	Annex No. 3	**First Cycle Studies Course Programme**			
1.	Course Title	**Business Process Management**			
2.	Code	EBU340			
3.	Study programme	E-business			
4.	Organizer of the study programme (university unit i.e. institute, chair, department)	Ss. Cyril and Methodius University in Skopje Faculty of Economics - Skopje Department of e-business			
5.	Level (first, second, third cycle)	First cycle			
6.	Academic year / semester	III / 6th summer semester	7.	Number of ECTS credits	7.5
8.	Professor	Prof. Marina Mijoska Belsoska, PhD			
9.	Preconditions for enrolment	None			
10.	**Course Objectives (Competencies):** After taking this course, students should be able to: - understand the conceptual meaning and basic principles of digital transformation and business process management in innovative organizations based on technology, data, innovation and knowledge; - understand the strategic role of business processes in value creation and organizational performance improvement in a global, digital environment; - understand the concept of business process orientation in organizations and BPM as an enterprise capability; - understand and apply the basic methods and techniques of identifying, modeling and analyzing business processes; - understand the scope and nature of BPM redesign methodologies and basic automation/digitization principles; - understand and use the potentials of process-aware information systems with sspecific reference to BPMS; - understand the complexity of digital transformation and prepare to engage in real digital transformation projects in organizations driven by digital technologies and business process change; - apply the acquired knowledge and skills.				
11.	Course content: Introduction to Business Process Management – BPM and digital transformation; Business processes in organizations and BPM life cycle; Process orientation and process oriented organization; Stakeholders in the BPM life cycle; Processes identification; Process architecture; Reference models; Basics of business process modeling and languages; Business process modeling with BPMN, Process discovery; Process analysis (qualitative and quantitative methods); Process performance measures; Process redesign; Process automation and process aware information systems; BPM as an enterprise capability				
12.	Learning methods: Lectures with presentations, interactive lectures, video presentation, team work, guest lecturer, case studies, preparation and presentation of a project (team or individual), assignments, practical work, individual or group papers, seminar projects and homework.				
13.	Total hours		7.5 ECTS x 30 classes = 225 classes		
14.	Allocation of hours per activity		60+30+30+15+90= 225 classes		
15.	Types of teaching activates	15.1.	Lectures		60 classes
		15.2.	Exercises (Seminars)		30 classes
16.	Other types of activities	16.1.	Project work		30 classes
		16.2.	Assignments /Individual		15 classes

			work	
		16.3	Homework	90 classes
17.			Grading method: 80+10+10=100 points	
	17.1.		Tests (Domain, Essay, Multiple choice exam, Case)	80%
	17.2.		Individual or Group Assessment / projects (Case Presentation, Case Analysis, Quizzes, Writing Assignments)	10 %
	17.3.		Attendance and class participations	10 %
	17.4.			

18.	Grading scale	less than 50 points	5 (five) (F)
		from 51 to 60 points	6 (six) (E)
		from 61 to 70 points	7 (seven) (D)
		from 71 to 80 points	8 (eight) (C)
		from 81 to 90 points	9 (nine) (B)
		from 91 to 100 points	10 (ten) (A)
19.	Preconditions for taking the final exam	Realized activities from points 15 and 16	
20.	Language	Macedonian (or English)	
21.	Evaluation method	Internal evaluation and survey	

22.		Literature				
		Compulsory literature				
			No.	Author	Title	Publisher	Year
	22.1.		1.	Dumas, M., La Rosa, M., Mendling, J., and Reijers, H.;	Fundamentals of Business Process Management	Springer	2018
			2.	Software tools			
		Additional literature				
			No.	Author	Title	Publisher	Year
	22.2.		1.	Kirchmer, M. et al.,	High performance through business process management	Springer.	2017
			2.	Weske, M.,	Business process management: Concepts, Languages, Architectures	Springer	2012