

BUSADMIN K725
Business Process Management
Fall 2026 Course Outline

Information Systems
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course provides students with an in-depth understanding of the methodologies used in business process management and the information technologies that support process innovation. Students will explore advanced techniques for business process redesign through hands-on experience with tools such as SAP Business ByDesign.

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Mondays 7:00-10:00pm	
Instructor: Dr. Ali R. Montazemi	TA: Emad Deilam Salehi
montazem@mcmaster.ca	deilamse@mcmaster.ca
Office: DSB 422	
Office Hours: By appointment	TA Office Hours: By appointment

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:	Yes	Final Exam:	No	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 experiential learning, readings, lectures, videos, and a number of hands-on uses of software including SAP.

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 organizational processes strategically to create and sustain value.

REQUIRED COURSE MATERIALS AND READINGS

Book 1: Association of Business Process Management Professionals, 2019, “Guide to the Business Process Management Body of Knowledge (BPM CBOK® 4).” The book is available to ABPMP members. Student annual membership is US\$50. See http://www.abmp.org/?page=Join_ABMP	US\$50
Book 2: Steven De Haes and Wim Van Grembergen, 2015. “Enterprise Governance of Information Technology: Achieving Strategic Alignment and Value,” Second Edition, New York, USA: Springer (Download from Mac eLibrary). http://link.springer.com.libaccess.lib.mcmaster.ca/book/10.1007%2F978-3-319-14547-1	\$Free
Webinars: The assigned webinars are available to ABPMP members.	\$Free
OPTIONAL COURSE MATERIALS AND READINGS	
• Clayton et al., 2016, “Competing against luck: the story of innovation and customer choice”. • IT Governance Using COBIT and Val IT: http://www.isaca.org/Knowledge-Center/Academia/Pages/IT-Governance-Using-COBIT-and-Val-IT.aspx • Process Excellence Network www.processexcellencenetwork.com • SAP Community Network http://scn.sap.com • ISACA student membership www.isaca.org/students	\$Free

EVALUATION

Learning in this course primarily relies on in-class discussions and engagement. Additional learning sources include lectures on BPM and IT Governance concepts, assigned readings, your term project, ABPMP Webinar presentation, and hands-on assignments. Please be aware that missed work will receive a zero grade unless an approved Notification of Absence has been submitted. Late assignments will face a 20% penalty for each day late. Your final grade will be determined based on the following criteria:

Components and Weights

COMPONENT		%
Literature Survey	(Group) Content: 25% & Presentation: 13%	38
ABPMP Webinar Presentation	(Group-prepared; individually assessed) Content: 10% & Presentation: 5%	15
Class Participation	In-class weekly activities (Group)	22
Assignment 1	Celonis (Introduction to Process Mining) (Individual)	5
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
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+	77-79	9
B	73-76	8
B-	70-72	7
F	00-69	0

Participation: In-class participation is worth 24% of the final grade and is based on both collaborative and individual engagement. Students will work in assigned groups of 4 to complete weekly in-class activities that apply core course concepts to practical scenarios. All group members will receive the same grade for each assignment. During the final three weeks of the term, groups will present their literature survey. On presentation days, all non-presenting groups are expected to serve as peer reviewers, providing written feedback on each presentation's strengths and areas for improvement. Participation marks will reflect attendance, contributions to group activities, peer-review quality, and active involvement throughout the course. If any group experiences issues with unequal participation or lack of collaboration, students are expected to inform the instructor **immediately** so that appropriate steps can be taken.

Students must pay full attention to all presenters. Using a cellphone, participating in side conversations, or any distracting communication during a presentation will result in a grade of zero for class participation, unless the device use is for an approved accommodation or has instructor approval.

Hands-on Assignments: Assignments will be assessed based on completion of the required steps, accuracy of results, inclusion of required supporting evidence or screenshots, and timely submission.

Literature Survey (Group): This group-based literature survey aims to provide a thorough, critical, and conceptually sound overview of a specific area within Business Process Management (BPM). Each team will be given a research-relevant topic and compile the current knowledge from peer-reviewed scholarly articles. Your survey should demonstrate a deep understanding of the subject, extract valuable insights from the literature, and propose potential research or practical approaches based on identified gaps or emerging trends. During the presentation, all group members will be questioned to assess their understanding of the report. Everyone should be familiar with the whole report and able to explain any section. Therefore, the report grade will consider both the content quality and each member's comprehension. Individual grades may vary depending on each member's grasp of the material and presentation skills.

ABPMP Webinar Presentation (Group): Each group will view an assigned ABPMP webinar and prepare a class presentation that explains its principal concepts, connects them to the assigned weekly readings, demonstrates their practical application, and critically evaluates their assumptions or limitations. Students may use the accompanying webinar PDF when preparing their slides, but the presentation must synthesize and interpret the material rather than reproduce it. Although the presentation is prepared by the group, each group member will be assessed individually based on their demonstrated understanding, delivery, contribution, and responses to questions. Detailed expectations, performance criteria, and component weights are provided in the ABPMP Webinar Presentation Grading Rubric available on Avenue to Learn.

LATE ASSIGNMENTS



- Late submission of the hands-on assignments is 20% per day (or part of the day)

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

ARTIFICIAL INTELLIGENCE

Students are not permitted to use generative AI in this course. In alignment with [McMaster academic integrity policy](#), it “shall be an offence knowingly to ... submit academic work for assessment that was purchased or acquired from another source”. This includes work created by generative AI tools. Also stated in the policy is the following: “Contract Cheating is the act of “outsourcing of student work to third parties” (Lancaster & Clarke, 2016, p. 639) with or without payment.” Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

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.

