Toronto Metropolitan University

The Chang School of Continuing Education

TED ROGERS SCHOOL Information Technology Management

(C)ITM 415 – Business Process Management

COURSE OUTLINE FOR 2025-2026

Prerequisite(s): (C)ITM 305

Faculty/Contract Lecturer Information

- **Faculty/Contract Lecturer Name:**
- **Office Location:**
- **Office Hours:**
- **Phone:** (416) 979 – 5000, ext.
- **Course Website:** my.torontomu.ca (for courses using D2L)
- **Email Address:**

Email Policy

Students are expected to monitor and retrieve messages and information sent through D2L and TMU email on a frequent and consistent basis. In accordance with the Policy on TMU Student E-mail Accounts (Policy 157), Toronto Metropolitan University (TMU) requires that any electronic communication by students to TMU faculty or staff be sent from their official university email account. Communications sent from other accounts may be disregarded.

Course Description

This course introduces a systematic approach to model, analyze, and redesign business processes to meet target values of key performance indicators (e.g., cycle time, cost). The main learning objective is to develop competencies in the use of appropriate methods, tools and techniques of process modeling, analysis and redesign to ensure organizational efficiency and effectiveness by using the Business Process Modeling Notation (BPMN).

Course Details

Teaching Methods

If you are registered in an in-person or a virtual classroom, instruction will take place at scheduled hours, following the approach outlined in D2L Brightspace. If you are registered in a Chang School Distance Education course, please follow the schedule, course outline and learning modules as outlined in D2L Brightspace.

Note: All assessments in this course, regardless of its delivery format, will be held in-person on campus. This applies to in-person, virtual, and online courses, including sections/courses delivered through the Chang School.

Course Materials

Title: Fundamentals of Business Process Management
Author(s): Marlon Dumas, Marcello La Rosa, Jan Mendling, Haio A. Reliers
Publisher: Springer
ISBN: 978-3642434730
Price: $80.95

Note**:** TMU library has the e-book copy of the textbook, which is free for all TMU students

Course Learning Outcomes

This course is designed to equip students with a deep understanding of business processes by introducing key concepts (e.g., business process architecture, business process management lifecycle, process groups, reference models), fundamental process analysis frameworks (e.g., value-added analysis, waste analysis, and root-cause analysis), and key process modeling, analysis, and redesign techniques. Students will be able to gain an in-depth understanding of how information technology enables business strategies through process improvement.

Upon completion of the course, it is expected that the student will be able to:

1. Apply core methods, processes and principles of Business Technology Management
2. Apply critical thinking skills to evaluate and propose technology-based solutions to business problems
3. Communicate professionally – individually and/or in a group context to a variety of audiences
4. Identify, define and discuss business objectives in classroom environment
5. Integrate the knowledge of core business disciplines (marketing, operations, finance, accounting, law and human resources) with ICT subjects
6. Apply BTM theories, processes, and methods to real-world scenarios and in relation to current trends and technologies

Academic Integrity

Academic integrity is integral to your learning, the credibility of your degree or certification, and the integrity of the university as a whole. Senate Policy 60: Academic Integrity defines academic misconduct, provides a non-exhaustive list of examples of behaviours that may be considered as academic misconduct, and explains how

academic misconduct concerns are evaluated and decided. The entirety of the policy applies in this course. As well, please note that submitting work created in whole or in part by artificial intelligence tools unless expressly permitted by the faculty/contract lecturer, is considered a violation of Policy 60.

Generative AI Course Policy, Plagiarism Detection, and Virtual Proctoring

Generative AI Course Policy

Students may use Generative AI (e.g. ChatGPT, Grammarly, Perplexity, DeepL Translator) for following purposes:

- ideation and brainstorming but not for research or for writing anything that will be submitted for credit. Failure to stay within these limits will be considered a breach of Policy 60.
- for minor grammar correction. This includes translating individual words and correcting spelling, punctuation and basic grammar issues. AI tools may not be used to make substantial revisions such as edits to style, tone, content nor rewrite phrases. Failure to stay within these limits will be considered a breach of Policy 60.

In the course, the GenAI tool Prof.GPT might be used for personal learning and quizzes/assignment assessment. Students' privacy and confidential information is protected. The only personal information that will be used is the student's TMU email for account setup and system access. If you have concerns about using this technology and require alternative assessments, by the end of the second week of class, consult with the instructor to make alternate arrangements.

