TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Information Management

BBIS 417
ENTERPRISE SYSTEMS

Trimester Two 2010

COURSE OUTLINE

Names and Contact Details

Course Coordinator	Jean-Grégoire Bernard
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Course Administrator	Kim Hann
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Trimester Dates

Teaching Period: Monday 12th July – Friday 15th October 2010
Study Period: Monday 18th October – Thursday 21st October 2010
Examination Period: Friday 22nd October – Saturday 13th November 2010 (inclusive)

Class Times and Room Numbers
Mondays 14:10 – 16:00 in Von Zedlitz 107

Course Content
This course focuses on the theory and practice of implementing and utilising enterprise-wide application systems in organizations. Few organizations attempt to build information systems on their own and many rely upon the marketplace to fulfil their information systems needs nowadays. Such a shift to the marketplace require novel skills on the behalf of IS professionals to evaluate and to manage vendors. Furthermore, the adoption of enterprise systems is usually done in the context of a larger organizational improvement and change initiative. Their adoption involves explicit redesign of organizational processes and other organizational structures (i.e. job design, compensation, reporting relationships). It is not surprising to observe costs overruns, schedule delays, and unfulfilled expectations following enterprise systems implementation

projects. The adoption of enterprise systems is thus a venture fraught not only with significant potential rewards but also considerable risks. This course will provide you the skills and knowledge required to face the challenges related to the adoption and implementation of enterprise systems.

Course Learning Objectives
By the end of the course, students should be able to (week # in parenthesis):
1. Describe and understand the function of enterprise systems in organizations (1).
2. Describe the peculiar technological features of enterprise systems (2).
3. Describe and understand the key differences between the conventional information systems development life cycle and the enterprise systems life cycle (3, 4).
4. Evaluate and analyse the rationale for enterprise systems as a component of organizational change initiatives (5, 6).
5. Evaluate and analyse the technical and organizational challenges of implementing enterprise systems (7, 8, 9).
6. Understand and appreciate the features of the activities required to maintain and to use enterprise systems at their full potential (10, 11).
7. Identify key current trends that shape the enterprise systems marketplace (12).

The course objectives include the Faculty learning objectives which are the development of critical and creative thinking, leadership, effective oral and written academic communication, and a global and multicultural perspective. Selected Faculty learning objectives will be assessed along with the following specific outcomes based on the statutory statement of course learning objectives above.

Course Schedule and Readings
Please note that slight variations might be made to this schedule as the trimester progress. Changes will be communicated in class if necessary. There is no textbook for this course. Case studies to be discussed in class will be assigned and communicated in class during the trimester. I expect you to read the required readings before each class and to have done the informal exercises if any were assigned for the class. All course readings will be made available via the 'Blackboard' system. Supplementary readings will also be provided on 'Blackboard' for your own curiosity.

Class	Topic	Required readings and preparation
Week 1 12/7	Introduction – Understanding the integrated enterprise	– Harmon, T., Burris, P., Reiss-Davis, Z. (2008). *A new ERP for the 21st century*. Forrester Research Report. http://www.microsoft.com/presspass/itanalyst/docs/10-03-08NewERP21.PDF
Week 2 19/7	Enterprise systems: The technology – Architecture of enterprise systems applications	– Meinhardt, S., Popp, K. (2006). Configuring Business Application Systems. p.705-721 of *Handbook on Architectures of Information Systems*. Berlin, Germany: Springer Berlin Heidelberg. ISBN 978-3-540-26661-7.

Week 3 26/7	Enterprise systems as products (part 1) Assignment and reading week – <u>no class</u>	– Hestermann, C., Anderson, R.P., Pang, C. (2009). Magic Quadrant for Midmarket and Tier 2-Oriented ERP for Product-Centric Companies. Gartner RAS Core Research Note 600163386. http://www.gartner.com/technology/media-products/reprints/microsoft/vol4/article12/article12.html – Xu, L., Brinkkemper, S. (2007). Concepts of product software. *European Journal of Information Systems, 16*, 531-541.
Week 4 1/8	Enterprise systems as products (part 2) – The development life cycle of an enterprise system – The packaged software business – The role of consultants	– Cusumano, M. (2003). Finding your balance in the products and services debate. *Communications of the ACM, 46*(3), 15-17. – Cusumano, M. (2003). Beware the lure of the horizontal. *Communications of the ACM, 46*(7), 15-17. – Swanson, E. B. (2010). Consultancies and capabilities in innovating with IT. *Journal of Strategic Information* Systems, 19(1), 17-27.
Week 5 9/8	Project chartering (part 1) – Evaluating the rationale for an enterprise system	– Ross, J.W. (2006). *Enterprise Architecture: Driving Business Benefits from IT*. CISR Working Paper No. 359 and MIT Sloan Working Paper No. 4616-06. (only pages 1 to 8 are required reading) **Individual assignment #1 due before beginning of class.**
Week 6 16/8	Project chartering (part 2) – Software selection – Budgeting and scheduling	– Howcroft, D., Light, B. (2010). The Social Shaping of Packaged Software Selection. *Journal of the Association of Information Systems, 11*(3), 122-148. **Class presentations of individual assignment #1.**
Week 7 6/9	Organizational implementation – Change management – Training – Communication	– Markus, M. L. (2004). Technochange management: Using IT to drive organizational change. *Journal of Information Technology, 19*(1), 4-20. – Chapter 7 'Stage 4B: Solution: Social Design' (p.157-192) of Manganelli, R.L., Klein, M.M. (1996). *The reengineering handbook: A step-by-step guide to business transformation*. AMACOM. ISBN: 0814479235

