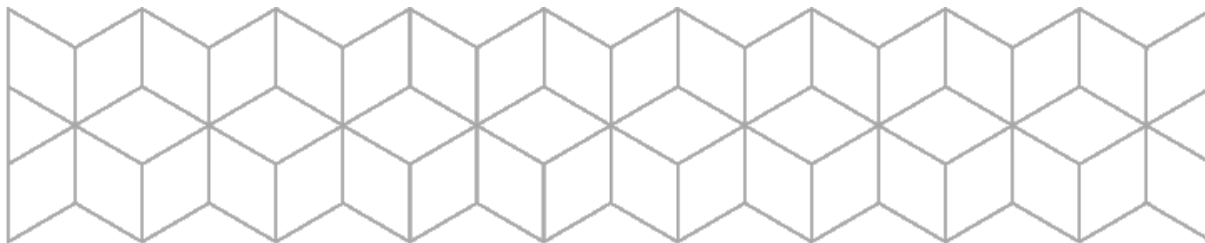


ASSESSMENT GUIDELINES

Course code:	ITL22519
Course name:	Business Software
Form of examination:	Written group exam
Date:	May 3rd 2021
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 > >

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

	A	B	C	D	E
1	Assignment 1:		Total points & #/T	Achieved points	Evaluation & justification (100 points)
2	Areas	Main contents	100	0	#/T
3	Executive summary	Main purpose and highlights so that I know what to expect		3	
4	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	
5	Business Model Carwas - HL	Why have you used this model, how does it fit into the ERP requirement & selection process		30	
6	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	
7	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	
8	Implications and further use	What have you learned both in general (what knowledge/insight into the business did you get from the BMC) & specifically (any findings that you think is critical for the company) & how will you use that in the other assignments		10	
9	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	
10					
11					
12					
13					
14	Overall comment				
15					
16					
17					
18					

	Assignment 2:		Total points	Achieved points	Evaluation & justification
1	Areas	Main contents	100	0	#/T
2	Executive summary	Main purpose and highlights so that I know what to expect		3	
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	
4	Assignment 1	How did this group link this assignment 2 to assignment 1, ie. From assignment 1 - what did you use 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
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 reengineering, 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 + ERPRequirementsManagement.docx What do these keywords mean and how do they fit together Why are they important and how can they create real business value for your company		30
6	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 it 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 explaining the steps you thought about or the actions you took. Let 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 reengineer (why is reengineering important when selecting an ERP system?) to improve so that you get more benefits? 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 requirement (ML) and the system requirements (DL). Now we can match task/process/workflow to the business/user/system requirements. The new "B" process needs to be presented 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
7	Implications and further use	What have you learned both in general (what knowledge/insight into the business did you get from the requirement gathering process) & specifically (any findings that you think is critical for the company) & how will you use that in the other assignments	How does assignment 2 connect to assignment 3 - selecting a BS/ERP?		10
8	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

1	Assignment 3:		Total points & weight	Achieved points	Evaluation & justification
2					
3	Areas	Main contents	Guide	100	0
4	Executive summary	Main purpose and highlights so that I know what to expect		3	#/IT
5	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	
6	Assignment 1+2	How did this group link assignment 1&2 to this assignment	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 assignment 2.	5	
7	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 model 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 the ERP landscape, technologies, vendors and 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_RFPProcessGuide_eBook-final 2021-ERP-Report-Panorama-Consulting-Group Top 10 key criteria when selecting an ERP.docx erp-software-selection-checklist.original.pdf	35	
8	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 benefits - 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	
9	Implications and further use	What have you learned both in general (what knowledge/insight into the business did you get from the requirement gathering process) & specifically (any findings that you think is critical for the company) & how will you use that in the other assignments		5	
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	

1	Assignment 4:		Total points & weight	Achieved points	Simulated exam evaluation & justification (100 points)
2	Areas	Main contents	100	0	#/T
4	Executive summary	Main purpose and highlights so that I know what to expect	2		
5	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		
6	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		
7	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 identify 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		
8	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		
9	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