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MINISTRY OF SCIENCE AND HIGHER EDUCATION OF THE RUSSIAN FEDERATION

FEDERAL STATE AUTONOMOUS EDUCATIONAL INSTITUTION OF HIGHER EDUCATION

«MOSCOW POLYTECHNICAL UNIVERSITY» (MOSCOW POLYTECH)

Faculty of Economics and Management

APPROVED BY
FEU Dean
_____ /A. V. Nazarenko/
«27» February 2025

WORKING PROGRAM OF THE DISCIPLINE

Process Management Theory

Direction of training / specialty
42.04.01 Advertising and public relations

Profile/specialization
Innovative marketing in advertising

Qualification **master**

Forms of study **full-time**

Moscow, 2025

Developer(s):

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1. Goals, objectives and planned learning outcomes in the discipline

Ammastering the discipline «Theory of process management» isstudy, systematization and consolidation of the foundations of the theory and practice of business process management in organizations (enterprises, firms, etc.) in modern conditions of work of business entities. formation of a complex of theoretical knowledge and practical skills necessary for the effective management of business processes.

The main tasks of studying the discipline:

– creation of the foundations for the formation of a modern image of economic and managerial thinking, ensuring the development and adoption of effective decisions in the field of business process management.

– definition of the essence of process management;

- identifying the advantages and disadvantages of process management;

– studying the practice of process management at Russian enterprises;

– studying the classifications of business processes and ways to identify business processes;

– consideration of a business process as a way to manage an organization;

– an overview of methodologies that support the effective management of business processes in an organization.

Training in the discipline «Theory of process management» is aimed at developing the following competencies in students:

Code and name of competencies	Competence achievement indicators
PC-2. Managing information from various sources	IPK-2.1 generates requests and receives information from employees of the organization; IPK-2.2 coordinates and approves information materials; IPK-2.3 organizes the transfer of information materials, comments, corrections between specialists in information resources and employees of other categories, IPK-2.4 monitors the appearance of new or necessary information in the organization, on the Internet and other sources, IPC-2.5 forms an overall assessment of the significance and priority of the information received, IPK-2.6 is able to work with large amounts of information IPK-2.7 owns software and hardware for regular communication, monitoring of information on the Internet, IPK-2.8 knows the structure of the organization, areas of responsibility and functions of departments, IPK-2.9 knows the internal rules for coordinating and approving documents, IPK-2.10 works with news aggregators, electronic subscriptions, social networks, forums

2. The place of discipline in the structure of the educational program

The discipline is included in section B.1. Elective disciplines №1. GEF-3 ++ in the direction of preparation of HE 42.04.01 -»Advertising and Public Relations».

To study the discipline, students need competencies formed as a result of mastering the disciplines «Methods of socio-economic forecasting», «Advertising technologies in business communications», «Effectiveness of advertising and public relations», «Life cycle and planning of a project and programs in professional activities ", "Investment marketing".

The main provisions of the discipline should be used in the future when studying the following disciplines (practices): "Processes and practices of product management in an organization", "Neuromarketing", "Consulting", "Industrial practice", professional cycle, as well as for the preparation of final qualification work.

3. Structure and content of the discipline.

The total labor intensity of the discipline is 4 credit units (144 hours).

3.1. Types of educational work and labor intensity
3.1.1. Part-time education

p/p	Type of study work	Number of hours	Semesters	
			1	2
1.	**Auditory lessons**	32	-	32
	including:			
1.1	Lectures	16	-	16
1.2	Seminar / practical training	16	-	16
1.3	Laboratory studies	-	-	-
2.	**Independent work**	112	-	112
	including:			
2.1	Preparation for practical exercises (study of lecture material)	50	-	50
2.2	Preparing for testing	32	-	32
2.3	Independent problem solving	30	-	30
	Intermediate certification			
	credit / dif. test / exam	Exam	-	Exam
	Total	144	-	144

3.2. Thematic plan for studying the discipline
(according to the forms of education)

3.2.1. Part-time education

p/p	Sections / topics of the discipline	Labor intensity, hour					
		Total	Classroom work				Independent work
			Lectures	Practical lessons	Laboratory studies	Practical training	
1.	The main elements of the organization.	26	2	2	-	-	22
2.	Basic approaches to organization management	26	2	2	-	-	22
3	Fundamentals of business process	thirty	4	4	-	-	22

	management.						
4.	Basic business process modeling methodologies.	thirty	4	4	-	-	22
5.	Modern methodologies for modeling business processes.	32	4	4	-	-	24
	Total	**144**	**16**	**16**	**-**	**-**	**112**

3.3. The content of the discipline

Topic 1.The main elements of the organization.

The concept of managing organizations. Genesis of the theory of organization management. New management paradigm. Organization (enterprise) as a set of business processes. Business process definition. Classification of business processes. The concept of «network of business processes of the organization».

Topic 2Basic approaches to organization management.

Intuitive and rational methods. Approaches and methods of management. Specific control methods. Basic provisions of systems theory. System and situational approaches to management. Control systems and their elements. management decision. Decision-making methods. Organization management technology.

Topic 3.Fundamentals of business process management.

management decision. Decision-making methods. Organization management technology. The conceptual apparatus of the management process. Organizational processes: management, IDEF, ARIS methodologies. Open system management technologies. Methods for performing functions and solving management problems.The concept of management information. Information database for organization management. Organizational structure and principles of functioning of economic information systems.

