ACS 1803 Assignment 2

Due: June 8, 2020 (1803-770)

Submit: Trevor Nadeau
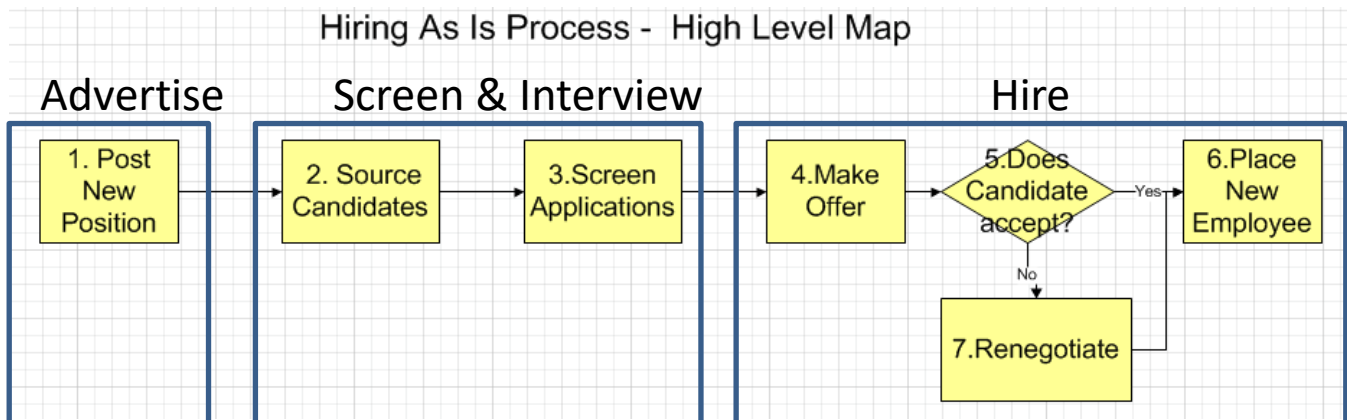   **Instructor, ACS-1803**

Total 44 marks.

To be done individually

Part A: (20 Marks)

You are the business analyst for a mid-sized sales and marketing company. The company is interested in acquiring a new Human Resources Information System (HRIS). You have been asked by the company CEO to review the current Recruitment and Hiring process within the company's HR Department. The following detail process map and modeling diagram using Business Process Modeling Notation (BPMN) has been developed and documented by a third-party consultant. The processes include:

1) Advertise for the Position
2) Source and Screen Applicants
3) Hire the New Resource

Hiring As Is Process - High Level Map

Advertise   Screen & Interview   Hire

| 1. Post New Position | → | 2. Source Candidates | → | 3.Screen Applications | → | 4.Make Offer | 5.Does Candidate accept? —Yes→ | 6.Place New Employee |

No ↓

7.Renegotiate

i) Review all three processes of the Recruitment and Hiring (above) including the Detail Process Map for Recruiting and Hiring (See Page 5). <u>Utilize the BPMN* template to map the processes as part of your analysis.</u> <u>Identify the specific tables in the HRIS DBMS that are impacted by the process step.</u> <u>Write a brief narrative using Business Process Narrative approach and annotate (by underlining) the key procedures as part of the current As Is process.</u>

ii) The company CEO has requested a written recommendation for a new online Recruitment and Hiring program as part of company's new HRIS. The new program will reduce the number of process steps (hand-offs) required to: Advertise; Screen and Interview Applicants; and Hire New Resources. The proposed changes should address improvements across all three process areas as part of an overall solution. Refer to the following White Paper titled <u>Talent Management Best Practices</u> for an overview of future trends in Recruitment and Hiring systems.

