SYLLABUS I.   IDENTIFICATION

Degree Course: Business Administration	
Department: Administração Empresarial – DAE	
Course: Business Process Management	**Code:**
Working Hours: 72 hours/class **Academic year:** 2026/1	**Phase:** Elective class
Professor: Julio da Silva Dias, Dr. Eng.	
E-mail Contact: julio.dias@udesc.br	

II.   SUMMARY

The course leads students from process discovery through conceptual and technical process design through the implementation and management of workflows to the structure of process-aware information systems. Upon completion of this course students will be able to assess the efficiency and effectiveness of an organization from a process perspective, conduct process improvement projects, and determine the role of technology in supporting corporate processes.

III.   GOALS AND OBJECTIVES

1. Students will understand the terms used to describe, analyze, and improve Business Processes in organizations.
2. Develop an ability to develop Business Process and Decision Diagrams.
3. Students will be able to identify weakness in a given process design and suggest improvements that will benefit organizational performance.
4. Students will be able to redesign a given process using improvement patterns.

IV.   LEARNING OBJECTIVES

1: Business Process Analysis and Design
2: Technology Support for Business Processes: Workflows & BPMS
3: Managing Processes; Metrics and Dashboards
4: Process Innovation
5: Governing BPM Efforts; Process Management Maturity

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V. LEARNING METHODOLOGY

- Lectures and practice lessons to problem solutions (on classroom or lab)
  - The roll call will finish 10 minutes after the beginning of class
  - During the classes, any activity that is not related to the class is forbidden
  - After finishing the activities related to the class, the student can go out of the classroom
- Complementary readings

IV. ASSESSMENT SYSTEM

The assessment of students will occur through the integration of:

• 3 Exams (80%);
- Exams contents are cumulative, therefore, all contents until the exam day can be on the exam
- Makeup Exams
  - They occur in the end of the semester. The student has to require it with the secretariat and there are specific rules to require them.
- Alternative to makeup exams
  - Any student that has 75% of frequency and has not required the makeup exam with the secretariat can do a 4th exam, with all subjects presented among the semester, to replace its lower grade or the grade of an exam that it missed.

• Lab Activities and others;
- Can be used by the professor to round exams grades.
- Can be used by the professor to non-attending activities to students with a higher average than 7.0

V. BIBLIOGRAPHY

BASIC BIBLIOGRAPHY

DUMAS, M.; LA ROSA, M.; MENDLING, J. Fundamentals of Business Process Management, Springer 2013

BAZERMAN, M. H.; MOORE, D. Processo Decisório. 8ª ed. Campus, 2014.

SHIMIZU, T. Decisão nas Organizações. 3ª ed. São Paulo: Atlas, 2010.

ALMEIDA, A. T.; GOMES, C. F. S.; GOMES, L. F. A. M. Tomada de Decisão Gerencial - Enfoque Multicritério - 4ª ed. Editora Atlas. 2012

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Course Schedule (Subject to Changes)		
Part 1	Introduction	
Part 2	BPM	
Assessment 1	BPM	
Part 3	BPMN/DMN	
Assessment 2	BPMN/DMN	
Part 4	Performance Management	
Assessment 3	Performance Management	

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