Topic 4.Basic business process modeling methodologies.

Functional modeling method SADT/IDEF0;, IDEF3 process modeling method; modeling DFD data flows; BPMN workflow modeling notation; ARIS method; a modeling technique used in Rational Unified Process technology.

Topic 5.. Modern methodologies for business process modeling.

Project management methodology. Methodologies for using software products for modeling business processes in a project. Methodologies for modeling and analyzing business processes.

3.4. Topics of seminars / practical and laboratory classes

3.4.1. Seminars/practical classes

Topic 1.The main elements of the organization.
Topic 2. Basic approaches to organization management.
Topic 3.Fundamentals of business process management.
Topic 4.Basic business process modeling methodologies.
Topic 5.. Modern methodologies for modeling business processes.

3.4.2. Laboratory studies

Laboratory classes in the discipline are not provided by the curriculum.

3.5. Topics of course projects (term papers)

The course project (term paper) in the discipline is not provided for by the curriculum.

4. Educational, methodological and information support

4.1. Regulatory documents and GOSTs

Regulatory documents and GOSTs are not used in the study of the discipline

4.2. Main literature

1. Modeling of business processes: textbook and workshop for universities / O. I. Dolganova, E. V. Vinogradova, A. M. Lobanova; edited by O. I. Dolganova. - Moscow: Yurayt Publishing House, 2023. - 289 p. - (Higher education). - ISBN 978-5-534-00866-1. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/511418(date of access: 07/20/2023).

2. Project management: lecture notes / Bely E.M., Romanova I.B. - Moscow: IP Ar Media, 2023. - 100 p. - ISBN 978-5-4497-1879-2. - Text: electronic // IPR SMART: [website]. — URL: https://www.iprbookshop.ru/127576.html (date of access: 07/20/2023).

3. Management of IT projects and processes: a textbook for universities / A. V. Chekmarev. - Moscow: Yurayt Publishing House, 2023. - 228 p. - (Higher education). - ISBN 978-5-534-11191-0. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/516193(date of access: 07/20/2023).

additional literature:

1.Business systems. Fundamentals of Control Theory: a textbook for universities / Yu. V. Kupriyanov. - 3rd ed., Rev. and additional - Moscow: Yurayt Publishing House, 2023. - 217 p. - (Higher education). - ISBN 978-5-534-14352-2. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/515977(date of access: 07/31/2023).

2.Modeling of business processes: textbook and workshop for universities / M. S. Kamennova, V. V. Krokhin, I. V. Mashkov. - Moscow: Yurayt Publishing House, 2023. - 534 p. - (Higher education). — ISBN 978-5-534-16695-8. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/531540(date of access: 07/20/2023).

3.Methods of socio-economic forecasting in 2 volumes. Vol. 1 theory and methodology: textbook and workshop for universities / I. S. Svetunkov, S. G. Svetunkov. - Moscow: Yurayt Publishing House, 2023. - 351 p. - (Higher education). - ISBN 978-5-534-02801-0. — Text: electronic // Educational platform Urayt [website]. - url:https://urait.ru/bcode/511232(date of access: 07/20/2023).

4.4. Electronic educational resources

1. Online course on the discipline «Theory of process management»(mospolytech.ru)https://online.mospolytech.ru/course/view.php?id=6900 (accessed 20.07.2023).

4.5 Licensed and Free Software

1. Programs of the Microsoft Office package (Word, Excel, PowerPoint)

4.6. Modern professional databases and information reference systems

1. ATP «Consultant Plus: Non-commercial Internet version». - URL:http://www.consultant.ru/online/(date of access: 07/20/2023). -Access mode: free.

5. Logistics

1. Lecture audience.
2. Audience for practical training.
3. Computer class with Internet access.
4. Audience for group and individual consultations, current control and intermediate certification.
5. Audience for independent work.

6. Library, reading room.

Guidelines

6.1. Methodological recommendations for the teacher on the organization of training

This section of this work program is intended for novice teachers and practitioners with no previous teaching experience.

The discipline «Theory of process management» forms the competence of UK-1 in students. Under the conditions of designing educational systems based on the principles of the competency-based approach, there has been a conceptual change in the role of the teacher, who, along with the traditional role of a knowledge carrier, performs the function of an organizer of the student's research work, a consultant in the procedures for selecting, processing and interpreting information necessary for practical action and further development. , which must be taken into account when conducting lectures and practical classes in the discipline «Theory of Process Management».

The teaching of theoretical (lecture) material in the discipline «Process Management Theory» is carried out on the basis of interdisciplinary integration and clear interdisciplinary links within the framework of the educational program and curriculum.

The detailed content of individual topics of the discipline «Theory of process management» is considered in clause 3.3 of the work program.

Approximate options for tasks and test tasks for current control and a list of questions for the exam in the discipline are presented as part of the FOS for the discipline in clause 7 of this work program.

The list of basic and additional literature, databases and information reference systems required in the course of teaching the discipline «Theory of Process Management» is given in clause 4 of this work program.

6.2. Guidelines for students on mastering the discipline

Obtaining in-depth knowledge of the discipline is achieved through the active independent work of students. It is advisable to use the allocated hours for getting acquainted with the educational and scientific literature on the problems of the discipline, the analysis of scientific concepts.