Write an executive report, 1 - 1.5 pages, 12 pt font, normal margins, using Business Process Narrative approach, describe your recommended changes to the documented steps/ processes that could be improved through process automation to meet the proposed solution and what would be the opportunities/ advantages to the business. Annotate (by underlining) the key automated procedures that you have introduced as part of your recommendations in your report. Be sure to cross-reference your improvements to the existing process steps as a way of showing and comparing the value-add.
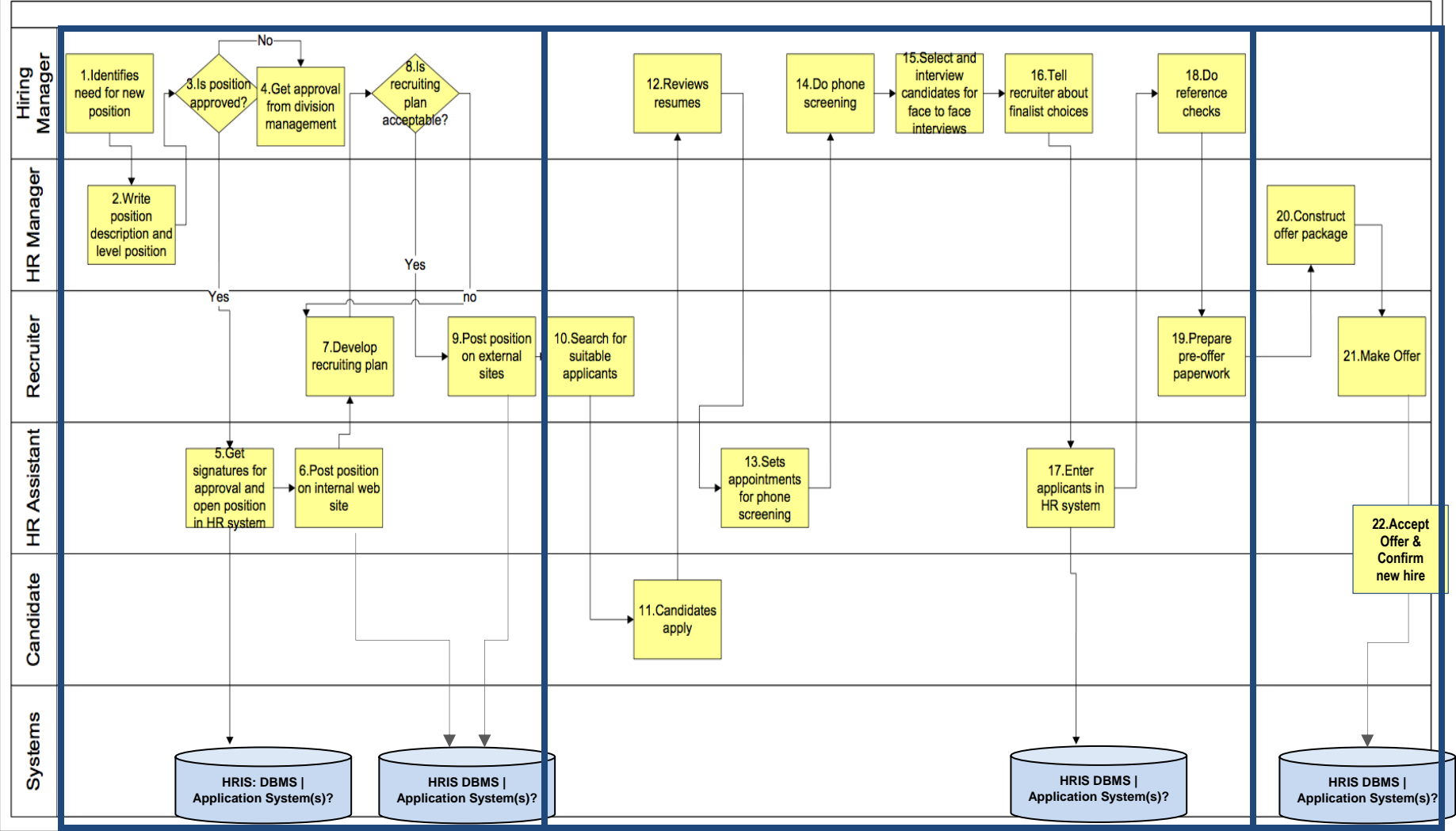
Hint #1: Consider the number of steps and connection points with the different database tables that are used to update the information within each of the three main process areas. Is there any way that the processes could be reduced by having the system do more functional processing at certain key points in the cycle - and thereby reduce the number of handoff/procedural steps within each process area?

Hint #2: Consider the relationship between the three main process areas. are there ways that the process steps/handoffs between the three main areas could be simplified?

A Business Process Map Notation (BPMN) Organizer template has been provided for your analysis and documentation of the key processes .

Business Process Map Organizer			
Activity	**Gateway (Decision)**	**Swimlane**	**Data Store**

Recruiting and Hiring – Detail Process Map

Hiring Manager
- 1. Identifies need for new position
- 3. Is position approved? — No
- 4. Get approval from division management
- 8. Is recruiting plan acceptable? — Yes
- 12. Reviews resumes
- 14. Do phone screening
- 15. Select and interview candidates for face to face interviews
- 16. Tell recruiter about finalist choices
- 18. Do reference checks

HR Manager
- 2. Write position description and level position
- Yes
- 20. Construct offer package

Recruiter
- Yes
- no
- 7. Develop recruiting plan
- 9. Post position on external sites
- 10. Search for suitable applicants
- 19. Prepare pre-offer paperwork
- 21. Make Offer

HR Assistant
- 5. Get signatures for approval and open position in HR system
- 6. Post position on internal web site
- 13. Sets appointments for phone screening
- 17. Enter applicants in HR system
- 22. Accept Offer & Confirm new hire

Candidate
- 11. Candidates apply

Systems
- HRIS: DBMS | Application System(s)?
- HRIS DBMS | Application System(s)?
- HRIS DBMS | Application System(s)?
- HRIS DBMS | Application System(s)?