Week 8 13/9	Technical implementation – Software tailoring and configuration – Testing and data conversion – Rollout	– Brehm, L., Heinzl, A., & Markus, M. L. (2001). *Tailoring ERP systems: A spectrum of choices and their implications*. Paper presented at the Hawaii International Conference on Systems Sciences. – Rothenberger, M. A., Srite, M. (2009). An Investigation of Customization in ERP System Implementations, *IEEE Transactions on Engineering Management, 56*(4), 663-676.
Week 9 20/9	Managing the implementation project – Risk management	– Markus, M.L., Axline, S., Petrie, D., Tanis, C. (2000). Learning from adopters' experiences with ERP: Problems encountered and success achieved. *Journal of Information Technology, 15*, 245-265.
Week 10 27/9	Evolution of implemented enterprise systems – System administration and maintenance – Upgrading enterprise systems	– Beatty, R.C., Williams, C.D. (2006). ERP II: Best practices for successfully implementing an ERP upgrade. *Communications of the ACM, 49*(3), 105-109. – Khoo, H.M., Robey, D. (2007). Deciding to upgrade packaged software: A Comparative case study of motives, contingencies and dependencies. *European Journal of Information Systems, 16*, 555-567. – Kanaracus, C. (2010). Oracle ERP users urged to upgrade. ComputerWorld. http://www.computerworld.com.au/article/349922/
Week 11 4/10	Developing an analytical capability from an ES – Reporting – Data warehousing – Business intelligence	– Meredith, R., O'Donnell, P., Arnott, D. Databases and Data Warehouses for Decision Support. (2008). Chapter 11 (p.207-230) of *Handbook on Decision Support Systems 1*. Berlin, Germany: Springer Berlin Heidelberg. ISBN: 978-3-540-48713-5. – Davenport, T.H. (2006). Competing on analytics. *Harvard Business Review, 84*(1), 98-107. **Individual assignment #2 due before beginning of class.**

Week 12 11/10	The future of enterprise systems – Open source enterprise systems – Cloud Computing	– Johansson, B., Sudzina, F. (2008). ERP systems and open source: An initial review and some implications for SMEs. *Journal of Enterprise Information Management, 21*(6), 649-658. – Kanaracus, C. (2010). Open-Source ERP 'most active' SourceForge project. ComputerWorld. http://www.computerworld.com.au/article/351721/ – Iyer, B., Henderson, J.C. (2010). Preparing for the future: Understanding the seven capabilities of cloud computing. *MISQ Executive, 9*(2), 117-131.

Course Delivery

A series of lectures will act as the foundation for the course. However, in an attempt to provide a more interactive learning environment, you will be involved in class exercises, group presentations and Q&A sessions. These class exercises and presentations will not contribute to course grades. These activities will foster deeper involvement and understanding of the themes and concepts addressed in the lectures.

Expected Workload

This is a 15 point course. One point should equate to 10 hours of work, which means a total of 150 hours for a 15-point course. You are expected to attend all course sessions, read assigned materials, and contribute to discussions. You are expected to spend 2 hours in class and about 6 hours preparing for class on average. Additional time will be required for completion of the course assignments.

Group Work

All group work will occur in class and will not contribute to course grades.

Materials and Equipment

You will make extensive use of the University Library print and electronic resources to elaborate your vendor report and case study analysis. As a starting point, among the relevant resources we find:

- Proquest
- LexisNexis
- Factiva
- Business Source Complete
- RDS Business Suite
- Index New Zealand
- NewztextPlus
- On the internet: CIO Magazine, ComputerWorld, InformationWeek, Baseline, and enterprise systems vendors' websites are good starters, but there are many others.

