

Week	Date	Hour	Room		Theme	Chapters + reading	Lecturers
1	11.9.	15-17	G-112	L1	INTRODUCTION	1. BOOK I, PART I, The scope and evolution of business process management, pp. 37-80 2. BOOK I, PART II, BPMN 2.0 for Modeling Business Processes, pp. 219-250 3. Cherbakov et al. 2005, Impact of service orientation at the business level. IBM Systems Journal.	Esko Penttinen
	11.9.	17-19	G-112	L2			Ari-Pekka Pekari - IBM
	13.9.	8-10	G-112	H1	Exercise: Accenture 1		Antti Nurmi - Accenture
2	18.9.	15-17	G-112	L3	ALIGNMENT + GOVERNANCE + BPO	1. BOOK II, PART I, Strategic Alignment Maturity, pp. 5-43 2. BOOK II, PART II, The Governance of Business Processes, pp. 311-332 3. BOOK II, PART II, The Process of Business Process Management, pp. 351-380 4. BOOK II, PART II, Business Process Outsourcing: Learning from Cases of a Global Offshore Outsourcing Provider, pp. 443-470 5. Lacity et al. 2011, Business process outsourcing studies: a critical review and research directions. Journal of Information Technology.	Esko Penttinen
	18.9.	17-19	G-112	L4			Tuomas Kotilainen & Sami Karttunen - PWC
	20.9.	8-10	G-112	H2	Case: Finncontainers		Maija Tenhunen - Tieto
3	25.9.	15-17	G-112	L5	METHODS	1. BOOK I, PART II, Six Sigma and Business Process Management, pp. 127-146 2. BOOK I, PART II, Business Process Model Abstraction, pp. 147-166 3. BOOK I, PART II, Business Process Simulation Survival Guide, pp. 337-370 4. Jarvenpaa & Stoddard 1998, Business process redesign: radical and evolutionary change. Journal of Business Research. 5. Caron et al. 1994, Business reengineering at CIGNA corporation: experiences and lessons learned from the first five years. MIS Quarterly. 6. Hammer 1990, Reengineering work: don't automate, obliterate. Harvard Business Review. 7. Kotter 1995, Leading change: why transformation efforts fail. Harvard Business Review.	Esko Penttinen
	25.9.	17-19	G-112	L6			Benjamin Loffler - UPM
	27.9.	8-10	G-112	H3	Case: OpusCapita		Petri Karjalainen & Henri Wiik - OpusCapita
4	2.10.	15-17	C-350	L7	PEOPLE + CULTURE	1. BOOK II, PART III, Culture in Business Process Management: How Cultural Values Determine BPM Success, pp. 649-664 2. BOOK II, PART III, Cultural Change in Process Management, pp. 665-692 3. Rinta-Kahila et al. 2016, Unfolding the types of organizational inertia in information systems adoption. HICSS 2016.	Esko Penttinen & Tapani Rinta-Kahila
	2.10.	17-19	C-350	L8			Janne Jalava - IBM
	4.10.	8-10	G-112	H4	Exercise: Accenture 2		Janne Ahonen - Accenture
5	9.10.	15-17	G-112	L9	IT	1. BOOK I, PART III, The Role of Information Technology in Business Process Management, pp. 421-444 2. Marston et al. 2011, Cloud computing - the business perspective. Decision Support Systems.	Esko Penttinen
	9.10.	17-19	G-112	L10			Anne Kahelin - Tieto
	11.10.	8-10	G-112	H5	Exercise: Accenture 3		Janne Ahonen - Accenture
6	16.10.	15-17	G-112	L11	SUMMARY + PRESENTATION S		Esko Penttinen
	16.10.	17-19	G-112	L12			Students
	18.10.	8-10	G-112	H6	No class		