ASSESSMENT GUIDELINES

Course code:	ITL22519
Course name:	Business Software
Form of examination:	Written group exam
Date:	May 9th 2022
Lecturer(s):	Stig Henning Johansen
Comments: All group members will get the same grade	

ITL22519 Business Software (Spring 2020)

Knowledge - The student knows
- cutting edge and traditional architectures supporting organizations worldwide
- how to map business requirements and business software features
- how to prioritise and select business software according to a set of business requirements
- main business software available and their purposes
- approaches and guidelines to install and customize business software
- complexity on new system adoption and change management

Skills - The students can
- identify pros and cons of current architectures
- elicit and write business requirements
- apply grounded approaches to support business software selection
- perform a basic installation of a business software
- create an enterprise structure and transactions in the installed business software
- develop a basic customization of the installed software
- integrate the business software with the technological environment

Content

- Information System Architectures (Service-Oriented Architecture, Web Services, Cloud Computing, Microservices, Containers, Serverless Computing)
- Business Software as a support for Business processes: Taxonomies and Architectures
- Business Software Selection and Acquisition
- Business Software Implementation, Integration and Customization
- System introduction and organizational change

Sensors will grade the exams based on the SOLO taxonomy below:

> > Increasing level of cognitive complexity > >

Recalling important information	Explaining important information	Solving closed-ended problems	Solving open-ended problems	Creating 'unique' answers to problems	Making critical judgments based on a sound knowledge base
Kunnskap	**Forståelse**	**Anvendelse**	**Analyse**	**Syntese**	**Evaluering**
define	translate	interpret	distinguish	compose	judge
repeat	restate	apply	analyse	plan	appraise
record	discuss	employ	differentiate	propose	evaluate
list	describe	use	appraise	design	rate
recall	recognize	demonstrate	calculate	formulate	compare
name	explain	dramatize	experiment	arrange	revise
relate	express	practise	test	assemble	assess
underline	identify	illustrate	compare	collect	estimate
	locate	operate	contrast	construct	
	report	schedule	criticize	create	
	review	sketch	inspect	set up	
	tell		debate	organize	
			question	manage	
			relate	prepare	
			solve		
			examine		
			categorize		

| F | E | D | C | B | A |

Written Exam paper: 4 reports baded on the 100 point scale below. Excel sheet will be provided to grade the 4 reports

Grading is in line with the following valuation criteria from © UNIVERSITETS- OG HØGSKOLERÅDET (The Norwegian Association of Higher Education Institutions). General, qualitative description of valuation criteria

A   92 – 100 points   An excellent performance, clearly outstanding. The candidate demonstrates excellent judgement and a very high degree of

                                 independent thinking

B   77 – 91 points   A very good performance. The candidate demonstrates sound judgement and a high degree of independent thinking.

C   58 – 76 points   A good performance in most areas. The candidate demonstrates a reasonable degree of judgement and independent thinking

                                 in the most important areas.

D   46 – 57 points   A satisfactory performance, but with significant shortcomings. The candidate demonstrates a limited degree of judgement

                                 and independent thinking.

E   40 - 45 points   A performance that meets the minimum criteria, but no more. The candidate demonstrates a very limited degree of judgement

                                 and independent thinking

F   < 40 points   A performance that does not meet the minimum academic criteria. The candidate demonstrates an absence of both judgement

                                 and independent thinking.

Assignment 1:

Areas	Main contents	Total points & 100	Achieved points 0	Evaluation & justification (100 points) #I/T
Executive summary	Main purpose and highlights so that I know what to expect	3		
Flow and structure	Delivers the Executive summary above, complies to academic report writing, easy to read and find the highlights, highlights tied together and link to assignment 2	5		
Business Model Canvas – HL	Why have you used this model, how does it fit into the ERP requirement & selection process	30		
The 9 sections –1	Captured what is important to the industry & your company, understood the how to go from HL (important to benefits) to DL (goals/objectives)	25		
The 9 sections –2	Linked any of the 9 sections together and why. HL (just a "statement") or DL (example to document the link "9 sections – 1 above)	25		
Implications and further use	What have you learned both in general (what knowledge/insight into the business did you get from the BMC) & specificaly (any findings that you think is critical for the company) & how will you use that in the other assigments	10		
Reflection	How well the team work together, did you have problems and did you fix these and how, the "back & forth" and what you learned from	2		
Overall comment				