Within the framework of the discipline, various forms of monitoring the level of achievement by students of the declared indicators of mastering competencies are provided.

Forms of current control - the activity of work in practical classes, testing.

The form of intermediate control in the discipline is an exam, during which the level of achievement by students of the declared indicators of mastering competencies is assessed.

Guidelines for mastering the discipline.

Lecture classesare carried out in accordance with the content of this work program and represent a presentation of the theoretical foundations of the discipline.

Lecture attendance is mandatory.

Note-taking of lecture material is allowed both in writing and by computer.

Regular repetition of the material of lecture notes for each section in preparation for the current forms of certification in the discipline is one of the most important types of independent work of the student during the semester, which is necessary for high-quality preparation for the intermediate certification in the discipline.

Conducting practical classes in the discipline «Theory of process management» is carried out in the following forms:

- a survey based on materials discussed in lectures and studied independently according to the recommended literature;
- analysis and discussion of issues on topics,

Attendance at practical classes and active participation in them is mandatory.

Preparation for practical classes necessarily includes the study of abstracts of lecture material and recommended literature for an adequate understanding of the conditions and method of performing

tasks planned by the teacher for a particular practical lesson.

Guidelines for the implementation of various forms of extracurricular independent work

The study of basic and additional literaturein the discipline is carried out on a regular basis in the context of each topic in order to prepare for the intermediate certification in the discipline «Theory of Process Management». The list of basic and additional literature on the discipline is given in paragraph 4 of this work program.

Guidelines for preparing for interim certification

Intermediate certification in the discipline «Theory of process management» takes the form of an exam. An approximate list of questions for the exam in the discipline «Theory of process management» and the criteria for evaluating the student's answer for the purpose of assessing the achievement of the declared indicators of the formation of competence are given in the FOS for the discipline in clause 7 of this work program.

The student is allowed to interim certification in the discipline, regardless of the results of the current monitoring of progress.

7.Evaluation fund

7.1. Methods for monitoring and evaluating learning outcomes

Code and name of competencies	Competence achievement indicators	Methods of control and evaluation
PC-2. Managing information from various sources	IPK-2.1 generates requests and receives information from employees of the organization; IPK-2.2 coordinates and approves information materials; IPK-2.3 organizes the transfer of information materials, comments, corrections between specialists in information resources and employees of other categories, IPK-2.4 monitors the appearance of new or necessary information in the organization, on the Internet and other sources, IPC-2.5 forms an overall assessment of the significance and priority of the information received, IPK-2.6 is able to work with large amounts of information IPK-2.7 owns software and hardware for regular communication, monitoring of information on the Internet, IPK-2.8 knows the structure of the organization, areas of responsibility and functions of departments, IPK-2.9 knows the internal rules for coordinating and approving documents, IPK-2.10 works with news aggregators, electronic subscriptions, social networks, forums	Intermediate certification: exam Current control: survey, defense of abstracts, preparation and presentation of presentations in practical classes, testing

7. Scale and criteria for evaluating learning outcomes

7.2.1. Exam Response Evaluation Criteria

(formation of competence PC-2, indicators IPK-2.1, IPK-2.2, IPK-2.3, IPK-2.4, IPK-2.5, IPK-2.6, IPK-2.7, IPK-2.8, IPK-2.9, IPK-2.10)

«5» (excellent):the student demonstrates excellent theoretical knowledge, practical skills, owns terms, draws reasoned conclusions and generalizations, gives examples, shows fluency in monologue speech and the ability to quickly respond to clarifying questions.

«4» (good):the student demonstrates good theoretical knowledge, practical skills, owns terms, draws reasoned conclusions and generalizations, gives examples, shows fluency in monologue speech, but at the same time makes minor mistakes that he quickly corrects on his own or with minor correction by the teacher.

«3» (satisfactory):the student demonstrates satisfactory theoretical knowledge, shows poorly formed skills in analyzing phenomena and processes, lacks the ability to draw reasoned conclusions and give examples, shows insufficient fluency in monologue speech, terms, logic and consistency of presentation, makes mistakes that can only be corrected by the teacher.

«2» (unsatisfactory):the student demonstrates ignorance of the theoretical foundations of the subject, lack of practical skills, does not know how to draw reasoned conclusions and give examples, shows poor command of monologue speech, does not know the terms, shows a lack of logic and consistency of presentation, makes mistakes that he cannot correct when corrected by the teacher, refuses to answer for additional questions.

7.2.2. Criteria for evaluating the results of abstracts

(formation of competence PC-2, indicators IPK-2.1, IPK-2.2, IPK-2.3, IPK-2.4, IPK-2.5, IPK-2.6, IPK-2.7, IPK-2.8, IPK-2.9, IPK-2.10)

«5» (excellent)– all the requirements for writing an abstract are met: the problem is identified and its relevance is substantiated; an analysis of various points of view on the problem under consideration was made and one's own position was logically stated; conclusions are formulated, the topic is fully disclosed, the volume is sustained; external design requirements are met.

«4» (good) - the main requirements for the abstract are met, but at the same time, shortcomings are made. In particular, there are inaccuracies in the presentation of the material; there is no logical sequence in judgments; the volume of the abstract is not maintained; there are omissions in the design.

