

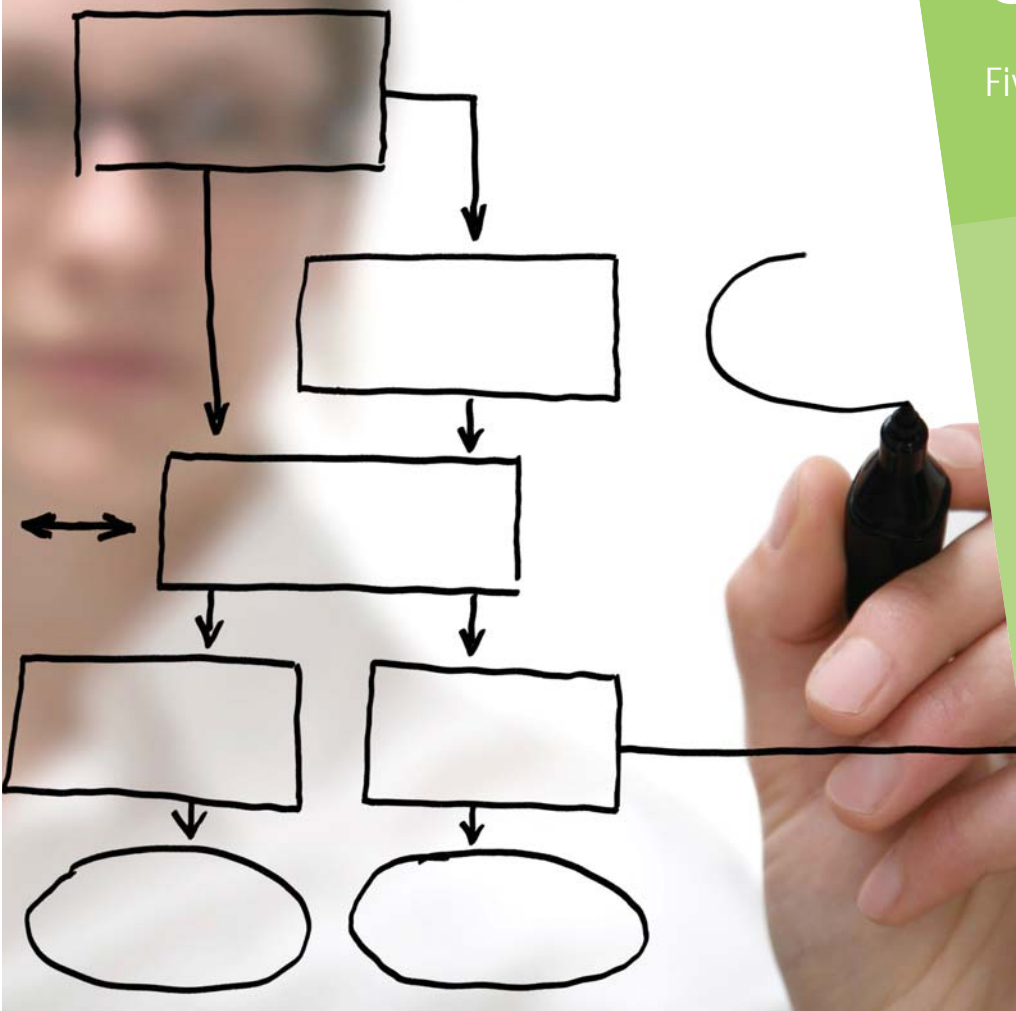


Executive Education

UCD Michael Smurfit Graduate Business School

# Business Process Optimisation

Five-day programme



# INTRODUCTION

Historically, business process initiatives have been project-oriented, focused on redesigning or improving individual business processes. More recently, however, companies have begun to adopt a more holistic, process-based view in order to optimise their business performance.

Across industries and business sectors, organisations now appreciate that the full benefits of effective process improvement can only be achieved when all of the business processes from across the value chain are completely integrated and mutually supportive. This shift in focus has enabled organisations to attain new levels of competitive advantage by viewing the entire organisation as a system of interacting processes, and aligning them to the corporate strategy.

The BPTrends Business Process Management Professional Certificate Programme is an exciting, innovative programme designed to assist business leaders, managers and practitioners in the planning, architecting, designing, measuring and managing of an organisation's business processes in order to maximise the effectiveness and profitability of the whole business system.

## What will I get from this programme?

- An appreciation of the key considerations of a process-based approach to business process change management, coupled with the ability to apply basic BPM management and measurement techniques.
- A managerial toolkit enabling you to align your corporate strategy with a well-designed business architecture, and integrate that architecture with human performance and IT implementation plans.
- Increased awareness of the strategic, tactical and operational considerations in a comprehensive BPM framework, plus new insight into the principles of business process management and how to apply them.
- Proven techniques to gain buy-in from management and staff, to develop a common business processes language and identify opportunities for improving business process performance.
- The capacity to apply creative thinking approaches and design techniques to process improvement, plus the tools to develop critical measures for evaluating business process performance.
- Methodologies that will enable you to ask the right questions in order to reduce process analysis and design risk, and gain consensus among competing and conflicting stakeholders.
- Skills and techniques to successfully run a facilitated session within a process-driven framework, and to implement the outcomes in your organisation.