Assignment 2:

Areas	Main contents	Guide 2	Total points 100	Achieved points 0	Evaluation & justification #I/T
Executive summary	Main purpose and highlights so that I know what to expect		3		
Flow and structure	Delivers the Executive summary above, complies to academic report writing, easy to read and find the highlights, highlights tied together and link to assignment 3		5		
Assignment 1	How did this group link this assignment 2 to assigment 1, ie. From assignment 1 - what did you use to to understand and to deliver assignment 2	Assignment 1: CSFs drive the business model which again create values for the clients and the company across the 9 sections. The company needs an ecosystem and touchpoints to create these values which again a lot of tasks and process to get this done. These tasks & processes get executed in the BS. Not only executed but with the quality and efficiency to reach the company goals & objectives. We need to understand the industry (CSF) and the company (business model) in order to select the best BS now & future. As we have the CSFs and goals/objectives in assignment 1 - this is where I can find a very important goal where I argue there is a task where the process is "broken" preventing us to reach that goal.	5		
BS theory	What BS theory did you find relevant & why, how did you apply the theory to the requirement gathering process & why Key words: ERP, business reeningering, process mapping, requirement gathering/mapping, task, process, workflow, business/user/system requirements	At least: Powerpoint w7 + Requirements-Gathering-for-Software-Selection.pdf + Template ERP Requirements.docx + ERPRequrementsManagement.docx. What do these keywords mean and how do they fit together Why are they important and how can they create real bsuiness value for your company	30		
Requirement gathering practise/experience	How did you apply the knowledge from the theory in the section above to your company What task and process did you focus on & why Why is is worthwhile fixing this process task (business case & justification) How well did you describe process "A" (broken) and "B" (fix) and why "B" will make a difference How did well did you understand and document the different levels of requirements	Requirement Gathering Framework is good for context & visuals but not to "tell the story" and to structure the input and focus. The excel template was constructed for that purpose and should be going from high level to detail level when reading from the left to the right. So the excel should provide link between BMC and assignment 2 + every column to the right should be linked to the previous column - just adding detail explaning the steps you thought about or the actions you took. Let the the excel show the logic/flow and the main contents but tell the story in Word. Explain the headers in Excel and make sure to explain as you move from "left to right" (your story). Some of the BS theory will be linked to these headers (e.g. RE teams). You have above picked the top value drives/benefit/goals&objective, so what task do you want to reenginer (why is reengineering important when selecting an ERP system?) to improve so that you get more benfits? The task to be fixed = "A" so make sure to explain what is broken and how this impacts the goal/objective and benefit. This is the justification to spend time&money to fix "as is" and at the same time gives focus for what the reengineered process needs to fix. Task is HL, process is ML and workflow is DL and as we move from HL to DL, we need to capture the business requirements (HL), user requirment (ML(and the system requirements (DL). Now we can match task/process/workflow to the business/user/system requirments. The new "B" process needs to be presented a a swimlane flowchart (explain the value of swimlanes & flowchart - you have now also found another tool/template). The flowchart should be easy to understand. One good way is to use colour boxes to focus on key points such as a) where do we link to another process or ERP module/function , b) where have we solved the problems in "A", c) where have we made improvements to reach our goals/objectives and hence more benefits. You show in the flowchart but tell the story in Word. Remember that there are different requirements which need to be met (depending on importance and priority)	45		
Implications and further use	What have you learned both in general (what knowledge/insight into the business did you get from the requirment gathering process) & specificaly (any findings that you think is critical for the company) & how will you use that in the other assigments	How does assignment 2 connect to assignment 3 - selecting a BS/ERP?	10		
Reflection	How well the team work together, did you have problems and did you fix these and how, the "back & forth" and what you learned from it		2		

