Business and Management

Business Process Optimization Certificate Program

Accelerate Your Career

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Improve Your Career Options with a Professional Certificate

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Business Process Optimization Certificate Program

In recent years, organizations have been bombarded with a host of business improvement philosophies and methods, each with its own champions and critics. These methods, ranging from TQM to Lean and Six Sigma, when used in the right way and on the right projects, can drive rapid and sustainable improvement across an organization. When used incorrectly on the wrong projects, however, these same methods can result in sub-optimization and little, if any, improvement in overall, long-term economic performance. What is needed and required is a conceptual framework within which to consider the large numbers of choices available about how to improve – a business improvement framework, aligned with the company’s vision and strategic goals and specifically tailored to its organizational needs, to guide the planning, deployment and optimization of its critical business processes.

Equally needed, Business Process Optimization provides guidance on what to improve. Through the systematic identification of key value streams and business processes, the framework allows for the selection of business improvement programs and initiatives that will yield the greatest leverage and return on the organization’s business improvement investment.

This flexible Business Process Optimization framework provides the core foundation that allows an organization to identify its important business processes, evaluate their performance, establish improvement goals in accordance with its unique business needs, choose the right tools and methods to achieve those goals, and monitor the deployment and effectiveness of the resultant efforts.

By taking a systems view of the business processes in an organization, the program offers a comprehensive, yet flexible solution to ensure that any organization could be better positioned to meet its challenges of quality on time, within budget and with confidence.

Who Should Attend
- Business process/process improvement practitioners
- Change leaders
- Project managers
- Process managers
- Business analysts
- Middle-level managers who are new to process work but wish to advance their careers by taking on greater responsibilities
- Entrepreneurial professionals who are not tied to large organizations

Certificate Requirements
A certificate is awarded upon completion of five (5) required courses and two (2) elective courses for a total of 15 units with a grade of “C” or better. All requirements must be completed within five (5) years after the student enrolls in his/her first course. Students not pursuing the certificate program are welcome to take as many individual courses as they wish.

Complete Certificate Program Online

For more information:
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Program Benefits

- Demonstrate an understanding of the business side of process optimization to allow for better selection of business improvement projects
- Identify, define and embed critical business improvement mindsets and behaviors needed for reinforcing business process optimization efforts
- Design and deploy a business process optimization framework
- Engage in critical thinking and problem solving with creativity and innovation
- Cultivate your interpersonal, communication, leadership and team-building skills to successfully reinforce business process optimization efforts
- Develop strategies for organizational transformation through the adoption and implementation of new business improvement methodologies
- Monitor, evaluate and quickly respond to business process improvement outcomes in terms of performance, impact and sustainability

Required Courses

Introduction to Business Process Optimization
MGMT X410.50 (2.5 units)
Understand the components of the Business Process Optimization (BPO) framework and build an awareness of the methodologies, tools and models that serve as its core elements. You will be introduced to business process architectures, process maturity models, business improvement standards such as ISO 9001 and ISO 14001 and business improvement methodologies such as Lean and Six Sigma. You will also be introduced to the key steps involved in building a BPO framework that satisfies the needs of your organization. Other courses in this certificate program will build on these elements of the BPO framework while developing your capabilities to design, deploy and sustain a comprehensive and effective business process optimization program.

Linking Strategy to Business Process Optimization
MGMT X410.51 (3.0 units)
Building on the concepts developed in MGMT X410.50, this course will provide the linkage between business improvement practitioners and middle managers and the organization’s senior leadership team. Many business improvement initiatives fail because of a lack of alignment, or even misalignment, with the organization’s strategic plan and objectives. Focused improvement in one area does not guarantee optimization of the organization as a whole, and in some cases may result in sub-optimization. Designed primarily for middle managers and business improvement practitioners, this course will introduce the fundamentals of strategic planning as it relates to business process optimization. Primary focus will be on strategy creation, mapping and alignment, and performance dashboard design and use within the context of the Business Process Optimization (BPO) framework introduced in MGMT X410.50, Introduction to Business Process Optimization.