Turnitin or another originality detection software

Turnitin is a plagiarism prevention and detection service to which TMU subscribes. It is a tool to assist faculty/contract lecturers in determining the similarity between students' work and the work of other students who have submitted papers to the site (at any university), internet sources, and a wide range of books, journals and other publications. While it does not contain all possible sources, it gives faculty/contract lecturers some assurance that students' work is their own. No decisions are made by the service; it generates an "originality report," which faculty/contract lecturers must evaluate to judge if something is plagiarized.

Students agree by taking this course that their written work will be subject to submission for textual similarity review to Turnitin. Instructors can opt to have student's papers included in the Turnitin database or not. Use of the Turnitin service is subject to the terms-of-use agreement posted on the Turnitin website. Students who do not want their work submitted to this plagiarism detection service must, by the end of the second week

of class, consult with their faculty/contract lecturer to make alternate arrangements. Students who choose not to have their papers screened for textual similarity review by turnitin may be required to submit additional work with their research essay. For example:

- an annotated bibliography of each source used in your paper; and/or
- the first few pages of each cited source used in your paper

Even when an faculty/contract lecturer has not indicated that a plagiarism detection service will be used, or when a student has opted out of the plagiarism detection service, if the faculty/contract lecturer has reason to suspect that an individual piece of work has been plagiarized, the faculty/contract lecturer is permitted to submit that work in a non-identifying way to any plagiarism detection service.

Copyright

The course materials provided to you are copyrighted, and may not be shared without my express written permission. Do not share these materials (e.g. course outline, lecture slides, assignment instructions) with others and do not post them on the internet during the course, or at any time after. If you do so, Policy 60 will apply.

Academic Integrity Resources

To learn more about Policy 60 and how to avoid academic misconduct, please review and take advantage of these resources:

- Policy 60: Academic Integrity: www.torontomu.ca/senate/policies/academic-integrity-policy-60/
- Academic Integrity Office website: www.torontomu.ca/academicintegrity
- “Academic Integrity in Space” game: https://games.de.torontomu.ca/aio/#/
- “Academic Integrity in Cyberspace!” game: https://www.torontomu.ca/aic/#/
- Student Life and Learning Support: www.torontomu.ca/student-life-and-learning/learning-support

Topics and Course Schedule

Week	Topic	Readings
1	**Introduction to business process management** ● Understand the concept process and process life cycle ● Explain BPM	Chater 1
2	**Process identification and discovery** ● Introduce process identification and discovery ● Explain process architecture ● Explain process prioritization ● Review different methods for process discovery	Chapter 2 & 5
3	**Basic process modeling I** ● Understand basic process modeling notations (BPMN) ● Introduce process model evaluation	Chapter 3 & 5
4	**Basic process modeling II** ● Add information artifacts, pools/lanes, and message flows/message events ● Be able to apply BPMN to simple business scenarios	Chapter 3
5	**Advanced process modeling I** ● Master complex process modeling concepts (e.g., process decomposition, events)	Chapter 4
6	**Advanced process modeling II** ● Be able to apply complex process modeling concepts to business scenarios	Chapter 4
7	● **Midterm + individual Project Consultation**	
8	**Process analysis -Qualitative I** ● Discuss the concept value and waste	Chapter 6 & 7
9	**Process analysis –Qualitative II** ● Root cause analysis ● Issue register	Chapter 7
10	**Process analysis – Quantitative** ● Apply quantitative process analysis techniques (e.g., flow analysis, queueing theory)	Chapter 7
11	**Process redesign** ● Explain process redesign concepts	Chapter 7
12	**Business process challenge project (individual)**	Chapter 8

Evaluation

The grade for this course is composed of the mark received for each of the following components:

Evaluation Component	Due Date[2]	Percentage of Final Grade	Anticipated Return Date
In-class exercises[1] • In-class quizzes • In-class exercises	 Weeks 2, 3, 5, 6, 8, 10, 11 Week 4, 9	 7.5% 6.5%	Week 2-10 1-2 weeks after submission
After-class exercises	Week 2-10	5%	Week2-10
Individual Project: Improve Your Own Process	Week 6, Week 11	9%	1-2 weeks after submission
Business Process Challenge Project (Individual)	Week 12	12%	1-2 weeks after submission
Midterm Exam	Week 7	25%	Week 7
Final Exam	TBA	35%	TBD
Final Grade		100%	

Note: Students must achieve a course grade of at least 50% to pass this course.
At least 20% of the grade based on individual work will be returned to students prior to the last date to drop a course in good academic standing. For Fall 2025, this is Friday November 14, 2025. For Winter 2026, this is Friday March 27, 2026.

