



## **ACE 305      MANAGEMENT AND BUSINESS PROCESSES**

**Credits:** 3

### **OVERVIEW**

Theories of Business Management have evolved to the extent that technology and production relations have become increasingly complex.

Traditionally there has been a functional approach by departments in the business world that contrasts with a focus on recent application processes referred to by authors such as Amozarrain (1999); Zaratiegui (1999) etc..

For centuries, important organizations and decisiveness throughout the history of mankind, such as universities, the military, and the Catholic Church, have seen success with a functional structure. This justifies the resistance to change that has occurred in most institutions when implementing management processes.

However, technological developments, and the dynamic and competitive environment in which companies are framed today, more than ever requires the use of this powerful tool to align the management processes with the institutions strategy, mission, and objectives. For achieving business effectiveness, we will define management as a set of activities that develop, mobilize, and motivate the staff that a company needs for success. Taking all this into account we can say that from our definition there is evidence of intervention by active members of the company, we will be able to understand the overall direction and the management staff.

Thus, the process is defined as an orderly and logical sequence of repetitive activities in the organization that are performed by a person, group or department (including the participation of various groups or departments), with the ability to transform some inputs into outputs or outputs to a recipient (external or internal customer request) with an aggregate value. The processes, generally, repeatedly cross functional boundaries, force cooperation and create a unique company culture (more open, less hierarchical, more results-oriented than maintaining privileges). (Nogueira Rivera et al., 2004).

### **DESCRIPTION**

The study of Business Process Management can be conceptualized as how to manage the entire organization based on its processes, these being defined as a sequence of activities to generate added value and output which in turn meet customer requirements.

The approach for this process is based on:

- The structuring of the organization based on customer focused processes
- The change of the organizational structure of the hierarchy
- The functional departments lose their reason for being and there are multidisciplinary teams working on the process
- Managers and supervisors fail to act and behave as one who lessens or diminishes
- Employees are more focused on the needs of their customers and less on standards set by the boss
- Using technology to eliminate activities that do not add value

### **What needs does it address?**

In this sense the process needs to focus on logistical support, which allows management of the organization based on the study of the flow of materials and associated information from the suppliers to the customers.

Customer orientation, providing service to obtain a certain level of satisfaction to meet the needs and requirements of customers, represents the measure of the results of the companies service, which is obtained with an efficient management supply and cycles or procedural stages (threads), which is also conducted for the satisfaction of the internal customers in a systemic way, organized, directed, and evaluated.

### **What does it pursue?**

The more specific objective is to improve efficiency through the management of business processes, which should be modeled, organized, documented, and optimized continuously. As the name suggests, MBP focuses on the management of processes within an organization.

- It is a set of interrelated resources and activities that transform inputs into output. Resources may include personnel, finance, facilities, equipment, techniques and methods, more resources or factors of production.
- The coordination of human, financial and material together all through a systemic approach.
- The performance of information systems and business processes and decision-making.

### **What does it deal with?**

Management and relationship with the environment and all things related with a systematic approach to business.

- Process reengineering
- The appropriate use of technology
- Business excellence based on processes
- Ecological education, and
- The enactment of responsibility and social value systems

## What does it reveal?

Administration and Management is closely related to other sciences such as Economics, Accounting, Psychology, Sociology, Politics, Mathematics, Statistics, and also with Philosophy and Marketing as areas of knowledge.

## OBJECTIVES

- Systemically manage the processes in the organization and in particular the interactions between such processes. Process management is based on the modeling of systems as a set of interrelated processes and cause and effect. The ultimate purpose of Business Process Management is to ensure that all processes of the organization are developed in a coordinated manner, improving the effectiveness and satisfaction of all stakeholders (customers, shareholders, employees, suppliers, society in general).
- Apply modern management techniques, based on an integrative approach to prioritize the inputs and outputs and the feedback of the business process.
- Apply the knowledge and tools acquired in the workplace and business.

## CONTENTS

<b>UNIT</b>	1		
<b>Business Management Processes</b>			
Analyze business processes and the management of resources			
<b>Knowledge</b>	<b>Skills</b>	<b>Values</b>	
Business Management processes	Analyzes business processes and manages resources and factors effectively  Interprets the inputs and outputs of the process effectively	Proceed with business ethics  Creates a work environment in the context of respect and responsibility	
<b>Daily assignment:</b>			
<ul style="list-style-type: none"> <li>- Define Process, organizational culture and systems approach</li> <li>- Research the company design for processes and explain how they apply in your company or business (real or simulated)</li> </ul>			

<b>UNIT</b>	2		
<b>Business Process Management Indicators</b>			
Identify cost reduction based on the continuous improvement of business processes according to indicators			
<b>Knowledge</b>	<b>Skills</b>	<b>Values</b>	
Management Indicators of Business Processes (quality, efficiency, effectiveness, economy and productivity)	Identify cost reduction and continuously improve the processes according to performance indicators	Proceed with business ethics  Create a work environment in the context of respect and responsibility	
<b>Daily assignment:</b>			
<ul style="list-style-type: none"> <li>- Define, organizational culture and systems approach</li> <li>- Research the company design for processes and explain how they apply in your company or business (real or simulated)</li> </ul>			

<b>UNIT</b>	3		
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<b>Process Management Techniques and Integrated Management System</b>		
Recognize the business strategy for the industrial design of processes using management techniques and the contrast with market strategy		
Knowledge	Skills	Values
Management by process techniques and Integrated Management System	Identify management techniques as tools for the design of the basic strategy of the processes with optimization  Integrate the different functions and management resources in systems operating with efficiency processes	Plan, organize, and manage with quality and warmth  Show sensitivity and a willingness to adapt to changes in the business structure
<b>Daily assignment:</b>		
<ul style="list-style-type: none"> <li>- Conceptualize management operations, logistics and suppliers</li> <li>- Investigate the management of quality as applied in an industrial company (real or simulated)</li> </ul>		

UNIT	4		
<b>Process Reengineering</b>			
Apply a process reengineering to achieve productivity and business excellence			
Knowledge	Skills	Values	
Process reengineering	Apply a reengineering that is systemically oriented to achieve productivity and business excellence  Compare the results of the linear structures and functional with the results of the process reengineering (flat structures and procedural)	Plan, organize, integrate, and evaluate the performance  Act with responsibility, ethics, and equity	
<b>Daily assignment:</b>			
<ul style="list-style-type: none"> <li>- Define Reorganization, Restructuring, Duties of personnel</li> <li>- Create a schematic design for the duties of HR Management on a flat organizational structure with the members of the working group and apply an observation guide to obtain three final conclusions</li> </ul>			

## EVALUATION

Assignments: 60% (15% each)

Final project 40%

## REFERENCES

AUTHOR	TITLE	YEAR	EDITION
PEREZ, Fernández De Velasco J.A.	Gestión por Procesos	2009	Editorial Madrid (3ra)

FERNANDEZ Gago Roberto	Administración de la Responsabilidad social corporativa	2006	IEGE (3ra)
RUBIO Domínguez Pedro	Introducción a la Gestión Empresarial	2007	Biblioteca Electrónica Virtual
MALDONADO, José Ángel	Gestión de Procesos	2008	BEV-Madrid (4ta)
KAPLAN, Roberts y NORTON, David	El Cuadro de mando integral	2009	Gestión 2000 3ra edición