«3» (satisfactory)– there are significant deviations from the requirements for referencing. In particular: the topic is covered only partially; there are factual errors in the content of the abstract; there are no conclusions.

«2» (unsatisfactory)- the topic of the abstract is not disclosed, a significant misunderstanding of the problem is found, or the abstract is not presented at all.

7.2.3. Criteria for evaluating test results

(formation of competence PC-2, indicators IPK-2.1, IPK-2.2, IPK-2.3, IPK-2.4, IPK-2.5, IPK-2.6, IPK-2.7, IPK-2.8, IPK-2.9, IPK-2.10)

Testing is evaluated according to the percentage of correct answers given by the student to the test questions.

The standard scale for the compliance of test results with the given score:

- «excellent» - over 85% of correct answers;
- «good» - from 70.1% to 85% of correct answers;
- «satisfactory» - from 55.1% to 70% of correct answers;
- from 0 to 55% of correct answers - «unsatisfactory»

«5» (excellent):the test-taker demonstrates excellent theoretical knowledge, knows the terms and has the ability to quickly respond to test questions.

«4» (good):the test-taker demonstrates good theoretical knowledge, knows most of the terms and has the ability to quickly respond to test questions.

«3» (satisfactory):the tested person demonstrates satisfactory theoretical knowledge, owns the

basic terms and concepts.

«2» (unsatisfactory): The test subject has no theoretical knowledge, he does not know the terminology and reacts slowly to the test questions.

7.3. Evaluation tools

7.3.1. current control

(formation of competence PC-2, indicators IPK-2.1, IPK-2.2, IPK-2.3, IPK-2.4, IPK-2.5, IPK-2.6, IPK-2.7, IPK-2.8, IPK-2.9, IPK-2.10)

Sample essay topics:

1. Specificity of modern problems of management. Process management.
2. Methods for modeling and describing business processes: comparative characteristics.
3. Regulation of business processes: methods of regulation.
4. Planning work to improve business processes.
5. Evaluation of the effectiveness of the process management of the organization.
6. Methodology and principles of business process reengineering.
7. Benchmarking as a tool to ensure the competitiveness of enterprises.
8. Business modeling and CASE-technologies.
9. Business processes for managing a manufacturing organization.
10. Modern technologies for improving business processes.
11. Designing business processes: stages and methods.
12. Modern approaches to building a corporate information system.
13. Electronic business. Digitalization of processes.
14. Statistical control of business processes: types and methods.
15. Control of business processes: stages, types and methods.
16. Mapping the value stream.
17. Value stream map - current and future state of processes.
18. Formation of a system of indicators for evaluating the effectiveness of business processes.
19. E-Commerce and Internet Marketing as Business Process Reengineering.
20. Evolution of management methods for value creation in the enterprise.
21. The ideology of the process approach in accordance with ISO 9000 family -2015
22. Business process risks: types, factors, assessment indicators.
23. Risk management in the design of business processes.
24. Uncertain processes. Process control methods under conditions of uncertainty.
25. Modeling business processes. Functional modeling of SADT.
26. Modeling of business processes. Simulation modeling.
27. Documentation of business processes. ISO standards.
28. Approaches to organization management: functional, process, process-functional.
29. Organization management software products and their use in modeling business processes.

Sample questions for the current control of students' knowledge:

1. Approaches to the management of the organization.
2. The content of the process approach to management.
3. Classification of business processes.
4. Reengineering of business processes.
5. Justification and necessity of reengineering.
6. Stages of business process reengineering.

7. Rules, features and methodology for identifying processes in an organization.
8. Methodology for documenting business processes.
9. What are the main consequences of business process reengineering.
10. Success conditions for business process reengineering.
11. Techniques for modeling business processes.
12. Requirements for the ISO 9000 series standards for the organization of business processes.
13. Comparative characteristics of «flat» and «volumetric» models of processes.
14. Features of the description of uncertain processes.
15. Analysis of business processes, measurement of their performance.
16. Monitoring and control of process parameters.
17. Designing business processes.
18. The essence of reverse and forward engineering.
19. Improvement of business processes.
20. Standardization of business processes.
21. Decomposition of processes.
22. Network of business processes of the organization.
23. Functional cost analysis of business processes.
24. Activity-Based Costing Method.
25. Determining the cost of performing functions (processes).
26. Key indicators for evaluating the effectiveness of business processes.
27. The relationship between the allocation of business processes and financial accounting centers.
28. Process description methods: process map, network diagram.
29. Game methods of process control under uncertainty.
30. Statistical process control (SPC).
31. Types of statistical control.
32. Traditional methods of statistical control.
33. Analysis of the stability and accuracy of processes.
34. Analysis of process reliability.
35. Classification of costs for ensuring the quality of business processes.

An example of test tasks to control students' knowledge:

1. Correlate the methodology with the year of its appearance

1. 40-60s	A) SADT
2. 70-80s	B) Algorithmic description languages
3. 60s	C) DFD, ERD, IDEF, IDEF1X
4. 90s and subsequent years	D) UML, ARIS, methodologies from Oracle, Baan, ReTrink, Rational

2.Match the elements of the process flow diagram with their designation

1.Rhombus	A) Action
2.Rectangle	B) Relationship
3. Arrow	B) Decision to be made

3. Match the IDEF Methodology Standards with their Decoding

IDEF4	Function Block Modeling Methodology
IDEF2	Methodology for describing the current state of the company and

	trends of change
IDEF2	Methodology for documenting business processes in a company
IDEF0	Methodology for modeling information flows in a company
IDEF5	Methodology for modeling the company's development dynamics
IDEF5	Methodology for describing various objects in the company and action on them

4. Which of the methodologies is currently considered to be the basic one for describing business processes?

1. object-oriented modeling;
2. simulation modeling;
3. DFD methodology;
4. ORACLE methodology;
5. ARIS methodology.

