

**B.Com 4KI3
Business Process Management
Winter 2021 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

Course Instructor	TA
Mr. Mehmet Akgul	Mrs. Kimia Ansari
akgulm@mcmaster.ca	ansark1@mcmaster.ca
Office Hours: By Appointment	Office Hours: TBA

Class Meeting Times and Locations for *Synchronous* Sessions: Friday Fr 11:30AM-13:30PM. All of the synchronous sessions will be recorded. All communication will be through course Avenue.

The components of course are delivered through two modes of *Synchronous* and *Asynchronous* presentations as follows.

The Synchronous Delivery:

Live case study analyses delivered through Zoom on Fridays between 11:30AM-13:30PM. Students that join the Zoom presentations have opportunity to ask questions via Zoom chat regarding the covered chapters for that week and/or assignments.

The Asynchronous Delivers:

The video presentation of the class meeting and the PowerPoint slides, and the videos for the assignments will be posted on Avenue weekly.

INSTRUCTORS AND CONTACT INFORMATION

For questions about the assignments, please contact: Mrs. Kimia Ansari (ansark1@mcmaster.ca)

For all other inquiries about the course, contact the Course Instructor.

Students corresponding 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.

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

<p>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</p>	\$Free
<p>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</p>	\$Free
<p>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_ABMP</p>	\$40.00
OPTIONAL COURSE MATERIALS AND READINGS	
<ul style="list-style-type: none"> • IT Governance Using COBIT and Val IT: http://www.isaca.org/Knowledge-Center/Academia/Pages/IT-Governance-Using-COBIT-and-Val-IT.aspx 	\$Free
<ul style="list-style-type: none"> • Von Brocke, J., and Rosemann, M. 2010. Handbook on Business Process Management. Berlin, Germany: Springer (Downloadable from McMaster eLibrary). 	\$Free
<ul style="list-style-type: none"> • Process Excellence Network www.processexcellencenetwork.com 	\$Free
<ul style="list-style-type: none"> • SAP Community Network http://scn.sap.com 	\$Free
<ul style="list-style-type: none"> • 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		%
Webinar/Paper Analysis	9 Webinars/Papers each 5% (Group)	45
Class Participation	Comments for presentations and Class participation (Weekly - each 1 %) - (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)	10
Assignment 2	SAP ByDesign Inventory and Procurement Management (Individual)	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. After each presentation, you should immediately provide feedback about the presentation to get participation mark. Students who misses the presentations and couldn't submit feedback would receive zero participation for that week.

You must enter your **full first and last name** while connecting to the zoom meeting.

WEBINAR/PAPER ANALYSIS: You are expected to reflect on your course reading materials in analyzing the webinars/papers. For each webinar/paper you should provide answers to the supplied questions and submit your report by the due date to Avenue. **Your report should not only provide facts but also detailed analysis and explanation for each of the question provided.** The report shouldn't exceed 5 pages –double spaced. The webinar/paper analysis studies are group work. As such, **ALL** group members are expected to participate in preparing the analyses. On the cover page of the report indicate the name of the group members, and % of the effort each member spent in preparing the report. The grade will be proportional to the % effort of each member.

The following webinars/papers can be accessed from ABPMP website (https://www.abpmp.org/page/webinar_presentation):

- Business Analysis, Business Process, Business Architecture: Career Architecture for an Evolving Economy
- Simulation Modeling
- Making Change Sustainable: The People Variable In Change
- Process-led Digital Transformation in an Insurance Company
- Measuring Business Processes
- Best Practices in BPM
- Process Improvement in Healthcare
- Enterprise Governance of IT at KLM (Book 2)
- Plan for successful system implementation (Paper – Will be uploaded to Avenue)

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 20 minutes.** Group members who are absent at the time of presentation receive zero.

❖ **Assess the case in terms of:**

- What was the issue/problem?
- How did they go about resolving the problem? Analyze it based on the course materials covered.
- Based on the materials covered in the course, is there anything that they could have done better?
- The presentation should be less than 20 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.

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/misled-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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Information Systems
Winter 2021 Course Schedule**

WEEK	DATE	TOPIC	STUDY	EVENT
1	Jan. 15	Business Processes & Enterprise Systems		
2	Jan. 22	Business Process Management	Book 1: Chapters 1&2	1. Submit Answers to the Questions for: Business Analysis, Business Process, Business Architecture: Career Architecture for an Evolving Economy at 11:59pm
3	Jan. 29	Process execution	Book 1: Chapter 3&4	1. Assignment 1: Hands-on with ARIS 2. Submit Answers to the Questions for: Simulation Modeling at 11:59pm
4	Feb. 5	IT enabling process execution & change management	Book 1: Chapter 5&6	1. Submit Answers to the Questions for: Making Change Sustainable: The People Variable In Change at 11:59pm
5	Feb. 12	Business process governance and reference models	Book 1: Chapters 7	1. Deadline for hands-on assignment 1 at 10:00am 2. Submit Answers to the Questions for: Process-led Digital Transformation in an Insurance Company at 11:59pm 3. Assignment 2: Hands-on with SAP ByDesign Inventory and Procurement Management. 4. Group H Case study presentation 5. Group G Case study presentation
6	Feb. 19	<i>Midterm recess</i>		
7	Feb 26	Value-driven BPM	Book 1: Chapters 8&9	1. Deadline for hands-on assignment 2 at 10:00am 2. Submit Answers to the Questions for: Measuring Business Processes at 11:59pm 3. Assignment 3: Hands-on with SAP ByDesign Material Requirement Planning. 4. Group F Case study presentation 5. Group E Case study presentation
8	Mar. 5	Process of process management	Book 1: Chapter 10&11	1. Deadline for hands-on assignment 3 at 10:00am 2. Submit Answers to the Questions for: Best Practices in BPM at 11:59pm 3. Assignment 4: Hands-on with SAP ByDesign Sales Force 4. Group D Case study presentation 5. Group A Case study presentation

9	Mar. 12	Enterprise Governance of IT, Alignment and Value	Book 2: Chapter 1	<ol style="list-style-type: none"> 1. Deadline for hands-on assignment 4 at 10:00am 2. Submit Answers to the Questions for: Process Improvement in Healthcare at 11:59pm 3. Assignment 5: Hands-on with SAP ByDesign Human Resources 4. Group C Case study presentation 5. Group B Case study presentation
10	Mar. 19	Enterprise Governance of IT	Book 2: Chapter 2	<ol style="list-style-type: none"> 1. Deadline for assignment 5 at 10:00am 2. Submit Answers to the Questions for: Enterprise Governance of IT at KLM at 11:59pm 3. Book 3 presentations: Group A and B
11	Mar. 26	Business/IT Alignment	Book 2: Chapter 3	<ol style="list-style-type: none"> 1. Assignment 6: Managing Internal Value Chain with SAP ByDesign (Summary) 2. Submit Answers to the Questions for: Plan for successful system implementation at 11:59pm 3. Book 3 presentations: Group C and D
12	Apr. 2	<i>Good Friday</i>		
13	Apr. 9	Book 3 presentations		<ol style="list-style-type: none"> 1. Deadline for hands-on assignment 6 at 10:00am 2. Book 3 presentations: Group E,F,G and H