## Who is this programme for?

- All process professionals including process analysts, process designers and process engineers
- All Quality professionals including Lean, Six Sigma and Quality staff
- Managers including process sponsors, owners and other stakeholders seeking to lead radical process change initiatives
- Information Technology professionals involved in the design and development of lean, end-to-end business processes
- Organisations needing to demonstrate compliance
- HR professionals involved in process-related organisational design and development
- Consultants seeking to build BPM capability

"I found the course extremely useful and informative. I am using the skills and toolkit provided to introduce and manage process improvement projects in the Finance function of Aramco. I'd recommend the course to anyone seeking to optimise their business processes or to organisations wishing to develop a process-centric culture."

Abdul Wahab O. Al-Nweider  
SAP Certified "Accounting Application Consultant"  
BPM Professional, Aramco (Saudi Oil)

# FACULTY

## Dee Carri

Dee Carri is an accomplished process and change management executive with 20+ years business experience. Dee is passionate about quality and performance. By enabling others to realise their potential through process and quality methods she has developed a reputation for delivering real value through process-based methods, models and designs. Dee offers professional services as a consultant, facilitator, speaker and coach. Her company, Torque Management, is a strategic partner of BPTrends ([www.BPTrends.com](http://www.BPTrends.com)), providing their BPM Curriculum in Europe.

During her career, Dee has held a number of senior management positions including Consulting Director at Gartner UK , E-Business Development Director at PA Consulting Group in Ireland, Vice-President Information Technology at Élan Corporation plc and as a member of the Board of Management of Élan Pharma Ltd.

Dee established Torque Management in April 2002 to pursue her passion and interest in quality and performance.



## Kathy O'Reilly

Kathy O'Reilly is the Programme Director. She works as an independent consultant, specialising in graduate training, coaching and development and is the Area Co-ordinator for the MBS in Management Consulting, at UCD Smurfit School.

Prior to joining UCD, Kathy worked for GE, where she became a Six Sigma Black Belt, and delivered a number of quality projects within GE Capital. She was also Training & Education Manager for GE Insurance Services. From GE, Kathy joined PA

Consulting's Government and Public Sector practice, where she specialised in the delivery of HR and training-related solutions in Ireland and the UK.

Kathy holds an MBS in International Business from UCD Michael Smurfit Graduate Business School. She is also a member of a number of professional bodies, including the Irish Institute of Training and Development (IITD), the Institute of Management Consultants and Advisors (IMCA) and the Institute of Business Analysis and Consultancy (IBAC).



# PROGRAMME CONTENT

The programme consists of three modules, delivered over five days, and will equip participants with the practical tools and knowledge to design and manage an organisation's business processes.

The modules are as follows:

- 1 Principles of Process Management** 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. It 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.
- 2 Introduction to Business Process Modeling, Analysis & Design** focuses on the skills and techniques required to analyse and design new processes or to redesign and improve existing processes. It will enable participants to identify opportunities for process change and apply the appropriate process analysis, modeling and design techniques required to improve performance. In addition, participants will learn to scope specific processes using graphical models to document results, and define measurement techniques for evaluating outcomes. They will also learn how to model As-Is and To-Be process workflows using BPM notation. This module is organised around a universally applicable case study that will be developed by the participants working in teams.
- 3 Information Gathering and Facilitation for Business Processes** provides practical training in gathering information from individuals and groups. It considers how analysts can gather the information needed to populate the worksheets and diagrams used in business process modeling, analysis and design. In addition, this module emphasises the importance of planning for information gathering, conducting interviews with individuals, and leading group facilitation sessions. Techniques for generating innovative business process solutions in creative sessions will also be introduced, along with a clear definition of the roles, skills and techniques of the interviewer, facilitator and scribe. All participants will have the opportunity to practise the techniques during sample scenarios and role plays.



"The Business Process Management programme from BP Trends has tremendous value. As a framework for process-oriented business change, BPM sits easily with large and small change initiatives. Providing a detailed roadmap, complete with danger signs, the BPM approach addresses the needs of both organisations and individuals as they strive to deliver measurable performance improvement."

Deirdre Sexton, Gyro Consulting



# APPLICATION DETAILS

For application forms and further information, please contact:

Cora Lynch

Programme Manager

Tel (01) 716 8049

Email [cora.lynch@ucd.ie](mailto:cora.lynch@ucd.ie)

**Applications must be submitted in writing to**

Executive Education

UCD Michael Smurfit Graduate Business School

Carysfort Avenue

Blackrock

Co. Dublin

UCD Michael Smurfit Graduate Business School, Carysfort Avenue, Blackrock, Co Dublin

[www.smurfitschool.ie](http://www.smurfitschool.ie)