5. What is the DFD methodology used for?
1. to describe various objects in the company and actions on them;
2. for modeling information flows in the company;
3. to describe business processes, data flow diagrams;
4. to describe the current state of the company and trends of change;
5. for documenting business processes in a company.

6. Which of the following groups do not belong to the ARIS business model groups?
1. group «Organizational structure»;
2. group «Functions»;
3. group «Patterns»;
4. group «Information»;
5. group «Processes»;
6. group «Documentation».

7. Which of the following languages can be called classical?
1. DFD;
2. PFD;
3. WFD;
4. DPD;
5. RAD.

8. What is the purpose of benchmarking?
1. the locality of the process under study (research can be carried out without taking into account the relationship and interdependence with other business processes in the organization);
2. determination of the reasons for the better functioning of the business processes of the «reference» organizations and the prevention of undesirable discrepancies with them in the organizations conducting the study;
3. focusing on a particular process during a team meeting to identify ways to improve the process within a short time frame (usually 90 days).

9. Which of the following is not a type of benchmarking?
1. functional benchmarking;
2. cost benchmarking;
3. internal benchmarking;

4. external benchmarking.

10. Compare the types of benchmarking

1. Internal	A) In this case, own indicators compared with the data of a company that has achieved high results. Comparison is not limited to the industry in which the assessed company specializes
2. External	B) Comparative analysis is carried out within their own company. The comparison is made among branches, factories, departments that perform a similar job or process better than others
3. Functional	C) In this approach, the enterprise is compared with companies operating in the same industry. The search is conducted among the leaders of the sector of the economy, competitors or partners interested in working together, exchanging experience and searching for best practices

11. With what comparison does benchmarking diagnostics begin?
1. goals - cost;
2. results - goals;
3. results are cost.

12. What macro variables are used in the comparison process?
1. People;
2. financing;
3. strategies;
4. risks;
5. management;
6. structure;
7. external pressures.

13. What is benchmarking?
1. focus on a specific segment, trying to satisfy its needs as much as possible;
2. systematic activity aimed at finding, evaluating and learning from the best business practices
3. fast, real-time, qualitative and quantitative analysis of experimental data in the course of a workflow or pilot study.

14. Specify the developer of the «Business Process Reengineering» method
1. D. Harrington;
2. Mackle Hammer and James Champy;
3. T. Davenport;
4. Adam Smith;
5. Volodin V.V.

15.The introduction of a process approach in an organization means:
1. Description of the most important business processes of the organization.
2. Implementation of ISO 9001:2000.
3. Criteria for the implementation of the process approach are subjective.
4. Optimization of a number of business processes.

16. When implementing a process approach:
1. Processes must be identified according to ISO 9001:2000
2. Processes that create value must be highlighted.
3. A system of processes has been built covering the activities of the entire organization
4. The most important «end-to-end» business processes should be highlighted

17. An organization can be considered to have adopted a process approach if:
1. The business processes required by ISO 9001:2000 are described.
2. Described «end-to-end» business processes
3. Regulations on subdivisions have been created
4. Business processes are regulated (at the required level of detail) and linked by inputs and outputs

18. When implementing a process approach for management purposes:
1. A scorecard should be established to manage business processes across the entire process system
2. KPIs for end-to-end business processes should be defined
3. Goals for the development of the organization as a whole must be established.

19. When implementing a process approach, for management purposes there should be:
1. Job descriptions for managers have been developed.
2. Developed and implemented regulations for the activities of managers at all levels for continuous improvement of processes based on the PDCA cycle.
3. KPIs have been developed for each process.
4. Forms of management reporting for all business processes have been created.

20. When introducing a process approach, the following motivation system applies:
1. Process owners are de-bonded in case of a decrease in the efficiency of processes.
2. Process owners are de-bonded in case of non-fulfillment of the business process performance plan.
3. A system of bonuses for managers and employees of departments based on KPI has been developed.
4. Developed and implemented the motivation of process owners depending on the improvement of process performance, based on an analysis of the economic effect of the improvement.
5. Process owners are rewarded in case of process efficiency improvement.

21. The implementation of the process approach assumes that:
1. The boundaries of end-to-end processes are defined.
2. Process owners assigned.
3. Rules for interaction between process owners and heads of structural divisions have been established.
4. Zones of process owners are clearly defined, the interaction of processes is coordinated at the cross-functional level.

22. A mistake when implementing a process approach is that:
1. Not enough time has been allocated for a detailed description of all business processes.
2. ARIS eEPC is used instead of IDEF0 notation.
3. Software for describing business processes is used inefficiently.
4. When describing business processes, the contours of their management are not considered.

23. The complexity of implementing a process approach to management lies in the fact that:
1. Managers believe that employees are resistant to change.
2. Top-level managers set too difficult tasks for subordinates.
3. Top-level management is not involved in the development and implementation.
4. Managers do not have staff support.

