

MBA K735
Managing Enterprise System Implementation
Winter 2020 Course Outline

Information Systems
DeGroot School of Business
McMaster University

COURSE OBJECTIVE

Enterprise systems from SAP AG, Oracle, and others are becoming increasingly easier to use by the end-users, and are becoming more comprehensive in their end-to-end integration of business processes. As a result, these systems are very complex. Thus, implementations of enterprise systems are proving to be costly and challenging.

This course offers methodologies and hands-on techniques for a successful implementation of enterprise systems in organizations. Participants will take part in a business simulation on an SAP ERP system to gain first-hand understanding of the importance of business process integration. Students will configure an SAP ERP system to support the main business processes for the fictitious company that the managed in the simulation. Students will review and discuss literature pertinent to the implementation and management of enterprise systems.

THIS COURSE CAN BE APPLIED TOWARDS THE THREE-COURSE REQUIREMENTS FOR ELIGIBILITY TO OBTAIN SAP-CERTIFICATION IN "BUSINESS INTEGRATION" THROUGH MCMASTER UNIVERSITY-SAP UNIVERSITY ALLIANCE PROGRAM.

INSTRUCTOR AND CONTACT INFORMATION

Mon 19:00 – 22:00
Dr. Douglas Peebles
Instructor
peebles@mcmaster.ca

Office Hours: before/after class

Student TA
TBA

COURSE ELEMENTS

Credit Value: 3	Leadership: Yes	IT skills: Yes	Global view: Yes
Avenue: Yes	Ethics: Yes	Numeracy: Yes	Written skills: No
Participation: Yes	Innovation: Yes	Group work: Yes	Oral skills: Yes
Evidence-based: Yes	Experiential: Yes	Final Exam: No	Guest speaker(s): No

COURSE DESCRIPTION

This course enables students identify both high-level technical implementation requirements, and organizational/employee resistors to information systems implementation. Through a variety of proprietary technological and Human Resources/Organizational Development technologies, we provide a comprehensive understanding of the technical and behavioural do's and don'ts of Managing Enterprise System

LEARNING OUTCOMES

Upon successful completion of this course, students should be able to:

- use a range of features of the SAP Implementation Guide for configuring an SAP ERP system
- identify and discuss IT and management issues to be considered in order to achieve successful implementations of enterprise systems
- discuss the application of implementation approaches and assess an organization's preparedness for implementation through such approaches as the Capability Maturity Model Integration
- analyze human factors involved in system implementation and develop approaches for change management to aid in implementations

REQUIRED COURSE MATERIALS AND READINGS

Avenue registration for course content, readings and case materials

➤ <http://avenue.mcmaster.ca>

\$ FREE

The ERPsim business simulation has a required textbook that each student must purchase. Information on how to purchase and download the book will be provided to students during the first class session.

\$ 50.00 CAD
(approx.)

EVALUATION

Learning in this course results from in-class use of the SAP ERP system, the ERPsim business simulation, configuration of an SAP ERP system, discussions on articles from professional and academic journals, lectures on implementation of enterprise systems, and from researching and writing course papers. Evaluation will be both on an individual and group basis. For group work, group members will share the same initial grade, which may be then be adjusted individually by peer evaluation.

Components and Weights

Assignment 1	Written assignment – article summary	10%
Assignment 2	Written assignment – annotated bibliography	10%
Assignment 3	Literature survey & analysis	35%
Business Simulation	HEC ERPsim business simulation game. This is a group mark, evaluated on game performance, report, and presentation	30%
SAP Configuration	This component will be based on assignments configuring the SAP system. Group effort.	15%
Total		100%

Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

LETTER GRADE	PERCENT	POINTS
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

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 Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

Written assignments

These assignments will be marked individually. They are intended to focus on research, writing, the use of McMaster's online library, and the use of citation management and reference management technologies. Full details will be posted on Avenue.

Literature survey & analysis

This assignment is worth 35% of your final grade, and will be marked individually. Full details of this assignment will be posted on Avenue.

