MBA K735
Managing Enterprise System Implementation
Winter 2023 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

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

Office Hours: before/after class
Meetings online via appointment as
needed

Student TA
TBA

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
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. Individual 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

Course Deliverables

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 an individual basis. The component will be based on assignments associated with configuring the SAP system. Full details of the evaluation will be posted on Avenue.

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 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 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.

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.

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

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. 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.

COURSES WITH AN ON-LINE ELEMENT

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.

ON-LINE 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.

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Please do not use the online McMaster Student Absence Form (MSAF) as this is for Undergraduate students only. The MBA program will not accept an MSAF.

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). Please direct any questions about acceptable documentation to the MBA Academic Advisors (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)

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.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

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

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.

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.

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.

COURSE SCHEDULE

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WEEK	DATE	TOPICS	ASSIGNMENTS
1	Wed Jan 11	Course overview SAP Overview Agency Theory	
2	Wed Jan 18	ERPsim Introductory Game, rounds 1 & 2 Research preparation and library technologies	
3	Wed Jan 25	ERP planning exercise ERPsim Introductory Game round 3	Individual Assignment #1 due Jan 25
4	Wed Feb 1	Implementation methodologies Introduction to configuration	
5	Wed Feb 8	Maturity models Configuration ERPsim manufacturing game extended – rounds 1 & 2	Group ERPsim strategy assignment due Feb 8

WEEK	DATE	TOPICS	ASSIGNMENTS
6	Wed Feb 15	Agency theory revisited Technology acceptance models (TAM) ERPsim manufacturing game extended – rounds 3 & 4	
7	Week of Feb 20	**MIDTERM RECESS**	Individual Assignment #2 due Feb 23
8	Wed Mar 1	Change management revisited Connecting Agency / TAM / Change Management ERPsim manufacturing game extended – rounds 5 & 6	
9	Wed 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	Configuration assignment due Mar 8
10	Wed Mar 15	IT governance ERPsim Manufacturing game extended – rounds 9 & 10	
11	Wed Mar 22	EAI / SOA / BPR ERPsim Manufacturing game extended – rounds 11 & 12	
12	Wed Mar 29	ERPsim team presentations	ERPsim team papers due Mar 29
13	Wed Apr 5	Literature survey & analysis presentations	Literature survey & analysis due Apr 5
14	Wed 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).

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