24. The most important condition for the implementation of the process approach is:
1. The presence in the organization of qualified employees with business process modeling techniques.
2. Availability of external consultants.
3. Willingness of founders and managers to fundamental changes in the management system.
4. Detailed description of business processes in graphical form.

25. Implementing a process approach in an organization should:
1. External consultant.
2. Quality manager implementing ISO 9001:2000.
3. Heads of the organization, first of all - the General Director.
4. Separate working group responsible for the description of business processes.

26. For a real change in the activities of the organization on the principles of the process approach, it is required:
1. Availability of a methodology for describing business processes.
2. Understanding by the leaders of the organization of the ideas of the process approach and practical methods of its implementation.
3. Availability of a certificate according to ISO 9001:2000.
4. Availability of a business process modeling tool, such as ARIS.

13. Business process is:
1. Converting inputs to outputs.
2. The chain of work consistently performed by employees of the organization.
3. The value chain.

27. The set of functions of various interacting departments, presented in the form of a graphical diagram. An activity that transforms inputs into outputs of value to the customer.

28. A business process differs from a process in that:
1. A business process runs through the entire organization, but a process does not.
2. There is reporting on the business process, but not on the process.
3. The business process creates value, but the process does not.
5. Detailing. Different names can be used for processes of different levels.
The concepts are equivalent.

29. Business process inputs are:
1. Information (documents) and material objects
2. Raw materials
3. Documents regulating the process
4. Orders of the head

30. Business process outputs are:
1. Reporting documents.
2. Marriage.
3. The result of the business process is information (documents) and material objects.
4. Finished products.

31. Business process resources are:
1. Staff.
2. Financial resources.

3. Buildings and structures.
4. Equipment, personnel, infrastructure, environment, software used to carry out the process.

32. Business process owner is:
1. Employee responsible for the business process
2. An official who has resources at his disposal, manages the course of the business process and is responsible for the results and efficiency of the business process
3. Collegial process management body
5. Young, creative, proactive employee responsible for the result of the process
Department in which the process is predominantly performed

33. Business process indicators are:
1. KPI of the business process.
2. Cost indicators of the business process.
3. Quantitative and/or qualitative parameters calculated according to a certain methodology and characterizing the effectiveness and efficiency of the business process.
4. Goals of the process.

34. Business process product indicators are:
1. Functional characteristics of the product
2. Quantitative and / or qualitative parameters calculated according to a certain method and characterizing the product of the process
3. Product price and production time
4. Types of defects by product

35. Indicators of customer satisfaction of the business process are:
1. The cost of eliminating product defects identified by the client.
2. Percentage of claims.
3. Growth rate of sales per client.
4. Quantitative and/or qualitative parameters calculated according to a certain methodology and characterizing the degree of customer satisfaction with the product of the process.

36. The business process responsibility matrix is:
1. A document defining the composition of the participants in the process.
2. A table describing the responsibility of process participants for the execution of parts of the process.
3. List of participants in the process, indicating those responsible.
4. A table containing a list of process functions.

37. Business process regulations are:
1. Document defining the technology for executing a business process
2. A document that defines the requirements for the results, the order of management and execution, resources and inputs of the process
3. List of all operations of the process
4. Graphic diagram of the business process

38. An end-to-end or cross-functional business process is:
1. The chain of work from entry to exit from the organization
2. A set of different activities performed in different departments that transform inputs into outputs that are of value to the organization's customers
3. The set of functions of various departments of the organization, allocated according to a certain attribute
4. Product manufacturing technology

39. The organization's business process system should cover:
1. The main processes that create value for the client.
2. All activities of the organization.
3. 3-5 most important end-to-end processes of the organization.
4. All processes required by ISO 9001:2000.

40. The business process system consists of:
1. Functions of divisions.
2. Administration and management processes.
3. Interacting processes linked into a system.
4. Business processes, processes, procedures, functions, works, operations.

41. The main business processes are:
1. Processes most important to the organization.
2. Processes associated with material production.
3. Processes involved in creating value for the organization's customers.
4. Top-level processes.

42. Auxiliary business processes are:
1. Processes not related to material production.
2. Processes that provide the main processes with resources.
3. Processes of secondary importance.
4. Administration processes.

43. For each business process in the organization's process system:
1. Several managers may be responsible.
2. The informal leader of the process team answers.
3. No one may answer, but it is important that the management of the organization receive information about the progress and results of the process.
4. One process owner must be responsible.

44. Creation of a system of business processes of an organization involves:
1. Description of processes in the workplace with subsequent consolidation to the level divisions.
2. Determining the powers of process owners.
3. A clear definition of the boundaries of processes and areas of responsibility of managers.
4. Create a list of processes, boundaries can be set later.

45. The system of business processes of an organization can be created on the basis of:
1. Based on the requirements of ISO 9001:2000.
2. Based on the analysis of value chains.
3. Based on the list of processes of the American Benchmarking Chamber.
4. Based on the allocation of processes of existing structural units.

46. The main criteria for identifying business processes in the analysis of the activities of departments are:
1. Outputs (results) of the process, process technology, process resources.
2. Existing regulations on subdivisions.
3. Opinions of the department's specialists performing operational work on the process.
4. Opinion of the head of the structural unit.

