

IB247-15 Process Excellence

24/25

Department

Warwick Business School

Level

Undergraduate Level 2

Module leader

Giovanni Radaelli

Credit value

15

Module duration

10 weeks

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

To support future managers and consultants in managing and improving processes in any industry

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 compare alternative approaches to process improvement, with insights on their strengths and weaknesses

To make decisions on what (combinations of) improvement tools and frameworks are appropriate in given circumstances

To enable interactive discussions about the choice and applications of 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

Module aims

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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.

The module will:

Define the process through descriptive tools

Measure the performance through key performance indicators

Prioritize areas of improvement through importance-performance matrix

Analyse the process through process mapping and diagnostic tools

Improve the process in four steps (quality system, process redesign, waste elimination and benchmarking)

Control the results through process control techniques

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.
- Gain an ability to apply and critically evaluate a number of process improvement tools and techniques for analysing and improving operations.

Indicative reading list

Bicheno, J. (2012) The service systems toolbox: integrating lean thinking, systems thinking, and design thinking. Buckingham: PICSIE Books.

Dale, B.G. and Bunney, H. (1999) Total quality management blueprint. Oxford: Blackwell. Dumas, M. (no date) Fundamentals of business process management. Berlin: Springer. Available at: <https://0-link-springer-com.pugwash.lib.warwick.ac.uk/10.1007/978-3-642-33143-5>.

Kaplan, R.S. and Norton, D.P. (2004) Strategy maps: converting intangible assets into tangible outcomes. Boston: Harvard Business School Press.

Liker, J.K. (2004) The Toyota way: 14 management principles from the world's greatest manufacturer. New York: McGraw-Hill. Available at: <https://www.vlebooks.com/vleweb/product/openreader?id=WarwickUni&isbn=9780071435635>.

Neely, A.D., Adams, C. and Kennerley, M. (2002) The performance prism: the scorecard for measuring and managing business success. London: Financial Times/Prentice Hall.

Slack, N. and Brandon-Jones, A. (2019) Operations management. Ninth edition. Harlow, England: Pearson. Available at: <http://ebookcentral.proquest.com/lib/warw/detail.action?docID=5751937>.

Slack, N., Brandon-Jones, A. and Burgess, N. (2022) Operations management. Tenth edition. Harlow, England: Pearson.

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

Identify cases requiring business process improvement.

Develop and demonstrate analytic and critical skills through case study analysis.

Conduct independent research using primary and secondary data.

Demonstrate rigor and creativity in recommending improvements to business processes.

Demonstrate written communication skills.

Study

Study time

Type	Required
Lectures	10 sessions of 1 hour (7%)
Seminars	9 sessions of 1 hour (6%)
Online learning (scheduled sessions)	10 sessions of 1 hour (7%)
Private study	48 hours (32%)
Assessment	73 hours (49%)
Total	150 hours

Private study description

Private Study.

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 D6

	Weighting	Study time
Participation	10%	8 hours
Online Examination Exam	90%	65 hours

~Platforms - AEP

- Online examination: No Answerbook required

Assessment group R

	Weighting	Study time
Online Examination	100%	

Weighting

Study time

Exam

~Platforms - WAS

- Online examination: No Answerbook required

Feedback on assessment

Feedback via My.WBS

[Past exam papers for IB247](#)

Availability

Courses

This module is Optional for:

- 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)
- UECA-3 Undergraduate Economics 3 Year Variants
 - Year 2 of L100 Economics
 - Year 2 of L100 Economics
 - Year 2 of L100 Economics
 - Year 3 of L100 Economics
 - Year 3 of L100 Economics
 - Year 3 of L100 Economics
 - Year 3 of L116 Economics and Industrial Organization
 - Year 3 of L116 Economics and Industrial Organization
 - Year 3 of L116 Economics and Industrial Organization
 - Year 3 of L116 Economics and Industrial Organization
- UECA-4 Undergraduate Economics 4 Year Variants
 - Year 4 of L103 Economics with Study Abroad
 - Year 4 of LM1H Economics, Politics & International Studies with Study Abroad
 - Year 4 of LM1H Economics, Politics & International Studies with Study Abroad
- UECA-LM1D Undergraduate Economics, Politics and International Studies
 - Year 2 of LM1D Economics, Politics and International Studies
 - Year 2 of LM1D Economics, Politics and International Studies
 - Year 3 of LM1D Economics, Politics and International Studies
 - Year 3 of LM1D Economics, Politics and International Studies
- UPHA-L1CA Undergraduate Economics, Psychology and Philosophy

- Year 2 of L1CA Economics, Psychology and Philosophy
- Year 2 of L1CC Economics, Psychology and Philosophy (Behavioural Economics Pathway)
- Year 2 of L1CD Economics, Psychology and Philosophy (Economics with Philosophy Pathway)
- Year 2 of L1CE Economics, Psychology and Philosophy (Philosophy and Psychology Pathway)
- Year 3 of L1CA Economics, Psychology and Philosophy
- Year 3 of L1CC Economics, Psychology and Philosophy (Behavioural Economics Pathway)
- Year 3 of L1CD Economics, Psychology and Philosophy (Economics with Philosophy Pathway)
- Year 3 of L1CE Economics, Psychology and Philosophy (Philosophy and Psychology Pathway)
- UPHA-L1CB Undergraduate Economics, Psychology and Philosophy (with Intercalated Year)
 - Year 4 of L1CG Economics, Psychology and Philosophy (Behavioural Economics Pathway) (with Intercalated Year)
 - Year 4 of L1CH Economics, Psychology and Philosophy (Economics with Philosophy Pathway) (with Intercalated Year)
 - Year 4 of L1CJ Economics, Psychology and Philosophy (Philosophy and Psychology Pathway) (with Intercalated Year)
 - Year 4 of L1CB Economics, Psychology and Philosophy (with Intercalated Year)
 - Year 4 of L1CB Economics, Psychology and Philosophy (with Intercalated Year)
- Year 2 of UIPA-L8N1 Undergraduate Global Sustainable Development and Business
- 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 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 5 of MN36 Law and Business Studies with Intercalated Year (4+1)
- Year 3 of UMAA-GL11 Undergraduate Mathematics and Economics

This module is Unusual option for:

- UPHA-L1CA Undergraduate Economics, Psychology and Philosophy
 - Year 2 of L1CA Economics, Psychology and Philosophy
 - Year 3 of L1CA Economics, Psychology and Philosophy
- UPHA-V7ML Undergraduate Philosophy, Politics and Economics

- Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)
- Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)
- Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)

This module is Option list G for:

- UPHA-V7ML Undergraduate Philosophy, Politics and Economics
 - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)
 - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)
 - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)