ISM543: Enterprise Performance Management

Credit Hours: 3
Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This course provides students with an understanding of using business intelligence to align with and realize organizational strategy through key performance indicators, organizational goals, and effective management in pursuit of meeting enterprise objectives.

Course Overview:
ISM543 demonstrates how enterprise performance management (EPM) can help solve business problems within an enterprise. Students learn how to utilize a management operating system to identify issues and opportunities for developing and following an EPM process. One key aspect of a functional EPM system is the opportunity to turn data into useable information. Students use business questions to analyze and align EPM to strategies in support of enterprise strategic objectives. Successful completion of the course provides skills to develop an EPM roadmap and prioritize initiatives on that roadmap.

Course Learning Outcomes:

1. Demonstrate a functional knowledge of business intelligence in enterprise organizations.
2. Conduct detailed analysis of complex organizational processes providing practical solutions that improve operational functions.
3. Evaluate and analyze organizational needs and provide solutions that align with strategic goals as well as maximizing productivity.
4. Demonstrate the ability to utilize business intelligence tools and techniques in development of relevant data systems/applications.
5. Demonstrate the ability to create a data model that ensures that database developers understand and meet the needs of the business in the physical database system.

Participation & Attendance

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.
Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

Course Materials

Textbook Information is located in the CSU-Global Booklist on the Student Portal.

Course Schedule

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
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| 1      | Required:  
- Chapters 1 & 2 in *Enterprise Performance Management Done Right: An Operating System for Your Organization*  
**Recommended:**  
| 2      | Required:  
- Chapter 3 in *Enterprise Performance Management Done Right: An Operating System for Your Organization*  
**Recommended:**  
<p>| 3      | Required:  | Discussion (25 |</p>
<table>
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<tr>
<th>Required</th>
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<tr>
<td>• Chapter 6 in <em>Enterprise Performance Management Done Right: An Operating System for Your Organization</em>&lt;br&gt;• Kryvinska, N. (2012). Building consistent formal specification for the service enterprise agility foundation. <em>Journal of Service Science Research, 4</em>(2), 235-269. doi:<a href="http://dx.doi.org/10.1007/s12927-012-0010-5">http://dx.doi.org/10.1007/s12927-012-0010-5</a></td>
<td>• Critical Thinking (110 points)</td>
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Assignment Details

This course includes the following assignments/projects:

Module 1

PORTFOLIO PROJECT REMINDER (0 points)
A Portfolio Project is due at the end of the course. Read and think about the Portfolio Project description on the in the Module 8 Assignments section. Also, review the Portfolio Project grading rubric, which you can access in the Module 8 section of the course.

The assignment requires you to design and explain in depth an enterprise performance management (EPM) system for an enterprise scenario. The scenario can be based on a real or a fictional business, but the associated data should be realistic and based on experience and research.

Be sure to begin preparations to complete this assignment soon and keep working on the Portfolio Project throughout the eight weeks of the course. The statement “You cannot complete this project the last week of the course” is a fact and not a challenge.

Module 2

CRITICAL THINKING ASSIGNMENT (110 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Expanding on EPM**
Justify the validity of the following two statements, citing specific examples:
- “EPM is really just ‘BI plus Planning’.”
- “If ERP was the new discipline to run the business, EPM is the new discipline to manage the business.”

Discuss and cite and at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

**Option #2: The Gather Process**
Explain how becoming more proficient at the gather process can create a competitive advantage.

Discuss and cite and at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

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**Module 3**

**CRITICAL THINKING ASSIGNMENT (110 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Interactive Reporting**
Justify the validity of the following statement, citing specific examples: “It is best to collapse gather and understand into simple interactive reporting.”

Discuss and cite and at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

**Option #2: Ad Hoc Reporting**
Using your own organization as an example (or an organization with which you are familiar), justify the validity of the following statement: “Most companies inundate themselves with reporting, planning, and analytics, but these are usually ad hoc, sparse, or save locally on someone’s computer.”

Discuss and cite and at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

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**Module 4**

**CRITICAL THINKING ASSIGNMENT (110 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: The Worth of Plans**
Using your own organization as an example (or an organization with which you are familiar), justify the validity of the following statement: “Plans are worthless, but planning is essential.”

Discuss and cite at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

Option #2: Planning Accuracy
Justify the validity of the following statement, citing specific examples: “EPM done right means that your plans are based on a model built in a debate that was fed by facts about the business, and it shares common business rules, formulae, and master data with the phases of the management operating system.”

