B.Com 4KI3 (CO1)
Business Process Management
Fall 2019 Course Outline

Information Systems
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

- This course enables students to learn about the methodologies used business process management and related information technologies in support of process innovation. Students learn about the state-of-the-art techniques used in support of business process redesign. These techniques, learned through hands-on practice with SAP Business ByDesign and ARIS design and simulation software, for efficient and effective use of information technology in Small & Medium size Enterprises of business operations.

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Monday 11:30-2:20PM
Class Location: KTH-107

Instructor: **Dr. Ali R. Montazemi**
montazem@mcmaster.ca
Office: DSB 422
Office Hours: before class
Tel: (905) 525-9140 x27434

TA: **Mr. Mehmet Akgul**
akgulm@mcmaster.ca
Office hours: Mondays 9:30-11:30
TSH 602

Course Website: http://avenue.mcmaster.ca

COURSE ELEMENTS

Credit Value:	3	Team skills:	Yes	IT skills:	Yes	Global:	Yes
Avenue:	Yes	Verbal skills:	Yes	Numeracy:	No	Political:	No
Participation:	Yes	Written skills:	Yes	Innovation:	Yes	Social:	Yes
Evidence-based:	Yes	Experiential:	No	Final Exam:	Yes	Guest speakers:	Yes

COURSE DESCRIPTION

In the face of intense competition and other business pressures on organizations, quality initiatives and continuous, incremental process improvement, though still essential, will no longer be sufficient. Radical levels of change require powerful information technology tools to facilitate the fundamental redesign of work. This course is taught through the case-method,

readings, lectures, videos, workshops and a number of hands-on use of software including SAP, and ARIS.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Assess companies' e-business requirements and strategies
- Begin leading effective innovation and organizational business process renewal
- Integrate business strategies with the e-business to create value for the organization.
- Manage information and knowledge processes successfully
- Manage the process of organizing for value strategically

REQUIRED COURSE MATERIALS AND READINGS

Book 1: Mathias Kirchmer, 2017. "High Performance Through Business Process Management: Strategy Execution in a Digital World," Third Edition, Springer (Download from Mac eLibrary). https://link-springer-com.libaccess.lib.mcmaster.ca/book/10.1007%2F978-3-319-51259-4	$Free
Book 2: Steven De Haes and Wim Van Grembergen, 2015. "Enterprise Governance of Information Technology: Achieving Strategic Alignment and Value," **Second Edition**, New York, USA: Springer (Download from Mac eLibrary). http://link.springer.com.libaccess.lib.mcmaster.ca/book/10.1007%2F978-3-319-14547-1	$Free
Book 3: Association of Business Process Management Professionals, 2013, "Guide to the Business Process Management Body of Knowledge (BPM CBOK®). You can download it free by becoming the member of the association. The student annual membership is $40. See http://www.abpmp.org/?page=Join_ABPMP	*$40.00*

OPTIONAL COURSE MATERIALS AND READINGS

• IT Governance Using COBIT and Val IT: http://www.isaca.org/Knowledge-Center/Academia/Pages/IT-Governance-Using-COBIT-and-Val-IT.aspx	$Free
• Von Brocke, J., and Rosemann, M. 2010. Handbook on Business Process Management. Berlin, Germany: Springer (Downloadable from McMaster eLibrary).	$Free
• Process Excellence Network www.processexcellencenetwork.com	$Free
• **SAP Community Network http://scn.sap.com**	$Free
• **ISACA student membership www.isaca.org/students**	$25

EVALUATION

Learning in this course results primarily from in-class discussion and participation of comprehensive business cases and literature surveys. The balance of the learning results from the lectures on BPM and IT Governance concepts, from related readings, and from researching your presentations, cases, hands-on assignments, simulation decisions, and projects. All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases group members will share the same grade. Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments will be penalized 1% for each day they are late. Your final grade will be calculated as follows:

Components and Weights

COMPONENT		%
Midterm exam	Closed-book exam of the chapters covered (Individual) Saturday Oct 26, 11:30-14:30, DSB AB102	25
Final exam	Closed-book exam of the chapters covered after midterm (Individual)	25
Class Participation	(Individual)	10
Case study analysis	(Group)	5
Presentation of one Chapter from Book 3	3% presentation, 7% content (Group)	10
Assignment 1	ARIS Process Modeling (Individual)	5
Assignment 2	SAP ByDesign Inventory and Procurement Management	4
Assignment 3	SAP ByDesign Material Requirement Planning (Individual)	4
Assignment 4	SAP ByDesign Sales Force (Individual)	4
Assignment 5	SAP ByDesign Human Resources and Service Management (Individual)	4
Assignment 6	Managing Internal Value Chain with SAP ByDesign (Summary) (Individual)	4
Total		100

Communication and Feedback

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants.

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Course Deliverables

PARTICIPATION: Class participation is highly encouraged. A primary learning vehicle for this class is discussions between students. Your discussion must be well grounded based on the course materials (i.e., **you must show that you have studied the assigned chapters for that week**). Assessment of participation is done weekly for each class. Students who arrive 15 minutes after the class starts would receive zero participation for that week.

Name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for every class.

Since student participation is an important component of this course, official McMaster student ID photographs will be used to ensure that each student is assessed accurately. The instructor will use the photograph to ensure the accuracy of participation marks, group work, and for identifying students for grading purposes

MIDTERM EXAM: Closed-book exam of the covered chapters midterm.

