

**B.Com 4KI3
Business Process Management
Fall 2022 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	TAs
Dr. Ali Reza Montazemi montazem@mcmaster.ca	Ms. Fatemeh Navazi navazif@mcmaster.ca
Office Hours: By Appointment	Office Hours: TBA

In-Person Class Meeting Times and Locations Sessions: Mondays 12:30-2:30, T13 105
Lectures, students' presentation, and Final case analyses

Zoom link for synchronous virtual meetings: <https://mcmaster.zoom.us/j/94422618329>

The Asynchronous Delivers:

The videos for the hands-on assignments will be posted on Avenue weekly. The Webinars are posted on https://www.abmp.org/page/webinar_presentation.

All communication will be through course Avenue.

INSTRUCTORS AND CONTACT INFORMATION

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 uses of software including SAP, and ARIS.

This course is designed as a “Flipped-Classroom”: Students learn fundamental knowledge prior to class through an online component, and in-class becomes an interactive learning environment with the instructor guiding students as they apply and engage with the content.

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).</p>	\$Free

<p>http://link.springer.com.libaccess.lib.mcmaster.ca/book/10.1007%2F978-3-319-14547-1</p> <p>Webinars: You can download them free by becoming the member of the association. The student annual membership is \$40. See http://www.abpmp.org/?page=Join_ABPMP</p>	<p>\$40.00</p>
<p>OPTIONAL COURSE MATERIALS AND READINGS</p>	
<ul style="list-style-type: none"> • Clayton et al., 2016, “Competing against luck: the story of innovation and customer choice”. • Association of Business Process Management Professionals, 2019, “Guide to the Business Process Management Body of Knowledge (BPM CBOK® 4). 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 • IT Governance Using COBIT and Val IT: http://www.isaca.org/Knowledge-Center/Academia/Pages/IT-Governance-Using-COBIT-and-Val-IT.aspx • Process Excellence Network www.processexcellencenetwork.com • SAP Community Network http://scn.sap.com • ISACA student membership www.isaca.org/students 	<p>\$Free</p> <p>\$Free</p> <p>\$Free</p>

EVALUATION

Learning in this course results primarily from in-class discussion and participation of comprehensive business cases. 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, and simulation decisions. All work will be evaluated on an individual basis. 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		%
Webinars Analysis	(Group)	10
Class Participation	Comments for presentations and Class participation (Weekly - each 1 %) - (Individual)	10
Case Study Analysis	(Group)	10
Assignment 1	ARIS Process Modeling (Individual)	10
Assignment 2	SAP ByDesign Inventory and Procurement Management (Individual)	5
Assignment 3	SAP ByDesign Material Requirement Planning (Individual)	5
Assignment 4	SAP ByDesign Sales Force (Individual)	5
Assignment 5	SAP ByDesign Human Resources and Service Management (Individual)	5
Assignment 6	SAP Artificial Intelligence (Individual)	5
Quiz	Multiple-choice/True-False questions covering the chapter materials and class discussion.	15
Final Case Study	Group case analyses in class	20
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.

WEBINAR ANALYSIS: You are expected to reflect on your course reading materials in analyzing the assigned webinar. The assigned webinar analyses is a group work. As such, **ALL group members** should be involved in preparing the presentation and preparation of pertinent materials. To assess such participation, questions will be asked in class 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 and/or pertinent questions asked. The presentation should be limited to 40 minutes.** Group members who are absent at the time of presentation receive zero. The grading structure is as follows:

- i. Quality of analyses:
 - a. Reciting the content of the Webinar without understanding of the course materials: (3/10)
 - b. Reciting the content of the Webinar with support/understanding of the course materials: (8/10)
 - c. Reciting the content of the Webinar with support/understanding of the course materials and other materials (e.g., ABPM CBOK): (10/10)
- ii. Submit your PowerPoint presentation to the pertinent Avenue drop-box (By Monday 12:00pm) that will be used for professional presentation by each group member in class (20%)
- iii. Satisfactory response from each group member to the questions raised in class. (20%)
- iv. Prepare 10 multiple-choice and True/False questions (20%).
 - a. Submit the Word File (by Monday 12:00pm) that describe the **answer** and **rationale for each question** in a couple of paragraphs. The quality of questions and your rationale determine the pertinent grade. Please, upload the word file to the Avenue (one upload per group).
 - b. You also need to present these questions in class for the benefit of other students, through platforms such as kahoot.com

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

1. Group A: Business Analysis, Business Process, Business Architecture: Career Architecture for an Evolving Economy (September 25, 2019)
2. Group B: Simulation Modeling (March 24, 2016)
3. Group C: Making Change Sustainable: The People Variable in Change (April 19, 2017)

4. Group D: Process-led Digital Transformation in an Insurance Company (July 15, 2020)
5. Group E: Measuring Business Processes (August 19, 2020)
6. Group F: Best Practices in BPM (March 25, 2020)
7. Group G: The Evolving Role of Process Professionals (April 21, 2021)
8. Group H: Did You Forget Your Customers? Then Forget Business Transformation! (February 12, 2020)

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 (Monday 12:00 PM) 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 limited to 40 minutes.