Discuss and cite at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

Module 6

CRITICAL THINKING ASSIGNMENT (120 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: EPM Initiatives
Using your own organization as an example (or an organization with which you are familiar), discuss how each of the EPM initiatives of revenue growth, operating margin, cash cycle, and asset utilization can be aligned to each stage of the management cycle (gather, understand, debate, and commit).

Discuss and cite at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

Option #2: Strategy Formulation
Using your own organization as an example (or an organization with which you are familiar), justify the validity of the following statement: “Strategy formulation and execution should be collaborative and fact-based processes that are visible to everyone, rather than being dictated from above.”

Discuss and cite at least four credible sources other than (or in addition to) the course textbook to provide information and guidance for your assignment and to support your description. Your paper should be 4-5 pages in length, excluding your cover and references page. Make sure you are formatting and citing your sources using the CSU-Global Guide to Writing and APA.

Module 8

PORTFOLIO PROJECT (350 points)
You have a choice between two Portfolio Projects. Do not do both projects. Identify your Portfolio Project choice in the title of your document.

Option #1: Designing an EPM Roadmap
For the Portfolio Project, design an EPM roadmap based on the EPM roadmap in the course textbook. Your roadmap can be based on a real enterprise scenario or one that is “made up,” depending upon your exposure to
an enterprise environment. The scenario can be based on a real or a fictional business, but the associated data should be realistic and based on experience and/or research.

Required Components:

1) **Introduction**—Your description should include the following details:
   - What type of business is it (selling products and services, for health care, for example)? Be specific about what product or service the company offers.
   - How large is the company (number of employees, revenue, and market share, for example)?
   - What is the company’s location and demographic of customers or clients that use the goods/services?
   - What is the business impact area you wish to focus on? For example, the business impact area may include revenue growth, operating margin, cash cycle, asset utilization.
   - What is the business function you wish to focus on? For example, the business function(s) may include marketing, sales, operations, research and development, shared services, and finance. Note: You do not have to pick business impact areas or business functions from the examples above—those are just examples. Your enterprise scenario may be completely different.
   - Other details you feel are relevant or important.

2) **Decisions**—Identify one or more decision process steps that lack visibility (gather, understand, debate, commit) and explain why they lack visibility. Justify your decision for choosing these specific process step(s).

3) **Roles**—Select one or more roles within functions (strategic, operational, tactical execution) and justify your selection. Note: Identify the top value drivers/key performance indicators (KPIs) for that role. (Use the strategy you used in Module 6’s Critical Thinking Assignment to develop a functional value map.)

4) **EPM Process/Tool**—Select an EPM process and/or tool that matches the decision process. Justify the process and/or tool outlined.

Discuss and cite the at least 10 credible or scholarly sources other than the course textbook to provide information and guidance for your assignment. (You may cite the course textbook as well.) The CSU-Global Library is a good place to find these scholarly sources. Your paper should be 8-10 pages in length with document and citation formatting per CSU-Global Guide to Writing and APA.

Sample EPM architecture and roadmap case study provided in course.

**Option #2: International EPM Process**
For this Portfolio Project option, you will compare the strategic function of two international corporations (i.e., corporations based outside the United States). This detailed comparison will include each of these two organizations’ decision process steps (gather, understand, debate, commit) for the strategic function. The specific deliverables are as follows:

**Part I:**
Address the two organizations’ decision process steps (gather, understand, debate, commit) for the strategic function:
- **Gather:** Compare the financial reporting processes for the two organizations in terms of variance and profit-and-loss.
- **Understand:** Compare the financial analysis processes for the two organizations in terms of production profit, raw material, and margin contribution.
- **Debate:** Compare the financial models processes for the two organizations in terms of price, revenue, cash flow, and terms.
- **Commit:** Compare the financial plans for the two organizations in terms of revenue forecast, expense budget, and cash-flow forecast.
Part II:
Compare the supplier strategies in terms of cost and quality for the two organizations. Describe how the supplier strategy for each organization impacts people, processes, and technology. Also describe how this has led to sustainable execution for the each organization.

Discuss and cite the at least 10 credible or scholarly sources other than the course textbook to provide information and guidance for your assignment. (You may cite the course textbook as well.) The CSU-Global Library is a good place to find these scholarly sources. Your paper should be 8-10 pages in length with document and citation formatting per CSU-Global Guide to Writing and APA.

Course Policies

In-Classroom Policies
For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing/re-purposing your own work (see CSU-Global Guide to Writing and APA for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing and APA when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU—Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.
Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.