Aston Business School
Birmingham

BNM827 MANAGING MULTI-ORGANISATION ENTERPRISES

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

Staff Members Responsible for the Module:

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Pre-requisites for the Module:

The module assumes that the student: 1) has a conceptual and practical understanding of how individual companies operate 2) is familiar with the competitive forces within a business environment and a supply chain.

Mode of Attendance:

On Campus

Module Objectives and Learning Outcomes:

At the end of the module students should be able to:

- Understand basic organisational and multi-organisational enterprise theory
- Appreciate that competitive forces can result in organisations needing to co-operate and collaborate rather than being purely competitive including concepts such as leanness and agility

- Know how organisations can effectively work together
- Understand how dynamic strategic change can be managed within enterprises
- Know what an enterprise resource planning (ERP) system is
- Know the importance of ERP systems
- Understand how ERP systems are evolving
- Be able to understand why dynamic change occurs within organisations and how ERP systems change accordingly
- Understand issues and challenges of implementing ERP systems and learn how to deal with them
- Confidently discuss complex organisational and information system requirements.

Module Content:

Week 1	Introduction to Managing Complex Enterprises *Tutorial: Case Study*
Week 2	Collaboration and Competition in Enterprises *Tutorial: Case Study*
Week 3	Lean and Agile Processes – Value Stream Mapping *Tutorial: Case Study*
Week 4	Lean and Agile Processes – Value Stream Mapping *Tutorial: Student Presentation*
Week 5	Strategic Enterprises Systems Architecting *Tutorial: Case Study*
Week 6	ERP Systems Implementation *Tutorial: Case Study*
Week 7	Managing risks in ERP implementation *Tutorial: Case Study*
Week 8	Project Managing Dynamic change in the Enterprise *Tutorial: Guest Lecture*
Week 9	Revision week
Week 10	**Coursework Hand in**

Corporate Connections:

Guest speaker(s) from industry may be invited to talk about recent experiences of managing complex enterprises.

International Dimensions:

The contents and case studies of this module will be related to the globalisation of business. Students will consider the implications of organisational and information systems issues of business in global organisations having diverse cultures, skills, languages and legal systems.

Contribution of Research:

Recent research will be used to guide students in terms of methodology, theories and discussion of recent examples.

Method of Teaching:

Weekly lectures and tutorials will take place. It is expected that students will conduct the weekly readings as suggested. Students should also read and prepare for the case studies that will be discussed in class. Students will also be required to do a formatively assessed presentation to the rest of the class.

Method of Assessment and Feedback:

There will be two pieces of assessment:

- A mid term presentation will be given by students about the industry and organisation chosen for the coursework. The work done for this presentation will form the basis of part of the final report and so student participation is important in order that formative feedback can be given.

- A final report will be handed in detailing the strategy of the enterprise and the ERP solutions for the proposed enterprise structure.

Learning Hours:

Contact Hours:	27
Directed reading:	23
Private Study:	50
Presentation preparation and writing:	50
Total:	**150**

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Essential Reading:

It is essential that reading is done on a weekly basis prior to the lecture covering topics relevant to that week's lecture / tutorial. The course books are:

Binder, M., Clegg, BT, 'Sustainable Supplier Management in the Automotive Industry: Leadng the 3rd Revolution through Collaboration'. Nova Publishers 2010.

Cousins, P., Lamming, R., Lawson, B., Squire, B., 'Strategic Supply Management: Principles, Theories and Practice'. FTPrentice Hall. 2008.

Paton, S, Clegg, B., Hsuan, J., Pilkington, A., 'Operations Management'. McGraw Hill Education. 2011. Chapter 4 is essential reading.

The research papers detailed week by week must also be read.

Week 1

Cousins et al. Chapters 1, 2, 3, 4 and 13.

Week 2

Cousins et al. Chapter 15.

Paton, S, Clegg, B., Hsuan, J., Pilkington, A., 'Operations Management'. McGraw Hill Education. 2011. Chapter 4 is essential reading.

Binder, M., Clegg, BT, 'Sustainable Supplier Management in the Automotive Industry: Leadng the 3rd Revolution through Collaboration'. Nova Publishers. 2010. This is essential for the coursework.

