B.Com 4KI3
Business Process Management
Fall 2024 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: Friday 2:30-5:20pm **Class Location:** [redacted]	
Course Instructor	**TAs**
Dr. Ali Reza Montazemi	Fatemeh Navazi Mupwaya Mutakwa Alexander Peever
montazem@mcmaster.ca	navazif@mcmaster.ca mutakwam@mcmaster.ca peevera@mcmaster.ca
Office Hours: By Appointment	Office Hours: By Appointment

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 INFORMATION

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

All communication will be through course Avenue.

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

COURSE 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

COURSE LEARNING GOALS

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, and a number of hands-on uses of software including SAP, and ARIS.

REQUIRED MATERIALS AND TEXTS

These items are an integral part of the lesson plan for the course, and not having these materials could have a negative impact on a student's learning outcomes for the course.	
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	$Free

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 **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	*$40.00*
OPTIONAL COURSE MATERIALS AND READINGS	
• Clayton et al., 2016, "Competing against luck: the story of innovation and customer choice". • Association of Business Process Management Professionals, 201***9***, "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**	$Free $Free $Free

CLASS FORMAT

This is an in-person 3-hour course. It 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 through group presentations.

COURSE 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 your term-project (experiential learning), cases, hands-on assignments, and simulation decisions. All work will be evaluated on an individual basis except in term-project where group work is expected. Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence. Late assignments will be penalized 20% for each day they are late. Your final grade will be calculated as follows:

Components and Weights

COMPONENT		%
Term Project	(Group)	50
Class Participation	Weekly presentation of the Term-Project	10
Assignment 1	ARIS Process Modeling (Individual)	8
Assignment 2	SAP ByDesign Inventory and Procurement Management (Individual)	3
Assignment 3	SAP ByDesign Material Requirement Planning (Individual)	3
Assignment 4	SAP ByDesign Sales Force (Individual)	3
Assignment 5	SAP ByDesign Human Resources and Service Management (Individual)	3
Final exam	Multiple-choice/True-False questions covering the chapter materials and class discussion.	20
Total		100

Course Deliverables

PARTICIPATION: Class participation is highly encouraged. A primary learning vehicle for this class is discussions between students regarding the martials covered and Term-Project progress.

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

Final exam: Closed book multiple-choice/True-False questions covering the chapter materials and class discussion.

Term project: Students will be assigned in a group to complete a business process at a company. This experiential learning enables students to apply their knowledge from course materials/discussion to a business setting. The term project consists of 6 parts. Students are expected to follow completion of each part as per course schedule.

LATE ASSIGNMENTS

- Late submission of the assignments is 20% per day (or part of the day)

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. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

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

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work" and the link below*;

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

* Non-Commerce students must follow the Missed Course Work protocols outlined by their home faculty and Program Office.

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

There are three approved statements on the use of AI in the classroom. Please choose the one that best fits your policy

USE PROHIBITED

Students are not permitted to use generative AI in this course. In alignment with McMaster academic integrity policy, it "shall be an offence knowingly to … submit academic work for assessment that was purchased or acquired from another source". This includes work created by generative AI tools. Also state in the policy is the following, "Contract Cheating is the act of "outsourcing of student work to third parties" (Lancaster & Clarke, 2016, p. 639) with or without payment." Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

SOME USE PERMITTED

Example One

Students may use generative AI in this course in accordance with the guidelines outlined for each assessment, and so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use for each assessment and to be clear on the expectations for citation and reference and to do so appropriately.

Example Two

Students may use generative AI for [editing/translating/outlining/brainstorming/revising/etc] their work throughout the course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside the stated use of [editing/translating/outlining/brainstorming/revising/etc] without citation will constitute

academic dishonesty. It is the student's responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

Example Three

Students may freely use generative AI in this course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside assessment guidelines or without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the expectations for citation and reference and to do so appropriately.

UNRESTRICTED USE

Students may use generative AI throughout this course in whatever way enhances their learning; no special documentation or citation is required.

ACADEMIC INTEGRITY

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. **It is your responsibility to understand what constitutes academic dishonesty.**

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. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy.

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. Avenue to Learn, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn, LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, 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 a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's Academic Accommodation of Students with Disabilities policy.

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 should submit their request to their Faculty Office ***normally within 10 working days*** of the beginning of term in which they anticipate a need for accommodation 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.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

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, Avenue to Learn and/or McMaster email.

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.**

COURSE SCHEDULE

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Information Systems
Fall 2024 Course Schedule

WEEK	DATE	TOPIC	STUDY	EVENT
1	Sept. 6	Business Processes & Enterprise Systems		
2	Sept. 13	Business Process Management	Book 1: Chapters 1&2	Riipen presentation
3	Sept. 20	Process execution	Book 1: Chapter 3&4	1. Assignment 1: Hands-on with ARIS 2. Part 1 of the project should be completed
4	Sept. 27	IT enabling process execution & change management	Book 1: Chapter 5&6	
5	Oct. 4	Business process governance and reference models	Book 1: Chapters 7	1. Deadline for hands-on assignment 1 at 12:00pm 2. Assignment 2: Hands-on assignment 2
6	Oct. 11			Midterm Recess
7	Oct. 18	Value-driven BPM	Book 1: Chapters 8&9	1. Deadline for hands-on assignment 2 at 12:00pm 2. Assignment 3: Hands-on with SAP ByDesign Material Requirement Planning. 3. Part 2 of the project should be completed
8	Oct. 25	Process of process management	Book 1: Chapter 10&11	1. Deadline for hands-on assignment 3 at 12:00pm 2. Assignment 4: Hands-on with SAP ByDesign Sales Force 3. Part 3 of the project should be completed
9	Nov. 1	Enterprise Governance of IT, Alignment and Value	Book 2: Chapter 1	1. Deadline for hands-on assignment 4 at 12:00pm 2. Assignment 5: Hands-on with SAP ByDesign Human Resources
10	Nov. 8	Enterprise Governance of IT	Book 2: Chapter 2 & 3	1. Deadline for hands-on assignment 5 at 12:00pm 2. Deadline for submitting the term-project (part 4).

11	Nov. 15	1.		Term-project presentation group 1, 2, 3
12	Nov. 22			Term-project presentation group 4, 5, 6
13	Nov. 29		Final class	Term-project presentation group 7, 8
14	Dec. 6			Part 5 of the project should be completed
15	Dec 9			Deadline for submitting the final revised report for grading.