### SBM2304 Enterprise Systems and Business Process Integration

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<tr>
<th>UOS CODE</th>
<th>Enterprise Systems and Business Process Integration</th>
<th>CREDIT POINTS</th>
<th>STATUS</th>
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<tr>
<td>SBM2304</td>
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<td>6</td>
<td>Elective</td>
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**SUMMARY**

This unit will focus on the power and utility of Enterprise Systems (ES) in modern day organisations. Students will learn how to plan, acquire and implement enterprise systems to suit the business needs and requirements optimally. ESs have revolutionised the business management over the last decades, beginning with decision support and resource planning systems through to their evolution into integrated enterprise resource planning (ERP) and Customer Relations Management (CRM) systems and more intelligent tools. The human and technological resources, as well as the business processes of the organisation are addressed in a coherent manner. Also, the information requirements, and the technology and process enablers are covered. It also looks at the key aspect of risk and security in managing such large-scale computing systems, and how they impact both IT infrastructure and operations. Examples of the topics under ES are:

- Information requirements, technology and process enablers
- Balancing demand and supply;
- Link customers and suppliers into an integrated value chain;
- Employ proven business logic and processes for management decision-making;
- Provide a high degree of cross-functional integration among such managerial operations as sales, marketing, human resources, operations, purchasing, logistics, manufacturing, finance and new product development.
- Risk and security in managing ES, and impacts on IT infrastructure and operations

**COURSE CONVENOR**

TBA

**ASSUMED KNOWLEDGE**

Not applicable

**APPROXIMATE WORKLOAD**

<table>
<thead>
<tr>
<th>Lectures &amp; Workshops</th>
<th>Team Work</th>
<th>Personal Work</th>
<th>Readings</th>
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<tr>
<td>30 hours</td>
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**PRE-REQUISITE**

None

**OBJECTIVES**

Students should gain expertise in the following areas:

- Process transactions to form a value chain
- Conceptual modelling of ES that connects relations into business processes.
- The flows for value generations and interactions within the organizations and with their external business partners resources between the organizations and their partners
- Benefits for using enterprise systems and architectural approaches.
- Addressing issues with the introduction of enterprise systems in an organisation
- An overview of technological infrastructure (database management, telecommunications, human interface, etc.) in ES, and future of ES
- Appreciation of security and consistency of ES, and their importance for external utilisation for procurement and marketing.
- ES implications for organisational architecture design and re-design, e.g. mergers and acquisitions,
- Enterprise Resource Planning (ERP) systems integrating marketing, sales, accounting, finance, production human and enterprise asset resources.
- Customer Relationship Management (CRM) systems that integrate data into a single consistent system, and its strategic advantage in competition for market share.

**TARGET COMPETENCIES**

Upon completion of the course, the student should demonstrate:

- A sound understanding of definitions and different forms of Enterprise Systems
**Enterprise Systems and Business Process Integration**

- Competency in developing requirements for business systems and their integration into an organisation.
- Competency to overview interactions between different systems in terms of data retrieval/query and interfaces.
- Ability to evaluate off the shelf ES applications, to tailor them in accordance with an organisation’s demands, and to appreciate integration issues.
- Ability to identify deficiencies and opportunities in ES, and formulate business cases for their implementation.
- Ability to determine the data that feeds into ES to generate meaningful information.
- Ability to utilise ES for sound decision making with considerations of their limitations.
- Ability to oversee and manage ES issues in an organisational design.

**TARGET COMPETENCIES (Personal and Socio-cultural)**

- Generic: All competencies that are common to all professionals (including cognitive and communication abilities, problem solving and analytical mindset).
- Leadership: Ability to direct, motivate & manage individuals & teams.
- Commitment: Ability to dedicate to tasks & to project outcomes.
- Attitude: Ability to create the right frame of mind that promotes integrity & support for achievement of project goals within a social context.
- Self Direction: Ability to manage within and without guidelines & processes, and to work without supervision.
- Learning: Ability to commit to continuous improvement in knowledge, skills & attitude, & to creating new knowledge developing skills & approaches.
- Cultural Empathy: Ability to respect for & accommodation of individual lifestyle, beliefs & norms.
- Creativity & Innovation: Capacity to generate new ideas/approaches & make them happen.

**MODES OF DELIVERY**

- Upright intensive workshop (4 days)
- Project and team based flexible work facilitated via the Internet (over 10 weeks)
- Face-to-face formal assessment (one week)

**ASSESSMENT**

1. Formal knowledge test
2. Team project submissions (formatted as per specification for the same)
3. Formal assessment against competencies applicable to organisation unit strategy and design
4. Formal personal & socio-cultural competency assessment

**PRESCRIBED FOR THE COURSE**

**SELECTED REFERENCES**

**PRINTED MATERIALS**

- Learning material (lecture notes, slides, case study and other material provided online).
- Case project (students’ own case project subject to endorsement)

**WEB SITES**

- No single web site presents all the necessary knowledge that students need to learn and apply. However, opposite are some useful sites to visit.

