

IB247-12 Improving Process Performance

20/21

Department

Warwick Business School

Level

Undergraduate Level 2

Module leader

Giovanni Radaelli

Credit value

12

Assessment

100% exam

Study locations

Distance or Online Delivery Primary

University of Warwick main campus, Coventry

Description

Introductory description

N/A

[Module web page](#)

Module aims

To provide start-of-art definitions and models to describe the main components of a process

To provide start-of-art models, concepts and tools to define and measure the performances of a process

To provide start-of-art models, concepts and tools to prioritize areas

**of improvements in
a process**

**To provide start-of-art languages and techniques of process
mapping to describe the
flow of activities in a process**

**To provide start-of-art models, concepts and tools to analyse and
diagnose the
shortcomings of a process**

**To provide start-of-art models, concepts and tools to design
process improvement
solutions**

**To provide start-of-art models, concepts and tools to design
process improvement
solutions**

**To describe and analyse alternative methodologies of (and
approaches to) process
improvement, e.g. oriented to radical innovation or to incremental
changes**

**To show and support the application of the models, concepts, tools
and languages in
practice, e.g. through games, experiments and case studies**

**To enable interactive discussions about the use and limitations of
the models, concepts,
tools and languages in multiple contexts of application, e.g. through
comment sections,
discussion forums**

To facilitate collaborative discussions and applications of the models, concepts, tools
and languages among students, e.g. through group work and discussion forums

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Week 1: Definition of process, performance and types of improvement (Online Lecture)

Week 1: Development of Key Performance Indicators (Seminar)

Week 2: Prioritization of Performance Factors (Online Lecture and Seminar)

Week 3: Process Mapping (Online Lecture and Seminar)

Week 4: Process Analysis and Process Diagnosis (Online Lecture and Seminar)

Week 5: Review of First Half

Week 6: Total Quality Management (Online Lecture and Seminar)

Week 7: Business Process Re-Engineering (Online Lecture and Seminar)

Week 8: Lean (Online Lecture and Seminar)

Week 9: Six Sigma (Online Lecture and Seminar)

Week 10: Benchmarking (Online Lecture and Seminar)

Learning outcomes

By the end of the module, students should be able to:

- Define key concepts of process improvement, such as performance, benchmarking, just-in-time.
- Understand the use and limitations of key models, tools and languages of process improvement, e.g. the importance-performance matrix.
- Apply the models, concepts, tools and languages of process improvement in real-life case scenarios
- Compare and contrast the different models, tools and languages, to understand which are more appropriate in different circumstances.
- Select an appropriate approach of process improvement (or combination of), based on their advantages, limitations and costs.
- Communicate the rationale of choices in a clear and meaningful way to internal and external stakeholders.
- Adapt, adjust, and the models, concepts, tools and languages of process improvement in real-life case scenarios.
- Design meaningful solutions to problems in a timely and clear way.

Indicative reading list

Core text:

- Slack, N., Brandon-Jones, A., Johnson, R. (2016) Operations Management (eight edition), London, UK: Pearson.

Additional reading:

- Deming, W.E. (2001). Out of the crisis. MIT Press
- Dumas, M., La Rosa, M., Mendling, J., & Reijers, H. A. (2013). Fundamentals of business process management . Heidelberg:

Springer.

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- Garvin, D.A. (1986). "Competing on the Eight Dimensions of Quality". Harvard Business Review, November 1987 Issue
- Hill, A. & T. Hill (2012) Operations Management (3rd ed.) Basingstoke: Palgrave Macmillan
- Liker, J. (2004), The Toyota Way: 14 management principles from the world's greatest manufacturer, McGraw-Hill Professional.
- Slack, N. (1994). "The Importance-Performance Matrix as a Determinant of Improvement Priority". International Journal of Operations & Production Management 14(5), 59-75
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- Womack, J.P., Jones, D.T. and Roos, D. (2007), The machine that changed the world, Simon and Schuster

Subject specific skills

Understand the use and limitations of key models, tools and languages of process improvement, e.g. the importance-performance matrix

Apply the models, concepts, tools and languages of process improvement in real-life case scenarios

Compare and contrast the different models, tools and languages, to understand which are more appropriate in different circumstances

Select an appropriate approach of process improvement (or combination of), based on their advantages, limitations and costs of models, tools and concepts

Transferable skills

No transferable skills defined for this module.

Study

Study time

Type	Required
Lectures	10 sessions of 2 hours (61%)
Seminars	9 sessions of 1 hour (27%)
Other activity	4 hours (12%)
Total	33 hours

Private study description

No private study requirements defined for this module.