	Assignment 3:			Total points & weight	Achieved points	Evaluation & justification
	Areas	Main contents	Guide	100	0	#I/T
	Executive summary	Main purpose and highlights so that I know what to expect		3		
	Flow and structure	Delivers the Executive summary above, complies to academic report writing, easy to read and find the highlights, highlights tied together and link to assignment 3		5		
	Assignment 1 + 2	How did this group link assignment 1 & 2 to this assigment	You should now have linked assignment 1 to assignment 2.In assignment 2 you have reengineered a "process" to improve the "task" which will create greater benefits for the company. The new "process" will be executed in an ERP system (Odoo) and would need to meet the various requirement you mapped out in assigment 2. Please also check out the Powerpoint on Canvas "Assignment logic and flow"	5		
	BS theory	**In not previously included:** What is an ERP system (how did it evolve, technical architecture, modules & functions etc.) Why do we need an ERP system (ERP benefits) The ERP market (size, vendors etc.) The selection process Understand our business modell Understand and document our current & future requirements Initial list of ERP vendors – RFI Short list of ERP vendors – RFP Select the ERP vendor – RFQ	To understand more about ther ERP landscape, technologies, vendors ans the selection process: BS W4.pptx BS W12 70-features-to-look-for-in-your-next-erp.original.pdf Panorama-Consulting-Group-2020-ERP-Report.pdf erp-selection-survival-guide-erpfocus-com.pdf ERP_Request_For_Information_-_Sample.pdf erp-software-rfp-guide.pdf https://www.panorama-consulting.com/erp-software-selection-guide/ erp-focus-erp-software-directory-2019.pdf Odoo erp_comparison_en.pdf erp-demo-guide.pdf IC-Vendor-Scorecard-Template RFP360_RFPProcesGuide_eBook-final 2021-ERP-Report-Panorama-Consulting-Group Top 10 key criteria when selecting an ERP.docx erp-software-selection-checklist.original.pdf	35		
	Selection practise/experience	What steps did you use in the selection process (linked to BS theory above) What research and findings did you get (Odoo) How did you evaluate and validate Odoo (requirement versus Odoo) What was your conclusion ("buy or not") and how did you justify this conclusion	Need to understand the requirements and evaluate in at least 4 areas: 1. Does the Odoo app(s) have the functionality to run the new process - does it work 2. How solid is Odoo as a company - can we trust this company and its technology 3. What is the Total Cost of Ownership (TCO)- what is the true cost for this 4. What is the total beneifts - how much value does this Odoo app running the new process create for your company (monetary and non monetary) When concluding ("buy or not") you need to recommend & conclude against the 4 bullets above as a whole (and maybe recommend next steps if you did not select Odoo).	45		
	Implications and further use	What have you learned both in general (what knowledge/insight into the business did you get from the requirment gathering process) & specificaly (any findings that you think is critical for the company) & how will you use that in the other assigments		5		
	Reflection	How well the team work together, did you have problems and did you fix these and how, the "back & forth" and what you learned from it		2		

	Assignment 4:		Total points & weight	Achieved points	Simulated exam evaluation & justification (100 points)
Areas		Main contents	100	0	#I/T
Executive summary		Main purpose and highlights so that I know what to expect	2		
Flow and structure		Delivers the Executive summary above, complies to academic report writing, easy to read and find the highlights, highlights tied together, builds on assignment 1,2 and 3	3		
What is the ERP «implementation stage» and what is critical to its success What is change management & how can we leverage the «requirement gathering stage» How can we measure the success of implementation & change		Explain this, use examples and apply it generally to a company or to key content already in previous assignments	35		
What changes are required per user in process B How can you motivate and enable those users to «embrace & adopt» these changes How can to measure the success of implementing process B		Look at assignment 2 to identfify the various user changes (process A versus process B) AND assignment 3 to identify the training required for the Odoo apps Given these changes - how can you motivate these users to change and adopt to the new process B/Odoo apps How can you measure if these users did adopt the new process B & the Odoo apps	55		
Implications and further use		What knowledge/insight did you get from the 3 green sections above and how does it connect to other assignments	3		
Reflection		How well the team work together, did you have problems and did you fix these and how, the "back & forth" and what you learned from it	2		

Oral exam:

Oral exam approx. 40 minutes where you present for maximum 20 minutes

1. Act as a team but every team member has to present something in regards to the 3 bullets below

2. What to present:

   1. What is an ERP system and why is it important to the business model

   2. How do we select the best ERP system

   3. How do we best implement an ERP system