1. The in-class exercises could be a combination of various evaluation methods including MC questions, short-answer questions, short-assignments, and self-assessment

2. Late penalty will be 10% of the total mark of an assignment each passing day

University Policies

You are reminded that you are required to adhere to all relevant university policies found in their online course shell in D2L and/or on the Senate website. Please refer to the Course Outline Appendix for more detail.

Important Resources Available at Toronto Metropolitan University

- The University Libraries provide research workshops and individual consultation appointments. There is a drop-in Research Help desk on the second floor of the library, and students can use the Library's virtual research help service to speak with a librarian, or book an appointment to meet in person or online.
- Student Life and Learning Support offers group-based and individual help with writing, math, study skills, and transition support, as well as resources and checklists to support students as online learners.
- You can submit an Academic Consideration Request when an extenuating circumstance has occurred that has significantly impacted your ability to fulfill an academic requirement. You may always visit the Senate website and select the blue radio button on the top right hand side entitled: Academic Consideration Request (ACR) to submit this request.
  For Extenuating Circumstances, Policy 167: Academic Consideration allows for a once per semester ACR request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. Absences more than 3 days in duration and those that involve a final exam/final assessment, always require documentation. Students must notify their faculty/contract lecturer once a request for academic consideration is submitted. See Senate Policy 167: Academic Consideration.
  Longer absences are not addressed through Policy 167 and should be discussed with your Chair/Director/Program to be advised on next steps.
- If taking a remote course, familiarize yourself with the tools you will need to use for remote learning. The Remote Learning Guide for students includes guides to completing quizzes or exams in D2L Brightspace, with or without Respondus LockDown Browser and Monitor, using D2L Brightspace, joining online meetings or lectures, and collaborating with the Google Suite.
- FAQs Academic Considerations and Appeals
- Information on Copyright for Faculty and students.
- Information on Academic Integrity for Faculty and students.

Accessibility

- At Toronto Metropolitan University, we are committed to ensuring that all courses are accessible to everyone and to removing barriers that may prevent some individuals from enrolling in courses.
- All technologies and tools used in this course are accessible.
- Students who discover an accessibility barrier with any of the course materials or technologies should contact their faculty/contract lecturer.
- As outlined in Policy 159: Academic Accommodation of Students with Disabilities, students are required to proactively consult with AAS, the faculty/contract lecturer, Department or Faculty, as soon as feasible, including prior to enrolling in a course or program, on any concerns they may have about their ability to meet the essential academic requirements of a course/program.

Academic Accommodation Support

Academic Accommodation Support (AAS) is the university's disability services office. AAS works directly with incoming and returning students looking for help with their academic accommodations. AAS works with any student who requires academic accommodation regardless of program or course load.

- Learn more about Academic Accommodation Support.
- Learn how to register with AAS.
- Learn about Policy 159: Academic Accommodation of Students with Disabilities

Academic Accommodations (for students with disabilities) and Academic Consideration (for students faced with extenuating circumstances that can include short-term health issues) are governed by two different university policies. Learn more about Academic Accommodations versus Academic Consideration and how to access each.

Wellbeing Support

At Toronto Metropolitan University, we recognize that things can come up throughout the term that may interfere with a student's ability to succeed in their coursework. These circumstances are outside of one's control and can have a serious impact on physical and mental well-being. Seeking help can be a challenge, especially in those times of crisis.

If you are experiencing a mental health crisis, please call 911 and go to the nearest hospital emergency room. You can also access these outside resources at anytime:

- Distress Line: 24/7 line for if you are in crisis, feeling suicidal or in need of emotional support (phone: 416–408–4357)
- Good2Talk: 24/7-hour line for postsecondary students (phone: 1-866-925-5454)
- Keep.meSAFE: 24/7 access to confidential support through counsellors via My SSP app or 1-844-451-9700

If non-crisis support is needed, you can access these campus resources:

- Centre for Student Development and Counselling: 416-979-5195 or email csdc@torontomu.ca
- Consent Comes First – Office of Sexual Violence Support and Education: 416-919-5000 ext 3596 or email osvse@torontomu.ca
- Medical Centre: call (416) 979-5070 to book an appointment

We encourage all Toronto Metropolitan University community members to access available resources to ensure support is reachable. You can find more resources available through the Toronto Metropolitan University's Wellbeing Central website.