FINAL EXAM: Closed-book exam of the covered chapters after midterm

CASE STUDY ANALYSIS: You are expected to reflect on your course reading materials in analyzing the case studies. The case studies are group work. As such, **ALL group members** should be involved in preparing the analyses of the cases. To assess such participation, questions will be asked in class related to the course from individuals for grading. **Submit your PowerPoint presentation materials to the pertinent Avenue drop-box per schedule of deadlines in order to be considered for grading.** Otherwise your group receive no grade. **Furthermore, to receive grade, each group member should be present in class and be able to defend his/her analyses. The presentation should be limited to 30 minutes.** Group members who are absent at the time of presentation receive zero.

❖ **Assess the case in terms of**:
  o What was the issue/problem?
  o How did they go about resolving the problem? Analyze it based on the course materials covered.
  o Based on the materials covered in the course, is there anything that they could have done better?
  o The presentation should be less than 30 minutes.

The following cases will be assigned to different groups.

A. UPS
B. Using BPM to Drive Clinical Intelligence and Process Oversight in the Acute Healthcare Setting
C. Samsung Heavy Industries, Korea
D. Nokia Siemens Networks, UAE
E. Fiberhome Telecommunication

    F.   Aera Energy
    G. Elevation Credit Union
    H. Pearson

- **Hands-on Assignments**
  Hands-on assignments will be assessed according to the completeness of the work submitted. Students that miss any hands-on assignment conducted in class receive zero for that assignment.

- **Presentation of a Chapter of Book 3:** You are required to do study the assigned chapter of the Book 3 and present it in class. Every presentation should include a PowerPoint. You are required to **upload your presentation** to the pertinent drop-box on Avenue at least 24 hours before the scheduled time of your presentation (**as per the table at the end of this course outline**). Grading will emphasize the quality of depth of understanding of the chapter materials, but will also include professionalism, organization, and clarity of expression. Oral presentation will be graded individually for each member of the group. Group members who are absent at the time of presentation receive zero. **The presentation should be limited to 30 minutes.**

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at;

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

In this course we will be using X*. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure please discuss this with the course instructor.

X* = e-mail, LearnLink, WebCT, web pages, capa, Moodle, ThinkingCap, etc

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroote website at the link below;

http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/

STUDENT ACCESSIBILITY SERVICES

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca.
For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:
http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

POTENTIAL MODIFICATION TO THE COURSE

The instructor reserves the right to modify elements of the course during the term. There may be changes to the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

The University reserves the right to change the dates and deadlines for any or all courses in extreme
Circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.
McMaster Research Ethics Board (General board): https://reo.mcmaster.ca/
Hamilton Integrated Research Ethics Board (Medical board): http://www.hireb.ca/

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4KI3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

	COURSE SCHEDULE

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WEEK	DATE	TOPIC	STUDY	EVENT
1	Sept. 9	Business Processes & Enterprise Systems		
2	Sept. 16	Business Process Management	Book 1: Chapters 1&2	
3	Sept. 23	Process execution	Book 1: Chapter 3&4	Assignment 1: Hands-on with ARIS
4	Sept. 30	IT enabling process execution & change management	Book 1: Chapter 5&6	**1. Invited Guest Speaker**: Mr. **Carlos Cabrero, TELUS**
5	Oct. 7	Business process governance and reference models	Book 1: Chapters 7	1. Deadline for assignment 1 at 10:00am 2. Assignment 2: Hands-on with SAP ByDesign Inventory and Procurement Management. 3. Group H Case study presentation
6	Oct. 14	*Midterm recess*		
7	Oct 21	Value-driven BPM	Book 1: Chapters 8&9	1. Deadline for assignment 2 at 10:00am 2. Assignment 3: Hands-on with SAP ByDesign Material Requirement Planning. *3. Group G Case study presentation*
8	Oct. 28	Process of process management	Book 1: Chapter 10&11	1. Deadline for assignment 3 at 10:00am 2. Assignment 4: Hands-on with SAP ByDesign Sales Force *3. Group F Case study presentation*
9	Nov. 4	Enterprise Governance of IT, Alignment and Value	Book 2: Chapter 1	1. Deadline for assignment 4 at 10:00am 2. Assignment 5: Hands-on with SAP ByDesign Human Resources 3. Group E Case study presentation
10	Nov. 11	Enterprise Governance of IT	Book 2: Chapter 2 Discuss: Enterprise Governance of IT at KLM	1. Deadline for assignment 5 at 10:00am **2. Invited Guest Speaker: Mr. Guy Pearce, consultant** 3. Group D Case study presentation
11	Nov. 18	Business/IT Alignment	Book 2: Chapter 3 Discuss:	1. Assignment 6: Managing Internal Value Chain with SAP ByDesign (Summary) 2. Group C Case study presentation
12	Nov. 25	COBIT as a Framework for Enterprise Governance of IT	Book 2: Chapters 5	1. Deadline for assignment 6 at 10:00am 2. Group B Case study presentation 3. Group A Case study presentation
13	Dec. 2	Book 3 presentation		

Note:

Book 1: Mathias Kirchmer, 2017. "High Performance Through Business Process Management: Strategy Execution in a Digital World," Third Edition, Springer.

Book 2: Steven De Haes and Wim Van Grembergen, 2015. "Enterprise Governance of Information Technology: Achieving Strategic Alignment and Value," Second Edition, New York, USA: Springer (Download from Mac eLibrary).

Book 3: Association of Business Process Management Professionals, 2013. "Guide to the Business Process Management Body of Knowledge (BPM CBOK®).