Boardman JT, Clegg BT, 'Structured Engagement in the Extended Enterprise'. Int. J. of Operations and Production Management: Special Issue - Next Generation Manufacturing. Vol. 21, No.5 & 6, paper No. 14. June 2001. pp795-811

Prahalad, C.K., Hamel, G., 1990. 'The core competence of the corporation'. Harvard Business Review May/June, 79–91.

Binder, M., Clegg, B.T., 'Enterprise Management: A new Frontier for Organisations'. International Journal of Production Economics. Spec. Iss. on Organisation, Structure and Culture on Operations Management. Vol. 106, Iss. 2. 2007. pp409-430.

Binder M., Gust, P., Clegg, BT., 'Frontloading: A Means to Improving the Competitiveness of R&D Collaboration in Automotive Supply Networks?' Journal of Manufacturing Technology Management. Vol.19, No.3, 2008. pp315-331

Binder, M., Clegg, BT., 'A Conceptual Framework for Enterprise Management'. International Journal of Production Research. Vol. 44, Nos. 18–19, 15 September–1 October 2006, pp3813–3829.

Week 3

Rother, M. and Shook J. 'Learning to see – Value Stream Mapping to Add Value and Eliminate Muda'. Lean Enterprise Institute. MA 1999.

Week 4

Bicheno. J. 'The New Lean Toolbox – Towards Fast Flexible Flow', PICSIE books, Buckingham. 2004.

Week 5

Wei, C. Chien, C. and Wang, M, (2005), 'An AHP-based approach to ERP system selection' International Journal of Production Economics, Vol. 96, 47 – 62.

Wei, C. and Wang, M, (2004), 'A comprehensive framework for selecting an ERP system' International Journal of Project Management', Vol. 22, 161 – 169.

NOTE: Cousins et al. pp69-73 also describes the AHP technique, although they use it for supplier section.

Week 6

Hong, K. and Kim, Y. (2002), 'The critical success factors for ERP implementation: an organizational fit perspectives', Information & Management, Vol. 40, 25 – 40.

Yusuf, Y. Gunasekaran, A. and Abthorpe, M. (2004), 'Enterprise information systems project implementation: A case study of ERP in Rolls-Royce', International journal of production economics, Vol. 87, 251 – 266.

Motwani, J., Mirchandani, D. Madan, M. And Gunasekaran, A. (2002), 'Successful implementation of ERP projects: Evidence from two case studies', International journal of production economics, Vol. 75, 83 – 96.

Week 7

Aloini, D., Dulmin, R. and Mininno, V. (2007), 'Risk management in ERP project introduction: Review of the literature', Information & Management, Vol. 44, 547 – 567.

Dey, P. K., Clegg, B., and Bennett, D. (2010), 'Managing enterprise resource planning projects', Business Process Management Journal, 16 (2) 282 - 296

Week 8

Guest Speaker: To be announced

Week 9

Revision and coursework workshop

Indicative Bibliography:

These are good sources for further reading when conducting coursework:

Paton, S, Clegg, B., Hsuan, J., Pilkington, A., '*Operations Management*'. McGraw Hill Education. Due Aug 2011. UG and PG core text book. Chapter 4.

Davidow, W.H., Malone, M.S., 1992. "The Virtual Corporation: Structuring and Revitalizing the Corporation for the 21st Century". Harper Collins, New York.

Davis, E.W., Spekman, R.E., 2003. "The Extended Enterprise: Gaining Competitive Advantage Through Collaborative Supply Chains". Financial Times Prentice Hall, London.

Doz, Y.L. and Hamel G. "Alliance Advantage". Harvard Business School Press. 1998.
Dyer, J.H., 2000. "Collaborative Advantage". Oxford University Press, London.

Fine, C.H., 1998. "Clockspeed: Winning Industry Control in the Age of Temporary Advantage". Perseus Books, MA.

Goldberg, S.L., Nagel, R.N, Preiss, K. "Agile Competitors and Virtual Orgnaisations". 1995 Van Nostrand Reinhold.

Hayes, R., Pisano, G. Upton, D., Wheelright, S. "Operations, Strategy, and Technology". Wiley, 2005.

HBR. "Harvard Business Review on Managing the Value Chain". Harvard College. 2000.

Recommended Web-Sites:

The Lean Enterprise Academy www.leanuk.org