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.

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.

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.

ACADEMIC ACCOMMODATION FOR STUDENTS WITH DISABILITIES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students must activate their accommodation(s) (e.g., extra-time, alone room, etc.) via [mySAS](#) portal at the beginning of each term, normally, within the first three (3) weeks of classes. 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>

Use of Test Accommodations at McMaster University Burlington Campus Ron Joyce Centre

Whereas Student Accessibility Services (SAS), on Main Campus, determines all MBA student accommodations, the MBA Faculty Office manages the coordination of accommodations for tests, midterms, and exams at the Ron Joyce Centre in Burlington.

Process for Students

- Student Accessibility Services (SAS) now uses the online [mySAS](#) Portal for graduate students to share accommodation letters with their instructors and Faculty/Program. Students are responsible for activating their accommodations each term through the [mySAS](#) Portal. Once activated, an approved accommodation letter will be automatically sent to the instructors associated with the student's enrolled courses for that term.
- Students must engage the DSSAO (DSB Student Services Academic Office) to implement their accommodation(s) (e.g., extra-time, alone room, etc.) for each upcoming

test, midterm, or exam, at **least two weeks in advance**. Students can do this by emailing DeGroote MBA SAS scheduling office at DSBSAS@mcmaster.ca or completing the [Accommodation Implementation form](#). If a student cannot meet this deadline, they should contact DSBSAS@mcmaster.ca to discuss alternative arrangements. The program is committed to exploring flexibilities where possible to support students.

- All tests, midterms, and exams are booked synchronously with the class's start time. Any deviations from the start time (e.g. start earlier than the class to enable completion at the same end time) requires a discussion with their instructor on protocol at the time of accommodation activation.
- Students will leverage the accommodation (e.g., extra-time, alone room, etc.), in a designated testing room. Rooms will be booked according to the student's SAS accommodation. Unless the accommodation states otherwise, students should expect that they will be writing in a room with other students. One or more invigilators will always be in the room.
- Following the request to implement the accommodation(s), dsbsas@mcmaster.ca will reach out to the student with their test, midterm, or exam details, including the date, time, and room number. As there may be other students writing tests in the room, we ask that students enter the room quietly and leave all personal items at the front of the room.

All policies and procedures, including restroom access, how extra-time is allocated for assessments under Universal Design, and the submission of memory aids in advance, are consistent with those of SAS on Main Campus. The only variance in procedure is communication around, and physical location of, assessment. There is not a dedicated testing space at RJC. Existing classrooms and lecture halls will be used for most testing. All SAS-approved accommodations will be honoured by our staff; however, core testing elements are not eliminated in alternative testing formats. Students should expect and plan for invigilation, incidental noise, and other potential distractions.

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 the SEAO **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation. 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.

ACKNOWLEDGEMENT OF COURSE POLICIES

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 2026 Course Schedule

WEEK	DATE	TOPIC	STUDY	EVENT
1	Sept. 14	Business Processes & Enterprise Systems		1. Finalize Team 2. Register https://signup.celonis.com/ui/signup/get-started
2	Sept. 21	Business Process Management	Book 1: Chapters 1 and 2	1. Guest speaker from Celonis 2. Assignment 1 Celonis (Introduction to Process Mining) 3. Literature Survey topics assigned to groups 4. Why Process Professionals Must Lead Transformation & AI Strategy
3	Sept. 28	Process execution	Book 1: Chapters 3 and 4	1. Deadline for hands-on assignment 1 at 12:00pm 2. Group 1: ABPMP Webinar presentation
4	Oct. 5	IT enabling process execution & change management	Book 1: Chapters 5 and 6	1. Assignment 2: SAP ByDesign Inventory and Procurement Management 2. Group 2: ABPMP Webinar presentation
5	Oct. 12	Thanksgiving (class canceled)		1. Deadline for hands-on assignment 2 at 12:00pm
6	Oct. 19	Business process governance and reference models	Book 1: Chapter 7	1. Assignment 3: Hands-on with SAP ByDesign Material Requirement Planning. 2. Group 3: ABPMP Webinar presentation
7	Oct. 26	Value-driven BPM	Book 1: Chapters 8 and 9	1. Deadline for hands-on assignment 3 at 12:00pm 2. Assignment 4: Hands-on with SAP ByDesign Sales Force 3. Group 4: ABPMP Webinar presentation

8	Nov. 2	Process of process management	Book 1: Chapters 10 and 11	1. Deadline for hands-on assignment 4 at 12:00pm 3. Assignment 5: Hands-on with SAP ByDesign Human Resources and Service Management 4. Group 5: ABPMP Webinar presentation
9	Nov. 9	Enterprise Governance of IT, Alignment and Value	Book 2: Chapters 1 and 2	1. Guest speaker: Mr. Meherban Farooqh (President of ABPMP Toronto Chapter). 2. Deadline for hands-on assignment 5 at 12:00pm
10	Nov. 16			1. Guest Speaker: Omid Safavi 2. Group 6: ABPMP Webinar presentation 3. Deadline for submitting the term-project at 12:00pm
11	Nov. 23			Literature Survey group presentations
12	Dec. 30			Literature Survey group presentations
13	Dec. 7		Final Class	Literature Survey group presentations