Advertise   Screen & Interview   Hire

Part B: (24 Marks)

Read the Case* below:

- ✓ Consider the functions and features of an ERP system from your notes.
- ✓ Consider the SAP ERP system model/case study video that we observed in class.

ALTITUDE ONLINE: ENTERPRISE SYSTEM CONSIDERATIONS

Altitude Online is an Online Services Company that specializes in the following:

Online marketing optimization: Optimizing online advertising strategies based on target audiences and using the latest online trends

- Customer insight: Tracking customer decisions and media usage on Web sites

- Online market segmentation: Identifying a target audience by observing highly detailed characteristics mapped to online behavior

- Online marketing ROI: Analyzing the financial success of a variety of online advertising and marketing strategies

- Effective Web design: Developing and executing winning design strategies for e-commerce sites

- Online brand building: Tracking online conversations, engaging influencers and advocates, and calming detractors

Altitude is now in the need of identifying a new ERP system that will address its needs as a growing company.

Altitude Online IS staff are beginning to prepare their databases for conversion to an ERP system. Each Altitude Online regional office maintains its own database and database management system (DBMS). In addition to relying on the database for daily operations, regional managers produce weekly, monthly, and quarterly reports that they provide to corporate headquarters in New York.

The new ERP system will eliminate the need for managers to transfer reports, because it will enable executives at headquarters to view real-time data from all regions at any time. Prior to the installation of the new ERP system, databases across the organization must be standardized so that they can be easily merged.

After reviewing several ERP solutions for medium-size businesses from a variety of vendors, the management team decided on a package that best met Altitude Online's needs. The team considered an on-demand SaaS (Software as a service)product that was stored and managed on the vendor's servers to be delivered to Altitude Online employees across the country via the Web. Ultimately, however, the team chose a full ERP solution that would be installed on Altitude Online servers in New York, backed up on servers in Chicago, and shared across corporate offices via leased lines from a telecom company.

Since Altitude Online already has an IT staff and servers, it made sense for the company to select a system that it could manage itself, with some assistance from the vendor. Also, using a robust ERP rather than a SaaS ERP would provide support for the company's future growth.

The ERP that Altitude Online selected provides all of the core business systems in one integrated package. It includes the following services:

- Executive management support: Managers are provided with information they need for daily operational decisions while executives are provided with a corporate overview that supports enterprise level decision making. Management dashboards provide real-time customizable corporate data using easy-to-read charts and graphs.
- Financial management: A single up-to-date view of corporate finances is provided along with the ability to drill down into detailed financial information. Common business information is easily accessible including standard reports such as balance sheets and payments and receivables. Period-ending closing reports are automatically generated for streamlined operations and better financial planning and decision-making.
- Customer relationship management (CRM): The CRM features of the ERP provide a detailed view of customer profiles and activities for marketing, sales, and service departments. CRM provides valuable information that will assist Altitude Online in providing services that its current and potential customers desire.
- Human resources management: The HR package provides information that assists in maximizing the potential of employees. It provides employees with a personalized business portal tailored to individual job functions. It also assists HR managers in streamlining and automating the execution of regular tasks like timesheets and payroll.
- Supply chain management: While Altitude Online does not manufacture products, it can use the supply chain management tools to forecast demand for its services and gauge the number of staff it will require to meet that demand.
- Project management: Altitude Online will make good use of project management features of the ERP, which assist in estimating costs of projects and providing customers with accurate quotes. The tools help project managers keep projects on schedule and under budget while providing a transparent view of project details to team members and executive decision makers.
- Supplier relationship management: This module of the ERP allows Altitude Online's purchasing department to monitor purchase requests to make sure that employee needs are met within a reasonable timeframe and at minimum cost to the company.
- Compliance management: The ERP provides sophisticated software tools to assist Altitude Online's finance and human resources departments in complying with laws and regulations and keeping books and government reporting in order.

All of these ERP features draw from a central database of corporate information and are available from a single desktop portal. All of the modules also provide data to an analytics engine that provides decision-makers with the ability to spot trends and opportunities, and view critical success factors. Many of the ERP services are also available from remote locations if employees need to work from home, or on the road. There is even an interface designed for handsets.

This case was taken from the course textbook: Fundamentals of Information Systems , 8th Edition. Running Web Case.

Answer each of the following questions. Use your own words, no external sources to be used to answer these questions - other than the lecture notes, Supplementary Notes, and/ or text book:

1. (4) Discuss how the implementation of this ERP will enable Altitude Online's future growth and success.

2. (4) Discuss some challenges that Altitude Online might face on the implementation of its ERP. Describe methods/ approaches/ processes that Altitude Online should consider to overcome these challenges.

3. (16) Using Porter's Value Chain as it was presented and discussed in class, identify the different parts of Altitude's Value Chain that will be supported by the new ERP solution. Make sure to include primary and secondary activities.