47. In one structural unit, one can distinguish:
1. Several business processes at the department level (no more than 7).
2. Unlimited number of processes.
3. One business process that coincides with the boundaries of this structural unit.
4. Administrative and basic processes.

48. For each business process in the organization's process network, there should be:
1. Forms of reporting on the process are defined.
2. Clients of the process are defined.
3. Outputs/clients, inputs/suppliers, execution technology, resources, process control order are defined.
4. The moments of the beginning and end of the process are determined.

49. When building a system of business processes of an organization:
1. Organizational structure can be rearranged based on redistribution
areas of responsibility of managers, taking into account the system of processes.
2. It is necessary to strictly tie the system of processes to the structure.
3. No need to pay attention to the existing organizational structure.
4. The existing organizational structure should be taken into account when developing
process structures. It may be changed in the future.

50. It is advisable to start building a system of business processes of an organization with:
1. Detailed description of activities at the lower level.
2. Definitions and classifications of functions performed in structural divisions.
3. Purchasing business process modeling software
and the development of a «Modeling Agreement».
4. Analysis of the organization «from above» using the scheme of the value chain.

51. What does it mean to describe a business process?
1. Make a table of process operations
2. In the regulation on the division, indicate the list of process functions
3. Describe the inputs/outputs, technology, resources, and how the process is managed
4. Develop a graphic diagram of the process

52. How to describe business processes?
1. Make a list of functions included in each end-to-end process.
2. Starting the description from the top-level processes, and then detailing to a given level ("top-down").
3. By compiling a list of functions performed in all departments.
4. From the lower level - works performed by individual performers («bottom-up»).

53. A methodology for describing business processes is created for:
1. Standardization of work on the description of the processes of the organization.
2. Ensuring the application of a scientific approach to process modeling.
3. To effectively solve the problem of regulating business processes.
4. To report to higher management.

54. The methodology for describing business processes should be based on:
1. Recommendations of external consultants.
2. Existing forms of regulations on subdivisions.
3. Existing standards for describing business processes (IDEF0, IDEF3, ARIS notations, etc.).
4. Clear rules established within the organization.

55. The methodology for describing business processes should include:
1. Requirements for the structure and forms of presenting information about the progress and results of the process, the procedure for describing the process.
2. Basic requirements of modeling standards, such as IDEF0.
3. List of all processes of the organization.
4. A detailed description of all the nuances of modeling business processes using notations.

56. The methodology for describing business processes should be formalized as:
1. Recommendations of a general nature.
2. A template by which each process owner can describe his process
in accordance with established requirements.
3. A document containing a detailed description of project management techniques, information gathering, process description, etc.
4. Nothing needs to be formalized - there is already an ISO 9001:2000 standard, where all the requirements
indicated.

57. The description of business processes in the organization should be carried out:
1. A separate, specially dedicated unit of a small number.
2. External consultants.
3. Working group of the organization.
4.. Working groups for each process, working under the control of process owners and describing the process using a template.
5. Quality manager and his staff.

58. A reasonable term for describing an organization's business processes is:
1. 2-3 years.
2. 3-4 weeks.
3. 3-6 months.
4. The period set by the head of the organization.

59. Description of business processes is necessary for:
1. Subsequent regulation of processes, analysis and reorganization, management
processes.
2. Persuasion of the management of the organization in the need to purchase an ERP system.
3. Carrying out reengineering according to Hammer and Champi.
4. Business restructuring.

60. The following is responsible for the description and regulation of the business processes of the organization:
1. Quality manager.
2. Members of the working group.
3. The first person of the organization (General Director).
4. Project manager for the implementation of the process approach.

61. When describing business processes, interaction between departments is improved through:
1. Coordination of processes in terms of inputs and outputs and resources.
2. Holding meetings of working groups on processes.
3. Development of a reporting system for processes.
4. Indication of the responsibility of process owners.

62. When describing business processes, you need to achieve:

1. 100% compliance with real activity to the most detailed level consideration.
2. Satisfaction of the superior manager.
3. A given level of detail and reliability of the description.
4. Full compliance with the required form of the process regulation template and the given description detail.

63. The system of continuous improvement of business processes should be built on the basis of:
1. Detailed reporting of process owners on process costs (budgeting by process).
2. Methods of BSC Norton and Kaplan.
3. PDCA cycle for process control.
4. Management by Objectives (MBO).

64. The meaning of the PDCA cycle is:
1. In identifying and punishing the perpetrators of mistakes made during the process.
2. Creation of strict performance discipline and fear among employees to allow violations of regulations.
3. Determination of goals for process improvement and strict control over their achievement withtop management of the organization.
4. Managing the process based on facts by identifying the causes of deviations from the normal course of the process, the development and implementation of measures for theirelimination.
Continuous improvement of the business process.

65. The PDCA cycle of continuous business process improvement should be implemented through:
1. Organization and holding of quality days.
2. Orders and orders of the company's leaders.
3. Slogans placed in the most prominent places in the office of the organization and urging to improve the efficiency and quality of processes.
4. Regulations of the activities of managers (owners of processes) for management processes, process audit systems, motivation systems for managers from improving process performance through management leadership.

66. To manage a business process, you need:
1. Indicators of the effectiveness and efficiency of processes.
2. KPI of the process.
3. Indicators of process execution time.
4. Cost indicators for the process.