**SOFTWARE**

- Not applicable

**COURSE**

- Intensive Phase
CONTENTS

Day 1
- Introduction to course aims, objectives, target competencies, learning strategies, resources available, timetable and deliverables, assessment methods and related briefings
- Briefing on how to conduct each phase and the entire unit of study
- Lecture: Different forms of business process and interactions of different systems in an enterprise
- Lecture: Value chain formation in a business process chain from marketing, sales, production to after sales, and for internal managerial functions.
- Lecture: Introduction to Enterprise Systems, and their evolution in time.
- Tutorial work on understanding the inter-relations between organisational units especially in big organisations, and their facilitation with ES.

Day 2
- Lecture: Technological aspects in ES design, and future advances: a brief look of possibilities and implications on organisations
- Lecture: Implementation of ES and managing change: hard (equipment, procurement, etc.) and soft (people, society, etc.) aspects in ES projects.
- Lecture: Security, consistency and interface considerations in ES design.
- Tutorial: Designing optimal and adaptive ES and implementation to respond to specific effectiveness and efficiency requirements

Day 3
- Lecture: An overview of widely used ES: Enterprise Resource Planning
- Tutorial: Case study: An example of successful ERP implementation
- Lecture: An overview of widely used ES: Customer Relationship Management
- Tutorial: Case study: An example of successful CRM implementation
- Lecture: Lessons from ES implementations and design strategies to unblock communication among internal and external key stakeholders, and increase, business-to-business collaboration and global performance

Day 4
- Lecture: Formulating business case that justify ES and process changes, and gaining stakeholder support to launch a business process improvement project.
- Lecture: Managing and monitoring ES implementation projects
- Assessment of individual competencies wrt organisation unit strategy and design
- Reinforcing learning outcomes and application of the same to forthcoming team project
- Conduct of written test on organisation unit strategy and design
- Students’ feedback on the intensive phase

Teamwork phase
For the purposes of developing expertise in an integrated and meaningful manner, students in teams of 4 to 6 will assume responsibility for developing a plan to implement ES or changes in business processes in a case organisation unit. The case organisation is individual to each team and will be sourced normally from one of the students' employer organisations.

In summary the project phase will comprise:
- An overall process for studying organisation enterprise systems and for applying the relevant knowledge to a real life case organisation as per the relevant Brief that is downloaded from the unit’s web site;
- A program of the learning activities which are part of student’s Team Workplan and individual competency acquisition needs which each student needs to plan to conduct flexibly within the unit of study timeline as advised in the unit’s web site (detailed schedules are to be developed and submitted as part of the Team Work/QA Plan)
- The assignment Brief which is available as a downloadable file. Your team may develop your own Brief/project concept, and upon the Course Convenors’ endorsement use the same as
the basis for learning and development. Your brief should be developed to be similar to that found on the unit’s web site.

The Learning activities are designed for each team to develop and evaluate a complete organisation unit strategy and design for their case organisation via the following activities:

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<tr>
<th>Assessment of learning styles and team roles, and balancing of team development of self management and socio-cultural/teamwork competencies</th>
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<tbody>
<tr>
<td><strong>Team Formation, Case Project selection and team QAVWorkplan</strong></td>
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<tr>
<td><strong>Activity 1</strong> Literature Review, Enterprise Systems &amp; Business Process Integration</td>
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<td><strong>Activity 2</strong> Field Investigation of Case Organisation Systems &amp; Business Process Integration</td>
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<td><strong>Activity 3</strong> Case Organisation Systems &amp; Business Process Integration Plan</td>
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<td><strong>Activity 4</strong> Evaluation, Formatting and Presentation of Team Report</td>
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<td>Submit Case Study, QAVWorkplan</td>
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<td>Submit Assignment 1</td>
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Continuous reflection, self and peer assessment and competency acquisition. Final Individual Report and Viva to validate competencies acquired versus target competencies.

**COMPETENCY VALIDATION (via evidence and professional interview)**

**Final Report & assessment**

Each student is advised to progressively acquire, develop and document the relevant target competencies. The protocols on the web site for this purpose need to be followed carefully to prepare the required evidence of competency acquisition. The evidence for this unit to comprise a Final Report in two parts to validate individually the following: specific target competencies regarding enterprise systems and business process integration as well as personal and socio-cultural competencies. These will be assessed separately and both need to show the student’s development history using the student’s L&D plan as the basis.