K725E MBA Course
Business Process Management
Fall 2021 Course Outline

Information Systems Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course provides the foundational knowledge in preparing MBA students to become Business Process analysts through a good balance between theory (i.e., the fundamental concepts of business process management) and practice (i.e., real business process applications). The teaching philosophy is based on the learner-centric approach, experiential learning, and inquiry-based learning. The delivery of the course is a mixture of synchronous lectures, case discussions, guest lectures, and hands-on activities using ARIS and ERPsim (SAP HANA platform). Students' evaluations will be done through individual assignments (50%) and team assignments (50%). This course can be used toward SAP Certificate in Business Integration.

INSTRUCTOR AND CONTACT INFORMATION

Ahmed Fares
Instructor
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Himanshu Kamra
TA
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Synchronous Lectures: Wednesdays 2:30 – 4:30 pm (EST)
Instructor's Office Hours: Mondays 7:00 – 8:00 pm (EST)

I am very excited to teach you this course. If you need any assistance from the instructor, feel free to reach out anytime via e-mail. You are not alone in this learning journey ☺

Course Website: http://avenue.mcmaster.ca
Avenue will be the primary mode of information dissemination. Please check this website regularly for the course material and announcements.

COURSE ELEMENTS

Credit Value:	3	Team skills:	Yes	IT skills:	Yes	Global:	Yes
Avenue:	Yes	Verbal skills:	Yes	Numeracy:	Yes	Political:	No
Participation:	Yes	Written skills:	Yes	Innovation:	Yes	Social:	Yes
Experiential:	Yes	Evidence-based:	Yes	Guest speaker(s):	Yes	Ethics:	Yes

COURSE DESCRIPTION

At the very core of any business, there are business processes. Effective and efficient management of these processes enables achieving strategic, managerial, and operational goals for organizations. As new technologies are constantly evolving, new challenges and opportunities arise for businesses. Evaluating the potential impacts on the business processes is the key for organizations to survive and innovatively revolutionize their business processes. This course will equip students with a basic understanding of the business process view in organizations and modeling business processes. Additionally, the course will explain the crucial role of enterprise systems (e.g., ERP) in achieving business integration. The course will also cover the important topic of business process governance and IT governance for organizations. Students will learn to adapt to market preferences by monitoring business processes performance using dashboards in the ERPsim simulation games. Students will also get introduced to the new technologies (e.g., cloud computing, AI, and Blockchain) and understand their role in augmenting current business processes and enabling organizations to participate in collaborative ecosystems.

LEARNING OUTCOMES

Upon completion of this course, students will be able to learn the following topics:

- Explain the fundamental concepts of Business Process Management (BPM) by reading and analyzing key topics about BPM;
- Identify the critical enabling role of information technology in realizing the potentials of BPM practices by analyzing some business cases, discussions, and guest lectures;
- Describe the business, legal, and social challenges for new technologies to be fully integrated into business practices by analyzing some business cases, discussions, and guest lectures;
- Gain hands-on experience through using ARIS and ERPsim (SAP HANA Platform);
- Apply the knowledge of BPM by proposing an innovative application of the new technologies to transform as-is-processes to more innovative processes in the term project;
- Learn how to work independently in the individual assignments and be an effective team member in the team assignments.

REQUIRED COURSE MATERIAL

Custom Coursepack:

1. Go to the Ivey Publishing website at www.iveycases.com
2. Log in to your existing account or click "Register" to create a new account and follow the prompts to complete the registration. If registering, choose the "Student User" role.
3. Click on this link or copy into your browser: https://www.iveycases.com/CoursepackView.aspx?id=27078

ERPsim Registration:

An e-mail will be sent to every student explaining how to register on the platform.

EVALUATION

Your final grade will be calculated as follows:

Components and Weights

Individual ARIS Assignments	ARIS TWO assignments.	10%	Individual Work
Individual Case Reports	FOUR case reports of 1-2 pages answering the associated case questions.	20%	
Participation	Classes preparation and discussions.	20%	
ERPsim Two Exercises	Team performance evaluation scored by the simulator and the two management reports.	20%	Team Work
Team Term Project Proposal	1-2 pages describing the team term project.	5%	
Final Team Project Report	Requires quality of an executive report for managers and ***SHOULD*** follow the requirements outlined in the term project section in this course outline.	25%	
Total		100%	

Please note that *all assignments must be handed in electronically through the course website by the deadline date and time specified for each component.* ***The penalty for overdue assignments is 20% of the total assignment mark per day.***

Case reports *must be handed in electronically through the course website* ***before*** ***the beginning of class on the day the case is being discussed.*** ***Case reports handed after the case has been discussed in class will not be accepted and will receive a mark of zero.***

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
A+	90-100
A	85-89
A-	80-84
B+	75-79
B	70-74

B-	65-69
F	0-64

COMMUNICATION AND FEEDBACK

Students that are uncomfortable in directly approaching an instructor regarding a course concern may choose to send a confidential and anonymous e-mail to the respective Area Chair at:

http://www.degroote.mcmaster.ca/curr/emailchairs.aspx

Students who wish to correspond with instructors directly via e-mail must send messages that originate from their official McMaster University e-mail account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student.

Instructors should 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.

TERM PROJECT

The term-long project is an essential component of the course, as it will help students apply the knowledge gained in the course in proposing an innovative business process application. This assignment is worth ***30%*** of the final grade ***(5% for the proposal and 25% for the final written report)*** and will be done as teamwork. The projects should be about any new technology (e.g., BigData, Artificial Intelligence, or Blockchain) and its potential effects on the business processes. It may cover an existing technological application or proposing a new one. Ultimately, ***the goal is to explain the role of new technologies in transforming as-is processes into innovative processes***.

The project will focus on performing a comprehensive analysis of a specific technology and examine its impacts on all the business processes for the selected company. Students may use an existing company that has successfully implemented the proposed technological solution or any other company where the proposed solution could be adopted. By examining the selected company and its related resources, students ***should present an analysis detailing the business needs, critical success factors from the business process perspective, and the specific areas for potential improvement***. Areas for possible improvements ***should be aligned with the standardized KPIs*** for each company. The analysis may cover the intra-organizational processes, inter-organizational processes, and organizational competitiveness. The proposed solution ***should be justifiable technologically*** (i.e., considering the current IT infrastructure), ***economically*** (e.g., do not recommend a $10 million investment for a small company), and ***legally*** (i.e., does not violate any regulations). Each report ***should include a cost/benefit analysis and a contingency plan to manage any potential risks if things go wrong with the proposed implementation plan***. Quantitative and qualitative analyses ***should be supported with reasonable assumptions***. ***Business and technological consultations will be available for all students throughout the term***. Students are encouraged to start thinking about the term project as early as possible and to check with the instructor for any ideas they might have.

Each team should submit, ***by 22nd Oct.***, a ***project proposal*** ***(one page)*** of the proposed solution. The proposal should have a brief outline of the industry of the selected company and provide a very brief summary and description of the company, including why they think that this company

would be suitable for this project. Students are responsible for selecting companies for which they are able, with a reasonable amount of effort, to gain sufficient information to carry out the project successfully.

Final written reports are due ***by 15th Dec***. Reports ***should not exceed 15 double-spaced pages, excluding exhibits and appendices.*** Students are expected to make effective use of material discussed in class as well as other resources available from the university library (e.g., specialized professional reports and relevant academic journals). All references must be included and properly cited. Your mark will be based on how professional and comprehensive your case analysis report is. Reports are expected to be free of spelling and grammatical mistakes

ACADEMIC DISHONESTY

It is the student's responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

http://www.mcmaster.ca/univsec/policy/AcademicIntegrity.pdf

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty and general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

http://www.mcmaster.ca/academicintegrity

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http://library.mcmaster.ca/about/copying.pdf

MISSED TESTS AND ASSIGNMENTS

The Faculty of Business has approved the following policy:

> When students miss a regularly scheduled mid-term exam for legitimate reasons, as adjudicated by the Academic Programs Office (APO), the weight for that exam

will be redistributed across other evaluative components of the course as deemed most appropriate by the instructor.

There is one exception to this "no make-up" rule.