67. The effectiveness of the business process is:
1. Average process execution time.
2. The ratio of the actual result of the process to the planned one.
3. Process performance.
4. Compliance of the results of the process with the goals of the organization.

68. Business process efficiency is:
1. The ratio of the actual result of the process to the spent on it getting resources.
2. The sum of quality costs divided by the total cost of the process.
3. Percentage of product defects.
4. Unit cost of the product.

69. A comprehensive scorecard for managing each business process should include:
1. Process indicators, process product indicators, process customer satisfaction indicators.
2. Indicators of the percentage of defects.
3. Indicators required by ISO 9001:2000.
4. Indicators of process costs and process execution time.

70. Process indicators should include the following types of indicators:
1. Cost, time and technical indicators.
2. Quality indicators.
3. Indicators of achievement of the company's strategic goals.
4. Other indicators.

71. The normal value of a business process indicator is:
1. Quantitative value documented as planned
value (norm) of the indicator for a given period.
2. The value of the indicator, which does not differ by more than 5% from the planned value.
3. The average value of the indicator for a certain period.

72. The permissible deviation of the business process indicator is:
1. Deviation by no more than 5% of the standard value of the indicator.
2. Deviation, the damage from which is small.
3. Deviation, in which it is not necessary to report to the owner of the process.
4. Quantitative value, documented and representing the planned (normative) value of the deviation of the indicator from the normal value.

73. If the value of a business process indicator goes beyond the acceptable limits, the process owner must:
1. Fix the deviation and wait for how the state of the process will change further.
2. Increase the allowable limits and justify this increase to the superior
leadership.
3. Notify your superior immediately.
4. Fix the deviation, assess the possible damage, identify the cause of the deviation and develop corrective measures.

74. Corrective action is:
1. Activities to bring the process back to normal.
2. De-bonding of employees performing the process.
3. Administrative measures of a repressive nature in relation to the executors of the process.
4. Changing the planned indicators of the process.

75. When describing business processes, interaction between departments is improved through:
1. Coordination of processes in terms of inputs and outputs and resources.
2. Holding meetings of working groups on processes.
3. Development of a reporting system for processes.
4. Indication of the responsibility of process owners.

76. The business process owner is:
1) Employee responsible for the business process
2) An official who has resources at his disposal, manages the course of the business process and is responsible for the results and efficiency of the business process
3) Collegial process management body

4) A young, creative, proactive employee responsible for the result of the process
5) Department in which the process is predominantly performed

77. Business process indicators are:
1) KPI of the business process.
2) Cost indicators of the business process.
3) Quantitative and/or qualitative parameters calculated according to a certain methodology and characterizing the effectiveness and efficiency of the business process.
4) The goals of the process.

78. The main business processes are:
1) The processes most important to the organization.
2) Processes associated with material production.
3) The processes involved in creating value for the organization's customers.
4) Top-level processes.

79. Auxiliary business processes are:
1) Processes not related to material production.
2) Processes that provide the main processes with resources.
3) Processes of secondary importance.
4) Administration processes.

80. For each business process in the organization's process system:
1) More than one leader may be responsible.
2) The informal leader of the process team answers.
3) No one can answer, but it is important that the management of the organization receive information about the progress and results of the process.
4) One process owner should be responsible.

7.3.2. Intermediate certification

(formation of competence PC-2, indicators IPK-2.1, IPK-2.2, IPK-2.3, IPK-2.4, IPK-2.5, IPK-2.6, IPK-2.7, IPK-2.8, IPK-2.9, IPK-2.10)

1. Approaches to the management of the organization.
2. Characteristics of the process approach to management.
3. Business processes: basic concepts and definitions.
4. Classification of business processes.
5. The essence of business process reengineering.
6. Rules, features and methodology for identifying processes in an organization.
7. Methodology for documenting business processes.
8. The main consequences of business process reengineering.
9. Success conditions for business process reengineering.
10. Characteristics of business process modeling techniques.
11. Main business situations requiring reengineering intervention.
12. Requirements for the standards of the ISO 9000 series for the organization of business processes.
13. Comparative characteristics of «flat» and «volumetric» models of processes.
14. Features of the description of uncertain processes.
15. Analysis of business processes, measurement of their performance.
16. List the stages of business process reengineering.
17. The concept of the mission of the company. Give examples.
18. The relationship of the mission, vision, strategy of the company.
19. Monitoring and control of process parameters.

20. Designing business processes.
21. The essence of reverse engineering.
22. The essence of direct engineering.
23. Improvement of business processes.
24. Standardization of business processes.
25. Decomposition of processes.
26. Network of business processes of the organization.
27. Functional cost analysis of business processes.
28. The concept of Activity-Based Costing. Determining the cost costs for the performance of functions (processes).
29. Key indicators for evaluating the effectiveness of business processes.
30. The relationship between the allocation of business processes and financial accounting centers.
31. Process description methods: process map, network diagram.
32. Game methods of process control under uncertainty.
33. Statistical process control (SPC). Types of statistical control.
34. Traditional methods of statistical control.
35. Analysis of the stability and accuracy of processes.
36. Development of goals and key indicators for improving business processes
37. Basic methods of analysis and optimization of business processes
38. Technologies of analysis and optimization of the organizational structure.
39. Building horizontal interactions
40. Methods for optimizing horizontal interactions in the organizational structure