BNM830 MANAGING MULTI-ORGANISATIONAL ENTERPRISES AND ENTERPRISE SYSTEMS

Academic Year 2013/14

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 and between organisations

> Know what Enterprise Systems are (e.g., Enterprise Resource Systems, Customer Relationship Management and other technology-enabled systems).

> Know the importance of Enterprise Systems, and how they contribute to business strategy

> Be able to understand why dynamic change occurs within organisations and how Enterprise Systems evolve and change accordingly

> Understand issues and challenges of implementing Enterprise Systems and learn how to deal with them

> Confidently discuss complex organisational and information system requirements.

Module Content:

**Week 1:** Introduction to Enterprises and Enterprise Systems  
*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: Case study/Student Presentation*

**Week 5:** Enterprise Systems and their link to the IT and Business Strategy  
*Tutorial: Case Study/class discussion*

**Week 6:** Enterprise Systems Implementation – a Project Management perspective  
*Tutorial: Case Study/class discussion*

**Week 7:** Managing risks in Enterprise Systems implementation  
*Tutorial: Case Study/class discussion*
Week 8: Managing inter-organizational collaboration: global team perspective

Tutorial: Case study/class discussion

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 multi-organizational 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.

Ethics, Responsibility & Sustainability:

The role of ethics, corporate social responsibility and sustainability will be discussed in the context of Enterprise Management.

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:

> A final report will be handed in detailing the strategy of the enterprise and the Enterprise System solutions for the proposed enterprise structure.

> In the middle of the term students will have an opportunity to present first part of their final report about the industry and organisation chosen for the coursework, focusing on value stream mapping. This will provide students with opportunity to receive feedback.

Learning Hours:

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-reading</td>
<td>25</td>
</tr>
<tr>
<td>Contact Hours</td>
<td>27</td>
</tr>
<tr>
<td>Directed reading</td>
<td>43</td>
</tr>
<tr>
<td>Private Study and coursework preparation</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
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The following readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.

Pre-Reading:

Multi-organisational enterprises:

Cousins, P., Lamming, R., Lawson, B., Squire, B., ‘Strategic Supply Management: Principles, Theories and Practice’. Prentice Hall. 2008. This is a good basic introduction and background to the subject.


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


Enterprise Systems


**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:

**Weekly readings**

**Week 1:**


Please make sure you have read all the pre-reading before the first session.

**Week 2:**


Weeks 3 and 4:


Week 5:


Week 6:


Week 7:


Week 8:

