

## **MBA K725**

### **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 ERP, SAP Business ByDesign and ARIS design and simulation software, for efficient and effective use of information technology in business operations.

#### **INSTRUCTOR AND CONTACT INFORMATION**

##### **Section 1: Wednesday 7:00-10:00pm**

##### **Class Location: RJC 236**

Instructor: **Dr. Ali R. Montazemi**

montazem@mcmaster.ca

Office: DSB 422

Office Hours: before class

Tel: (905) 525-9140 x27434

TA: **Mr. Mehmet Akgul**

[akgulm@mcmaster.ca](mailto:akgulm@mcmaster.ca)

**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 use 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><b>Book 1:</b> 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 <a href="http://www.abpmp.org/?page=Join_ABMP">http://www.abpmp.org/?page=Join_ABMP</a></p>   | \$40             |
| <p><b>Book 2:</b> Steven De Haes and Wim Van Grembergen, 2015. “Enterprise Governance of Information Technology: Achieving Strategic Alignment and Value,” <b>Second Edition</b>, New York, USA: Springer (Download from Mac eLibrary).<br/><a href="http://link.springer.com.libaccess.lib.mcmaster.ca/book/10.1007%2F978-3-319-14547-1">http://link.springer.com.libaccess.lib.mcmaster.ca/book/10.1007%2F978-3-319-14547-1</a></p>   | \$Free<br>\$Free |
| <p><b>Webinars:</b> You can download them free by becoming the member of the association. The student annual membership is \$40. See <a href="http://www.abpmp.org/?page=Join_ABMP">http://www.abpmp.org/?page=Join_ABMP</a></p>  | \$Free           |
| <b>OPTIONAL COURSE MATERIALS AND READINGS</b>   |                  |
| <ul style="list-style-type: none"> <li>• Clayton et al., 2016, “Competing against luck: the story of innovation and customer choice”.</li> <li>• <b>IT Governance Using COBIT and Val IT:</b> <a href="http://www.isaca.org/Knowledge-Center/Academia/Pages/IT-Governance-Using-COBIT-and-Val-IT.aspx">http://www.isaca.org/Knowledge-Center/Academia/Pages/IT-Governance-Using-COBIT-and-Val-IT.aspx</a></li> <li>• Process Excellence Network <a href="http://www.processexcellencenetwork.com">www.processexcellencenetwork.com</a></li> <li>• <b>SAP Community Network</b> <a href="http://scn.sap.com">http://scn.sap.com</a></li> <li>• <b>ISACA student membership</b> <a href="http://www.isaca.org/students">www.isaca.org/students</a></li> </ul> |                  |

## 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. 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 |

## 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 TA 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.

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## ***CONDUCT EXPECTATIONS***

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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.

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](http://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

## 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., ISACA): (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 Tuesday 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](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: Process Improvement in Healthcare (September 16, 2020)
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
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](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 10) in-class:** 70 Multiple-choice/True-False questions covering the chapter materials and class discussion.

**Final Case Analyses (Week 11) 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**

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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

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### ***MISSED ACADEMIC WORK***

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When students miss regularly scheduled term work which contributes 10% or more to the final grade, for legitimate reasons as determined by the Student Experience – Academic Office (SEAO), the activity necessary to compensate for the missed work will be determined by the course instructor. The compensatory activities assigned will vary with the nature of the course and the missed requirement. They include, but are not restricted to, an alternative assignment, a rescheduled midterm exam, or re-weighting the marks for the missed component to other mark components. Documentation explaining such missed work must be provided to the SEAO within five (5) working days of the scheduled date for completion of the work.

Acceptable reasons for missed work, along with the [Petition for Missed Term Work](#) and the [MBA Student McMaster University Student Health Certificate](#), can be found on the DeGroote MBA Student website ([mbastudent.degroote.mcmaster.ca](http://mbastudent.degroote.mcmaster.ca)). Please direct any questions about acceptable documentation to the MBA Academic Advisors ([askmba@mcmaster.ca](mailto:askmba@mcmaster.ca)).

University policy states that a student may submit a maximum of three (3) [Petition for Missed Term Work](#) per academic year, after which the student must meet with the Director of the program. If term work is missed without an approved reason, students will receive a grade of zero (0) for that component.

#### **Missed Final Examinations**

Students must be available for the duration of the posted exam period regardless of their personal exam schedule. This is to ensure student availability throughout the entire exam period in the event that an exam must be rescheduled due to unforeseen circumstances (university closure, power outage, storm policy, etc.). A student who misses a final examination without valid reason will receive a mark of 0 on the examination.

Students who have missed a final exam for a valid reason can apply to the SEAO to write a deferred examination by submitting an [Application for Deferring a Final Exam](#) with supporting documentation. The application must be made within five days of the scheduled exam date or the application may be denied.

The Application for Deferring a Final Exam and the MBA Student McMaster University Student Health Certificate can be found on the DeGroote MBA Current Student website ([mbastudent.degroote.mcmaster.ca](http://mbastudent.degroote.mcmaster.ca))

Deferred examination privileges, if granted, are normally satisfied during the examination period at the end of the following semester. In select cases, the deferred examination may be written at a time facilitated by the SEAO and agreed to by the course instructor.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Failure to write an approved deferred examination at the pre-scheduled time will result in a zero (0) mark for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript.

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### ***ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES***

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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>

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### ***ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)***

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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.

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### ***COPYRIGHT AND RECORDING***

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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.

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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 K725 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

### MBA K725 Information Systems Fall 2022 Course Schedule

| WEEK | DATE     | TOPIC  | STUDY                | EVENT  |
|------|----------|--|----------------------|--|
| 1    | Sept. 13 | Business Processes & Enterprise Systems            |                      |  |
| 2    | Sept. 20 | What is Business Process Management                | Book 1: Chapters 2&3 | 1. Group A present: <b>Business Analysis, Business Process, Business Architecture: Career Architecture for an Evolving Economy</b>   |
| 3    | Sept. 27 | Business Process Modelling                         | Book 1: Chapter 4    | 1. Assignment 1: Hands-on with ARIS<br>2. Group B present: <b>Simulation Modeling</b>  |
| 4    | Oct. 4   | Process Analysis                                   | Book 1: Chapter 5    | 1. Group C present: <b>Making Change Sustainable: The People Variable In Change</b>  |
| 5    | Oct. 18  | Process Design                                     | Book 1: Chapters 6   | 1. Deadline for hands-on assignment 1 at 12:00pm<br>2. Group D present: <b>Process-led Digital Transformation in an Insurance Company</b><br>3. Assignment 2: Hands-on with SAP ByDesign Inventory and Procurement Management.<br>4. Group H Case study presentation<br>5. Group G Case study presentation |
| 6    | Oct. 25  | Process Performance Measurement                    | Book 1: Chapter 7    | 1. Deadline for hands-on assignment 2 at 12:00pm<br>2. Group E present: <b>Measuring Business Processes</b><br>3. Assignment 3: Hands-on with SAP ByDesign Material Requirement Planning.<br>4. Group F Case study presentation  |
| 7    | Nov. 1   | Technology & Transformation                        | Book 1: Chapter 8    | 1. Deadline for hands-on assignment 3 at 12:00pm<br>2. Group F present: <b>Best Practices in BPM</b><br>3. Assignment 4: Hands-on with SAP ByDesign Sales Force<br>4. Group E Case study presentation<br>5. Group D Case study presentation  |
| 8    | Nov. 8   | Building a Process-Oriented Organizational Culture | Book 1: Chapter 9    | 1. Deadline for hands-on assignment 4 at 12:00pm<br>2. Group G present: <b>Process Improvement in Healthcare</b><br>3. Assignment 5: Hands-on with SAP ByDesign Human Resources<br>4. Group C Case study presentation<br>5. Group B Case study presentation  |
| 9    | Nov. 15  | Enterprise Process Management                      | Book 1: Chapter 10   | 1. Deadline for assignment 5 at 12:00pm<br>2. Assignment 6: SAP Artificial Intelligence  |

|    |         |   |                      |  |
|----|---------|---|----------------------|--|
|    |         |   |                      | <b>3. Group H present: Did You Forget Your Customers? Then Forget Business Transformation</b><br><b>4. Group A Case study presentation</b> |
| 10 | Nov. 22 | <b>1. In-class Quiz</b><br>2. Business/IT Alignment<br>3. Successful implementation of Enterprise Systems | Book 2: Chapters 1&2 | 1. Deadline for hands-on assignment 6 at 12:00pm<br>2. In-class multiple-choice/true-false quiz  |
| 11 | Nov. 29 | <b>Final Case study</b>   |                      | <b>All Groups</b> in class analyses of final Case Study. Submission time will be announced in class.                                       |
| 12 | Dec. 6  | Discussion of the Final Case study  |                      | All group members present to defend their response to the Final Case study questions.  |