modeling software to simulate, analyze, and communicate process improvement results.
6. Integrate Indigenous and community-based perspectives of governance, collaboration, and process improvement into BPM analysis and recommendations.

Recommended Evaluation Methods and Weighting (*Evaluation should align to learning outcomes.*)

Final exam:	20%	Assignments:	60%
Quizzes/tests/midterm:	20%		

Details: Assignments include one reflection paper, one case study, two written reports and one diagramming assignment.

NOTE: The following sections may vary by instructor. Please see course syllabus available from the instructor.

Typical Instructional Methods (*Guest lecturers, presentations, online instruction, field trips, etc.*)

Lectures, seminars, and labs. For seminars, a case-based teaching method will be applied. Students are required to actively participate in case preparations and in-class discussions.

Texts and Resource Materials (*Include online resources and Indigenous knowledge sources. [Open Educational Resources](#) (OER) should be included whenever possible. If more space is required, use the [Supplemental Texts and Resource Materials form](#).)*)

Type	Author or description	Title and publication/access details	Year
1. Textbook	Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A.	Fundamentals of Business Process Management [Springer]	Current
2. Textbook	Weske, M.	Business Process Management: Concepts, Languages, Architectures [Springer]	Current
3. Textbook	Jeston, J., & Nelis, J	Business Process Management: Practical Guidelines to Successful Implementation [Routledge]	Current
4. Textbook	Freund, J., & Rücker, B.	Real-Life BPMN: Using BPMN 2.0 to Analyze, Improve, and Automate Processes in Your Company [CreateSpace Independent Publishing Platform]	Current
5.			

Required Additional Supplies and Materials (*Software, hardware, tools, specialized clothing, etc.*)

Students need access to a PC compatible computer, and Microsoft Visio.

Course Content and Topics**Module 1: Business Process Foundation**

- Introduction to BPM
- Process orientation and organizational alignment
- Identification of business processes
- BPM and organizational structure

Assessment: Reflection paper on BPM applications (LO1)

Module 2: Business Process Documentation and Mapping

- Business process documentation techniques and process IDs
- As-Is process capture
- BPMN 2.0
- EPC
- Creating computer-based process maps

Assessment: BPMN diagramming assignment (LO2)

Assessment: Midterm (LO1, LO2)

Module 3: Measuring Process Performance

- Introduction to KPIs and performance evaluation frameworks

- Defining and calculating process KPIs
- Linking KPIs to business objectives
- Incorporating community success indicators such as well-being and balance

Assessment: KPI definition and analysis report (LO3)

Module 4: Continuous Improvement and Optimization

- Introduction to the Deming Cycle
- Gap analysis and To-Be planning
- Identifying and planning improvement projects
- Change management and implementation strategies
- Integrating Continuous Improvement with Indigenous Knowledge Systems
 - The Circle of Courage (Belonging, Mastery, Independence, Generosity) as a framework for balanced process improvement.
 - Two-Eyed Seeing as a dual-lens approach to process design and analysis, combining analytical and relational perspectives.

Assessment: Case study (LO4, LO6)

Module 5: Applied Process Modeling and Simulation

- Introduction to Visual Paradigm software
- Modeling As-Is and To-Be processes
- Simulation and performance comparison
- Generating business process reports

Assessment: Simulation report and presentation (LO5)

Assessment: Final Exam (LO3, LO4, LO5)