❖ The grading structure is as follows:

❖ Quality of analyses:

- Analysing the content of the Case without understanding of the course materials: (3/10)
- Analysing the content of the Case with support/understanding of the course materials: (8/10)
- Analysing the content of the Case with support/understanding of the course materials and other materials (e.g., ABPM CBOK): (10/10)

❖ Submit your PowerPoint presentation to the pertinent Avenue drop-box (By Monday 12:00pm) that will be used for professional presentation by each group member in class (30%)

❖ Satisfactory response from each group member to the questions raised in class. (70%)

❖ **The following cases can be accessed through Avenue.**

1. Group A: UPS: Building a process Thinking culture
2. Group B: Royal Philips – IT Department

3. Group C: Concentra Analytics: Putting Process Framework into Action
4. Group D: Building a Resilient Logistic Network
5. Group E: SWORD Group: Process Framework and Gap Analysis
6. Group F: How Human Connections Support Digital Transformation at General Electric
7. Group G: Elevation Credit Union (also see:
https://www.youtube.com/watch?v=8FaEFSNcnHs&ab_channel=APQC)
8. Group H: Knowledge Management at Berry Appleman & Leiden LLP

HANDS-ON ASSIGNMENTS: Hands-on assignments will be assessed according to the completeness of the work submitted.

Quiz: (Week 11) in-class: 70 Multiple-choice/True-False questions covering the chapter materials and class discussion.

Final Case Analyses (Week 12) in-class: You are expected to reflect on your course reading materials and class discussion/presentations in analyzing the final case study in class.

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

**B.Com 4KI3
Information Systems
Fall 2022 Course Schedule**

WEEK	DATE	TOPIC	STUDY	EVENT
1	Sept. 12	Business Processes & Enterprise Systems		
2	Sept. 19	Business Process Management	Book 1: Chapters 1&2	1. Group A present: Business Analysis, Business Process, Business Architecture: Career Architecture for an Evolving Economy
3	Sept. 26	Process execution	Book 1: Chapter 3&4	1. Assignment 1: Hands-on with ARIS 2. Group B present: Simulation Modeling
4	Oct. 3	IT enabling process execution & change management	Book 1: Chapter 5&6	1. Group C present: Making Change Sustainable: The People Variable In Change
5	Oct. 10	Midterm Recess		
6	Oct. 17	Business process governance and reference models	Book 1: Chapters 7	1. Deadline for hands-on assignment 1 at 12:00pm 2. Group D present: Process-led Digital Transformation in an Insurance Company 3. Assignment 2: Hands-on with SAP ByDesign Inventory and Procurement Management. 4. Group H Case study presentation 5. Group G Case study presentation
7	Oct. 24	Value-driven BPM	Book 1: Chapters 8&9	1. Deadline for hands-on assignment 2 at 12:00pm 2. Group E present: Measuring Business Processes 3. Assignment 3: Hands-on with SAP ByDesign Material Requirement Planning. 4. Group F Case study presentation
8	Oct. 31	Process of process management	Book 1: Chapter 10&11	1. Deadline for hands-on assignment 3 at 12:00pm 2. Group F present: Best Practices in BPM 3. Assignment 4: Hands-on with SAP ByDesign Sales Force 4. Group E Case study presentation 5. Group D Case study presentation

9	Nov. 7	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 12:00pm 2. Group G present: Process Improvement in Healthcare 3. Assignment 5: Hands-on with SAP ByDesign Human Resources 4. Group C Case study presentation 5. Group B Case study presentation
10	Nov. 14	Enterprise Governance of IT	Book 2: Chapter 2	<ol style="list-style-type: none"> 1. Deadline for assignment 5 at 12:00pm 2. Assignment 6: SAP Artificial Intelligence 3. Group H present: Did You Forget Your Customers? Then Forget Business Transformation 4. Group A Case study presentation
11	Nov. 21	<ol style="list-style-type: none"> 1. In-class Quiz 2. Business/IT Alignment 3. Successful implementation of Enterprise Systems 	Book 2: Chapter 3	<ol style="list-style-type: none"> 1. Deadline for hands-on assignment 6 at 12:00pm 2. In-class multiple-choice/true-false quiz
12	Nov. 28	Final Case study		All Groups in class analyses of final Case Study. Submission time will be announced in class.
13	Dec. 5	Discussion of the Final Case study		All group members present to defend their response to the Final Case study questions.