Other activity description

2 weekly hours to review and answer student contributions in my.wbs (e.g. quiz, comment, discussion forum in my.wbs) 2 weekly hours of contact hours for feedback and student support

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group B

	Weighting	Study time
Online Examination	100%	
UGRAD 12 CATS 2 hour exam		

- Online examination: No Answerbook required

[Past exam papers for IB247](#)

Availability

Courses

This module is Optional for:

- Year 3 of UESA-HN11 BSc Engineering and Business Studies
- UIBA-N203 BSc in International Management
 - Year 2 of N203 International Management
 - Year 2 of N203 International Management
- UIBA-N201 BSc in Management
 - Year 2 of N201 Management
 - Year 2 of N201 Management
- Year 2 of UIBA-N202 BSc in Management (with Intercalated Year/UPP)
- UIBA-MN34 Law and Business Four Year (Qualifying Degree)
 - Year 3 of MN34 Law and Business Studies Four Year (Qualifying Degree)
 - Year 4 of MN34 Law and Business Studies Four Year (Qualifying Degree)
- Year 2 of UIBA-N4N4 Undergraduate Accounting and Finance (with Foundation Year)
- UIBA-N211 Undergraduate Information Systems Management and Innovation
 - Year 2 of N211 Information Systems Management and Innovation
 - Year 3 of N211 Information Systems Management and Innovation
 - Year 3 of N211 Information Systems Management and Innovation
- UIBA-N214 Undergraduate Information Systems Management and Innovation (with Intercalated Year)
 - Year 2 of N214 Information Systems Management and Innovation (with Intercalated Year)
 - Year 3 of N214 Information Systems Management and Innovation (with Intercalated Year)
 - Year 4 of N214 Information Systems Management and Innovation (with Intercalated Year)
 - Year 4 of N214 Information Systems Management and Innovation (with Intercalated Year)
- UIBA-N140 Undergraduate International Business
 - Year 2 of N140 International Business
 - Year 4 of N140 International Business
- UIBA-N1R1 Undergraduate International Business with French
 - Year 2 of N1R1 International Business with French
 - Year 4 of N1R1 International Business with French
- UIBA-N1R2 Undergraduate International Business with German

- Year 2 of N1R2 International Business with German
- Year 4 of N1R2 International Business with German
- UIBA-N1R3 Undergraduate International Business with Italian
 - Year 2 of N1R3 International Business with Italian
 - Year 4 of N1R3 International Business with Italian
- UIBA-N1R4 Undergraduate International Business with Spanish
 - Year 2 of N1R4 International Business with Spanish
 - Year 4 of N1R4 International Business with Spanish
- Year 3 of UIBA-MN31 Undergraduate Law and Business Studies
- UIBA-MN32 Undergraduate Law and Business Studies
 - Year 3 of MN32 Law and Business Studies (Four-Year)
 - Year 4 of MN32 Law and Business Studies (Four-Year)
- UIBA-MN37 Undergraduate Law and Business Studies (Qualifying Degree) with Intercalated Year
 - Year 2 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
 - Year 4 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
 - Year 5 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
- UIBA-MN35 Undergraduate Law and Business Studies with Intercalated Year (3+1)
 - Year 3 of MN35 Law and Business Studies with Intercalated Year (3+1)
 - Year 4 of MN35 Law and Business Studies with Intercalated Year (3+1)
- UIBA-MN36 Undergraduate Law and Business Studies with Intercalated Year (4+1)
 - Year 2 of MN36 Law and Business Studies with Intercalated Year (4+1)
 - Year 4 of MN36 Law and Business Studies with Intercalated Year (4+1)
 - Year 5 of MN36 Law and Business Studies with Intercalated Year (4+1)
- Year 3 of UIBA-N20A Undergraduate Management (with Foundation Year)
- Year 3 of UMAA-G1NC Undergraduate Mathematics and Business Studies
- Year 4 of UMAA-G1N2 Undergraduate Mathematics and Business Studies (with Intercalated Year)
- Year 3 of UPXA-F3N1 Undergraduate Physics and Business Studies

This module is Option list A for:

- UIBA-N203 BSc in International Management
 - Year 4 of N203 International Management
 - Year 4 of N203 International Management
- Year 3 of UIBA-N201 BSc in Management
- Year 4 of UIBA-N202 BSc in Management (with Intercalated Year/UPP)
- Year 4 of UPXA-F3ND Undergraduate Physics and Business Studies (with Intercalated Year)

This module is Option list B for:

- UIBA-N201 BSc in Management
 - Year 2 of N230 Management with Finance
 - Year 2 of N250 Management with Marketing
 - Year 3 of N230 Management with Finance
 - Year 3 of N250 Management with Marketing

- UIBA-N202 BSc in Management (with Intercalated Year/UPP)
 - Year 2 of N231 Management with Finance (with Intercalated Year)
 - Year 2 of N251 Management with Marketing (with Intercalated Year)
 - Year 4 of N231 Management with Finance (with Intercalated Year)
 - Year 4 of N251 Management with Marketing (with Intercalated Year)
- UIBA-NN35 Undergraduate Accounting and Finance
 - Year 2 of NN35 Accounting and Finance
 - Year 3 of NN35 Accounting and Finance
- Year 3 of UIBA-N4N4 Undergraduate Accounting and Finance (with Foundation Year)
- UIBA-NN36 Undergraduate Accounting and Finance (with Intercalated Year/Undergraduate Partnership Programme)
 - Year 2 of NN36 Accounting and Finance (Intercalated)
 - Year 2 of NN37 Accounting and Finance (Undergraduate Partnership Programme)
 - Year 3 of NN36 Accounting and Finance (Intercalated)
 - Year 4 of NN36 Accounting and Finance (Intercalated)
 - Year 4 of NN37 Accounting and Finance (Undergraduate Partnership Programme)