ERPsim business simulation game

This component is worth 30% of your final grade, and will be marked on a group basis, with the possibility of peer evaluation adjustment applied. The evaluation of this assignment includes the following:

- team performance during the business simulation
- group report on the game
- group presentation on the game

Full details of the evaluation will be posted on Avenue.

SAP configuration

This component is worth 15% of your final grade, and will be marked on a group basis, with the possibility of peer evaluation adjustment applied. The component will be based on assignments associated with configuring the SAP system. Full details of the evaluation will be posted on Avenue.

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.

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 a web-based service (Turnitin.com) to reveal plagiarism. Students will be expected to submit their work electronically to Turnitin.com and in hard copy so that it can be checked for academic dishonesty. Students who do not wish to submit their work to Turnitin.com must still submit a copy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, etc.). To see the Turnitin.com Policy, please go to;

<http://www.mcmaster.ca/academicintegrity/turnitin/students/>

In this course we will be using Avenue, email, SAP, ERPsim, Mendeley. 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.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor. Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change 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.

RESEARCH USING HUMAN SUBJECTS

ONLY IF APPLICABLE

Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge, and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

<http://www.pre.ethics.gc.ca>

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University's research ethics guidelines:

<http://reo.mcmaster.ca/>

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You **MUST** respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA K735 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.

SAP CERTIFICATION IN BUSINESS PROCESS INTEGRATION

McMaster University through the DeGroote School of Business is a member of SAP-University Alliances program. We are working with SAP to have our students obtain “certification in SAP Business Process Integration” from SAP Canada Inc. To this end, students have to satisfy the following requirements.

- Successfully complete at least three courses with at least 25% SAP content offered at McMaster University. K735 can be counted as one of the three required courses.
- After completing at least 3 courses with 25% SAP content at McMaster University, students are entitled to take a two-week course offered by SAP Canada (University Alliance program) to obtain a certification in SAP Business Process Integration. Students are responsible for the tuition fee (fee to be advised) and examination fee (fee to be advised), the latter of which allows students to write an online test, administered by SAP, at the end of two-week course.
- The schedule for the two-week SAP course is contingent on the availability of SAP instructor and requires having a sufficient number of students registered for it. To enable better availability of instructor resources, McMaster coordinates with three other campuses in Ontario to run the certification academy

COURSE SCHEDULE

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WEEK	DATE	TOPICS	ASSIGNMENT
1	Mon, Jan 6	Course overview SAP Overview Agency Theory	
2	Mon, Jan 13	ERPsims Introductory Game, rounds 1 & 2	
3	Mon, Jan 20	ERP planning exercise ERPsims Introductory Game round 3	
4	Mon, Jan 27	Research preparation and library technologies Implementation methodologies ERPsims configuration	Individual Assignment #1 due Jan 27
5	Mon, Feb 3	Maturity models ERPsims configuration ERPsims manufacturing game extended – rounds 1 & 2	Group ERPsims strategy assignment due Feb 3
6	Mon, Feb 10	Agency theory revisited Technology acceptance models (TAM) ERPsims manufacturing game extended – rounds 3 & 4	Individual Assignment #2 due Feb 10
7	Mon, Feb 17	MID TERM RECESS	
8	Mon, Feb 24	Change management revisited Connecting Agency / TAM / Change Management ERPsims Manufacturing game Round 5	
9	Mon, Mar 2	ERP implementations – success and failure factors Alignment – getting the right software for the right business strategy, and doing it right. ERPsims Manufacturing game extended – round 6	Group configuration assignment due Mar 2

WEEK	DATE	TOPICS	ASSIGNMENT
10	Mon, Mar 9	IT governance ERPsim Manufacturing game extended – round 7	
11	Mon, Mar 16	EAI / SOA / BPR ERPsim Manufacturing game extended – round 8	
12	Mon, Mar 23	ERPsim team presentations	ERPsim team papers due Mar 23
13	Mon, Mar 30	Literature survey & analysis presentations	Literature survey & analysis due Mar 30
14	Mon, Apr 6	Literature survey & analysis presentations	