# MBA K735
# Managing Enterprise System Implementation
# Winter 2021 Course Outline

# Information Systems
# DeGroote 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
Class conducted online via Webex

**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.)

*CORSE OVERVIEW AND ASSESSMENT*

# MBA K735
# Managing Enterprise System Implementation
# Winter 2020 Course Schedule

**Note:  All classes will be synchronous delivery via Webex.**

| WEEK | DATE | TOPICS | ASSIGNMENT |
|------|------|--------|------------|
| 1 | Mon, Jan 11 | Course overview<br>SAP Overview<br>Agency Theory | |
| 2 | Mon, Jan 18 | ERPsim Introductory Game, rounds 1 & 2<br>Research preparation and library technologies | |
| 3 | Mon, Jan 25 | ERP planning exercise<br>ERPsim Introductory Game round 3 | |
| 4 | Mon, Feb 1 | Implementation methodologies<br>ERPsim configuration | Individual Assignment #1 due Feb 1 |
| 5 | Mon, Feb 8 | Maturity models<br>ERPsim configuration<br>ERPsim manufacturing game extended – rounds 1 & 2 | Group ERPsim strategy assignment due Feb 8 |
| 6 | Mon, Feb 15 | **MIDTERM RECESS** | |
| 7 | Mon, Feb 22 | Agency theory revisited<br>Technology acceptance models (TAM)<br>ERPsim manufacturing game extended – rounds 3 & 4 | Individual Assignment #2 due Feb 22 |
| 8 | Mon, Mar 1 | Change management revisited<br>Connecting Agency / TAM / Change Management<br>ERPsim manufacturing game extended – rounds 5 & 6 | |

| WEEK | DATE | TOPICS | ASSIGNMENT |
|---|---|---|---|
| 9 | Mon, Mar 8 | ERP implementations – success and failure factors Alignment – getting the right software for the right business strategy, and doing it right. ERPsim Manufacturing game extended – rounds 7 & 8 | Group configuration assignment due Mar 8 |
| 10 | Mon, Mar 15 | IT governance ERPsim Manufacturing game extended – rounds 9 & 10 | |
| 11 | Mon, Mar 22 | EAI / SOA / BPR ERPsim Manufacturing game extended – rounds 11 & 12 | |
| 12 | Mon, Mar 29 | ERPsim team presentations | ERPsim team papers due Mar 29 |
| 13 | Mon, Apr 5 | Literature survey & analysis presentations | Literature survey & analysis due Apr 5 |
| 14 | Mon, Apr 12 | Literature survey & analysis presentations | |

ATTENDANCE REQUIREMENTS:
- ERPsim is a real-time simulation and therefore, full attendance is expected for all class sessions involving ERPsim.  See the schedule above
- Attendance is mandatory for presentation sessions (weeks 12 through 14).

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.

## 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%** |

### *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.


# 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 who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account, or **their email accounts in Avenue to Learn, which is the preferred method for this course**. 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.

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## *ACADEMIC INTEGRITY*

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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, located at https://secretariat.mcmaster.ca/university-policies-procedures- guidelines/
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.

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## *AUTHENTICITY/PLAGIARISM DETECTION*

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***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. A2L, 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.

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## *COURSES WITH AN ON-LINE ELEMENT*

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***Some courses may*** use on-line elements (e.g. e-mail, Avenue to Learn (A2L), 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.

## 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 <u>or</u> 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.

*******Synchronous sessions in this course will be recorded******

## 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, 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/

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## MISSED ACADEMIC WORK

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### *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.

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## POTENTIAL MODIFICATION TO THE COURSE

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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.

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## *ACKNOWLEDGEMENT OF COURSE POLICIES*

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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.

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## *SAP CERTIFICATION IN BUSINESS PROCESS INTEGRATION*

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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