If a student has a documented stress-related or retention-related disability (assessed through the Centre for Student Development) that is in conflict with mark redistribution, then a make-up exam may be given. In such cases, the test/exam will be administered through the CSD.

When a student cannot write a final exam for documented, legitimate reasons, the student will be granted a deferred exam privilege.

Instructors cannot themselves allow students to unofficially write make-up exams/tests for finals. Adjudication of the request must be handled by the APO.

For any other issues pertaining to missed exams, tests, or assignments, please contact the APO.

STUDENTS WITH A DISABILITY

Students with disabilities are required to inform the Centre for Student Development (CSD) of accommodation needs for examinations on or before the last date for withdrawal from a course without failure (please refer to official university sessional dates). Students must forward a copy of such CSD accommodation to the instructor immediately upon receipt. If a disabled student chooses NOT to take advantage of a CSD accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The CSD website is:

http://csd.mcmaster.ca

POTENTIAL MODIFICATIONS 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 an explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster e-mail and course websites weekly during the term and to note any changes.

COURSE SCHEDULE

MBA K725E
Business Process Management
Fall 2021 Course Schedule

Weeks	Topics	Delivery Modes	Assignments (Due)
1 (13 - 17 Sep.)	Introduction to the course. Syllabus review. **Basics of BPM.**	Synchronous Lecture.	
2 (20 - 24 Sep.)	**Process Modeling.** **Business Process Integration with SAP (Part I).**	Synchronous Lecture.	• ARIS Assignment I **(22nd Sept. @ 2:00 pm) (5%).** • Team List.
3 (27 – 1 Oct.)	**Business Process Integration with SAP (Part II).** **ERPsim Tutorial.**	Synchronous Lecture.	• ARIS Assignment II **(29th Sept. @ 2:00 pm) (5%).**
4 (4 – 8 Oct.)	***ERPsim Game Exercise I (5%).***		
5 (11 – 15 Oct.)	**BPM and Information Systems (Lecture).** ***Nortel: Re-Inventing I/S (Case Discussion).***	Synchronous lecture.	• Nortel Case Report Due **(13th Oct. @ 2:00 pm) (5%).**
6 (18 – 22 Oct.)	**Business Process Monitoring (Lecture).**	Synchronous Lecture.	• ERPsim Management Report I **(13th Oct. @ 2:00 pm) (5%).**
7 (25 – 29 Oct.)	***ERPsim Game Exercise II (5%).***		
8 (1 – 5 Nov.)	**Business Process Governance & IT Governance (Lecture).**	Synchronous Lecture.	• ERPsim Management Report II **(3rd Nov. @ 2:00 pm) (5%).** • Term Project Proposal **(3rd Nov. @ 2:00 pm) (5%).**
9 (8 – 12 Nov.)	**Guest Lecture: *Governance: The Key for Successful Digital Transformation* (Guy Pearce: *Chief Digital Officer @ Convergence.tech*).**	Synchronous lecture.	• IT Governance at Oxford Industries case report **(10th Nov. @ 2:00 pm) (5%).**

	IT Governance at Oxford Industries (Case Discussion).		
10 (15 – 19 Nov.)	**Augmented Business Processes Through Blockchain (Lecture).** ***IBM Blockchain (Case Discussion).***	Synchronous lecture.	• IBM Blockchain case report due **(17th Nov. @ 2:00 pm) (5%).**
11 (22 – 26 Nov.)	**Guest Lecture: *How AI & Blockchain can help create the World we need, from the one we have?* (Amit Pradhan: founder and president of Silicon Valley Blockchain Society, Chairman @ Zero Labs (AI), Inc.).** *BYD: Blockchain-Enabled Green Ecosystem* ***(Case Discussion).***	Synchronous lecture.	• Blockchain-Enabled Green Ecosystem case report **(24th Nov. @ 2:00 pm) (5%).**
12 (29 – 3 Dec.)	Term Projects Discussions.	Synchronous lecture	
13 (6 – 10 Dec.)	Term Project Discussions.	Synchronous lecture	• Term Project report due **(15th Dec. @ 2:00 pm) (25%).**