Assessment Requirements		Due date
Individual assignment #1: Vendor report	30%	August 9, at the beginning of class.
Class presentation of vendor report	10%	August 16.
Individual assignment #2: Case study analysis	30%	October 4, at the beginning of class.
End of term examination	30%	Between October 22 & November 13.
Total	100%	

Individual assignment #1: Vendor report

This assignment requires you to describe, synthesize, and present an analyst report on a specific enterprise systems vendor. The report should contain a detailed description of the history, the product strategy, the strengths and the weaknesses of the enterprise systems vendor. Each student will work on a different vendor; the vendors will be allocated on a random basis on the second day of class (July 19). The written report should be of no more than 2000 words, but no less than 1500 words (excluding figures and tables). Further instructions on how to elaborate the vendor report as well as a detailed marking grid will also be communicated on July 19. A hard copy of the vendor report is due on August 9 at the beginning of class.

Class presentation of vendor report (individual)

This assignment requires you to present to the class your individual assignment #1 (Vendor report). You will need to distil and synthesize the essential information contained in your report in a 5 minutes maximum presentation. You will be allowed a maximum of 4 Powerpoint slides for your presentation. Further instructions on how to prepare your presentation as well as a detailed marking grid will also be communicated in class on August 9th.

Individual assignment #2: Case study analysis

For this case study, you assume the role of an expert consultant on enterprise systems. The analysis should identify the key issues and challenges faced by managers of an organization facing significant challenges in implementing an enterprise systems solution. You should present a substantial argument explaining what they did in the past and why, and what they ought to do now and why. The written report of the case analysis should be of no more than 2000 words, but no less than 1500 words (excluding figures and tables). Specific questions will guide your analysis of the cases. Further instructions on how to elaborate the case study analysis as well as a detailed marking grid will also be communicated in class on September 9th. A hard copy of the case analysis is due on October 4 at the beginning of class.

End of term examination

The examination is closed book 3-hour examination and no computers or electronic calculators will be allowed in the examination room. Both short and long essay style answers are expected. The topics covered in the examination include the required (not supplementary) readings and materials that will be distributed in class for all 12 sessions. Exceptions to the material examinable will be communicated through Blackboard and email if necessary. Further details regarding the examination will be communicated in class closer to the date. Students are obligated to be present at university until the end of the examination period. The final examination for this course will be scheduled at some time during the period **Friday 22nd October – Saturday 13th November 2010 (inclusive).**

Mandatory Course Requirements

An attendance register will be kept, however there will be no penalty for non-attendance. To pass the course, you must gain a minimum of 40% on each item of assessment and a weighted average of 50% across all assessments.

Grading Standards

Letter Grade	Number grade	Approx Dist'n *	Simple Description	More Complete Description**
A+	Over 84	4%	Outstanding	Far exceeds requirements, flawless, creative
A	80-84	10%	Excellent	Polished, original, demonstrating mastery
A-	75-79	14%	Very Good	Some originality, exceeds all requirements
B+	70-74	22%	Good	Exceeds requirements in some respects
B	65-69	26%	Satisfactory	Fulfils requirements in general
B-	60-64	18%	Acceptable	Only minor flaws. Unoriginal
C+	55-59	4%	Pass	Mistakes, recapitulation of course material
C	50-54	2%	Minimum pass	Serious mistakes or deficiencies
D	40-49	1%	Unacceptable	Little understanding, poor performance
E	00-39	1%	Fail	Below the minimum required

* This is the hypothetical percentage of students that would attain the various levels of performance, over several repetitions of the course, under similar conditions. It is recognised that the distribution in a particular course, particularly with small enrolment, may differ markedly from the long-term distribution. To obtain a fair distribution of marks relative to assignment difficulty, scaling of marks may be employed on some or all assessments.

** The lecturer will develop a more complete or specific description of the meaning of the various levels of performance based upon the specific nature of the assessment in a course. For example, performance may be determined by the qualities of a written report, a classroom presentation, or an examination. The words used to describe these kinds of assessments will obviously vary.

Note

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Penalties

Assignments submitted after the due date and time will not be accepted and students will not receive any marks. Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) may lead to a waiver of this penalty but need to be discussed with the Course Coordinator as soon as possible. If a word limit is imposed, the examiner will only mark the assignment up to the word limit.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

Additional information or changes will be conveyed by means of in-class announcements and e-mail. Please ensure that you check these communication channels regularly.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine http://www.turnitin.com Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

Withdrawal from Courses:

Your fees will be refunded if you withdraw from this course on or before **23 July 2010**

The last date for withdrawal from this course *(assuming it has 12 weeks of lectures, otherwise modify accordingly)* is the three-quarter point of the teaching period, i.e. **Friday 24 September.** After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

For the following important information follow the links provided:

Academic Integrity and Plagiarism
http://www.victoria.ac.nz/home/study/plagiarism.aspx

General University Policies and Statutes
http://www.victoria.ac.nz/home/about/policy

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support
http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices
http://www.victoria.ac.nz/fca/studenthelp/

Manaaki Pihipihinga Programme
http://www.victoria.ac.nz/st_services/mentoring/