Business Process Management
MGMT X410.52 (2.5 units)
Business Process Management (BPM) is essentially systems engineering applied to your organization’s business processes. Learn how to use BPM to support your organization’s strategy, how to develop a process architecture for the business, how to flowchart and model your business processes, how to assess process maturity and set targets for improvement, and how to plan and sustain a

On-Site Training

Bring this program to your workplace. Through Corporate Training, we can deliver this program or customize one that fits your company’s specific needs. Visit extension.uci.edu/corporate or call (949) 824-1847 for information.
rollout for BPM. Learn about the essential elements needed to create a business process scorecard for measuring process maturity, and how to use the scorecard to align process maturity performance targets with the organization’s strategic objectives.

Organizational Transformation
MGMT X410.53 (2.0 units)
While business process optimization can be deployed at any level within an organization, it is most effective when associated with a focused organizational transformation. The challenge, however, is that few organizations really understand what it means to “transform” the organization, or how to do it effectively. This course will define what is meant by organizational transformation, the principals involved, and the methods and tools available to help an organization design, deploy and guide its transformation initiative. The use of BPO concepts and methods to align and support the transformation will be emphasized.

Organizational Behavior for Business Process Optimization
MGMT X410.54 (2.0 units)
The focus of most business process improvement programs is on tools and methodologies, and yet competency in these elements only contributes about 25% to the sustained success of the initiative. Much more important are the mindsets and behaviors that determine the levels of engagement and participation within the workforce. Examine models and methods for predicting and positively shaping employees’ response to business process improvement efforts. Classical and current theories of motivational theory and human behavior will be explored and applied to the BPO framework. The integral model and affirmative inquiry will be used to explore the key elements that guide individual and collective behavior in organizational settings. Finally, explore how mindsets guide behaviors, and how behaviors can be used to shape the culture towards attitudes that reinforce and support, rather than resist, organizational change.

Elective Courses (Choose Two)

Business Process Auditing and Assessment
MGMT X410.55 (1.5 units)
Modern business systems depend on relevant, timely and accurate data to provide the information needed to both report and prioritize actions focused on process optimization. Much of this data, however, is subjective, or subject to selective use and reporting. In addition, key performance management tools such as business process maturity models rely on self-assessment and reporting of maturity levels as a basis for action. Finally, many customers, shareholders, government agencies and other stakeholders require periodic assessment of an organization’s capabilities and reporting as an element of proper governance. Focus on the essential steps required to evaluate and assess organizational performance in terms of process effectiveness. Learn the essentials of planning and conducting process-based audits to determine the effectiveness of business processes and reporting the results in a way that encourages timely, thorough corrective action. Learn how to perform an evaluation of process maturity given a set of business process criteria.

Failure Mode and Effect Analysis
MGMT X410.56 (1.5 units)
Optimizing processes is one thing, keeping them optimized is another. While Failure Mode and Effects Analysis (FMEA) is most commonly used as a tool to help identify the root cause of a problem or issue, its more powerful application is in the proactive identification of risk before problems occur, and systematic implementation of controls to minimize the risk or prevent the causal factors that can lead to sub-optimization. Learn how to plan, conduct and maintain FMEAs of your most critical business processes. Once mastered, these skills will then be available for use on any type of business challenge or opportunity where a systematic and disciplined approach to risk identification, mitigation and adaptation is required.

Designing and Deploying Performance Dashboards for BPO
MGMT X410.59 (1.5 units)
Performance dashboards are central components of the BPO framework and are the primary means of monitoring an organization’s performance in executing its strategy. Investigate leading practice in the design and implementation of performance dashboards at the strategic, tactical and operational levels, and play leading roles in the development or improvement of performance dashboards within your organizations.
Advisory Committee

- **Mark Angelo**, Director C-17 GISP Operations & Site Lead, The Boeing Company
- **Dan Jarmel**, Senior Staff, Quality, Safety & Mission Assurance, Northrop Grumman Corporation
- **Pat Johnson**, President, JVE Corporation
- **Joe Kausek**, Director of Business Improvement and Total Quality Assurance, Ma’aden – Global Mining Company (based in Saudi Arabia)
- **Ann Phillips**, Quality Manager, Investigations, British Petroleum
- **Susan Schumer-Lurie**, National Director of Quality Alliance Healthcare Services
- **Ty Smith**, Sector Director, Product Quality, Northrop Grumman Corporation
- **Ed Spaulding**, Global Master Black Belt, Kraft Foods

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