THE UNIVERSITY OF AUCKLAND
BUSINESS SCHOOL

The University of Auckland Business School

COURSE OUTLINE 2008
INFOSYS 711 ENTERPRISE SYSTEMS (20 POINTS)

Course Prescription

Enterprise systems are integrated application packages. While the technology is complex and expensive, an enterprise system is often highly valued as a replacement for in-house development and legacy systems that support functional silos but not enterprise-wide processes. The technology delivers a formalized end-to-end information system able to be linked directly with similar systems operated by customers and suppliers. Clearly the technology is exciting.

Yet a truly integrated system must include people's individual work practices and cultural values. These are diverse and interact so as to form a complex system. In this more complex and humanistic "system" business rules do not rule business, they only support some aspects of it. People, work practices and technology obey qualitatively different kinds of "rules". "Integrating" them is hazardous. No wonder the experience of implementing enterprise systems has been and continues to be mixed!

This course constitutes a model for the examination of enterprise systems implementation from the perspectives of people, processes, products and technology. Students will learn how an enterprise systems implementation may be approached from the perspective of their own work role (e.g., project leader, user, business analyst, technologist). Cases are evaluated to analyse how classic mistakes and best practices make the difference between enterprise systems success and failure.

Goals of the Course

The goals of the course are to introduce students to the following three interlinked aspects of the course model for enterprise systems implementation: (1) The hazards of managing a technically complex project *in* an organisation that is intended to change organizational behaviour in *that* organisation; (2) How work practices are analysed to identify process flows and to align these with the 'reference models' supported by an enterprise systems package; (3) The evolving functionality and architecture of web services and commercial off-the-shelf enterprise systems packages.

Learning Outcomes

After completion of the course, the student should be able to:

1. Appreciate the *benefits* of enterprise systems technology; and the promise of a "value chain" forged through integrating customer relationship management, enterprise resource planning systems, and supply chain management 'systems'.
2. Evaluate the *risks* of enterprise systems *project management* associated with such issues as: who measures costs and how, who measures success and how, who is the real "user", project chartering, lifecycle and ongoing process change, risk, tailoring, and technological awareness.
3. Evaluate *business analysis* in case examples of workflow and database. Understand that workflows formalized as event process chains (EPC's) can be compared to the EPC reference models supported by enterprise systems packages

such as SAP. Understand that database applications are useful add-ons to a purchased enterprise system package.

4. Evaluate *enterprise systems technology* for alignment with web services, service-oriented architectures, and functionality evolving in high-end packages such as SAP.
5. Evaluate the benefits *and* risks of implementing enterprise systems by analyzing cases that combine all of the previous elements into the course model. What *is* the "bottom line" on the implementation of an enterprise system?

Content Outline

The overview of lectures and topics (and the 3-level course model) is as follows:

LECTURE	TOPIC	READINGS	LEARNING OUTCOME
Week 1	Introduction to Enterprise Systems	1	1
Weeks 2-5	Organisational Change and ES Projects (People)	2-9	2
Weeks 6-8	Aligning Business Processes and Reference Models (Process and Product)	10-17	3
Week 9	Enterprise Systems Technology (Technology)	18-22	4
Week 10	Conclusion: Presentation of Case Evaluations	23-25	5

Learning and Teaching

Time: 5.30pm to 9.00pm
Duration: 10 weeks of classes
Location: Owen G Glenn Building, 12 Grafton Road, Auckland City
Class and team size: Maximum class size is 30. Students will form five teams

Time requirements

- Lectures 10 @ three hours per week
- Personal Study - Our expectation is that for each hour in class, students spend about two hours outside of class reading and doing assignments. It is particularly important that you begin work in the first week of class.

Teaching Staff:

Instructor

Dr Jim Sheffield
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Office Hours: By mutual convenience. Call.

Course Coordinator:
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Learning Resources

A course book consisting of photocopied journal articles will be supplied in the first class. You are strongly advised to prepare brief summaries linked to course goals, learning outcomes and evaluations as you "digest" each reading.

Assessment

Internal assessment: 60% of total

There are three components to the internal assessment:

1. Group presentation (10%): Each team will be allocated an enterprise-wide system topic. Teams will prepare and present an outline of the allocated topic during sessions 3, 4, 5, 6, and 7 (one team per session).
2. Individual assignment (30%): This consists of a written case analysis report of around 4,000 words. Based on readings covered in weeks 1-5. Due on or before session eight.
3. Case evaluation group presentation (20%): Groups will present their recommendations for managing an enterprise-wide system scenario. Due in session ten.

As a graduate business course, assignments must be typewritten. The style and tone should be that of a business report, as if intended for a senior manager. Presentation and attention to detail (e.g., spelling and grammar) are important facets of such a report, in addition to research, content, depth of analysis, and quality of argument. Timely submission of assessable work is essential. Marks will be deducted for late assignments. Please let the instructor know if any difficulties are anticipated with meeting assignment deadlines. Individual, alternative assessment may be assigned as appropriate.

Final exam: 40%

The final exam consists of a three-hour open book exam. The format of the exam will be discussed during the course.

Links to learning outcomes

ASSESSMENT	LEARNING OUTCOMES	WEIGHTING
Internal assessment: group presentation of reading/case evaln	1, 2, 3	10%
Internal assessment: case evaluation individual assignment	5	30%
Internal assessment: case evaluation group presentation	5	20%
Final exam	2, 3, 4, 5	40%

References: McConnell, Steve. *Rapid Development: Taming Wild Software Schedules*. Microsoft Press 1996.

Sheffield, J. Systemic Knowledge and the V-Model. *International Journal of Business Information Systems* 2005, Vol.1, No. 1/2 pp. 83-101. See: http://www.inderscience.com/search/index.php?action=record&rec_id=7401&prevQuery=&ps=10&m=or