**ADMS 3502 – Introduction to Enterprise Resource Planning Applications**

**Winter 2022, Section M, Thursdays, 4.00pm to 7.00pm,**

**Classroom: TBA**

Course Director: Dr. Cristóbal Sánchez-Rodríguez

Office Hours: By appointment.

Email: sanchezc@yorku.ca

Moodle web site : TBA

**Calendar Description and Prerequisites**

Explains and demonstrates how Enterprise Resource Planning (ERP) Systems, a group of integrated software modules, run virtually all business processes in an organization. ERP Systems include modules such as management accounting, sales, logistics, production/materials management, procurement, and human resources. Prerequisites: AP/ADMS 2511 3.00 or AP/ITEC 1010 3.00. Course credit exclusions: None.

Required Text

**Flya Kite Reading and Exercises Material** (available on the course moodle website)**:**

Quarles, R., Noman. F., (2016). Flya Kite Fully Integrated Case Student Text (MM, PP, SD, FI/CO, HR); Version 10.0, SAP University Alliance Curriculum. (Flya Kite Textbok)

Quarles, R., Noman. F., (2016). Flya Kite Fully Integrated Case Student Exercises (MM, PP, SD, FI/CO, HR); Version 10.0, SAP University Alliance Curriculum. (Flya Kite Exercises Textbook)

**ERPsim Reading and Exercises Material** (available on the ERPsim website)**:**

Léger, P.-M., Robert, J., Babin, G., Pellerin, R., and Wagner, B. (2016). ERP Simulation Game with SAP ERP: Manufacturing Game, ERPsim Lab, HEC Montréal, 374 pages (ISBN: 978-0-9866653-2-5).

Léger, P.-M., Robert, J., Babin, G., Derick, L., Pellerin, R., and Wagner, B. (2017). Participants’ Guide: Manufacturing Game, ERPsim Lab, HEC Montréal, 92 pages (ISBN: 978-0-9866653-2-5).

Léger, P.-M., Pellerin, R. et Babin, G. (2011). Readings on Enterprise Resource Planning, ERPsim Lab, HEC Montréal, 331 pages (ISBN: 978-0-9866653-3-2).

To access the ERPsim reading and exercises students need to purchase the access code which will be provided on the course website.

**Schedule**

# Session 1

Introduction

* Overview of Enterprise Resource Planning (ERP)
* Getting Started with SAP
* Master Data and its role in ERP systems
* Difference between transactional data and master data
* Introduction to the Flya Kyte – Case company
* Introduction to the ERPsim – simulation game

*Required:*

* Read: Chapter 1: Introduction (Flya Kite Textbook)
* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379): Chapter 1: Importance and Impact of ERP Systems on Industry and Organization. (ERPsim Website)

# Session 2

Business processes Management – Procurement Process

* Forecasting raw material requirements using sales information, production requirements, sales forecast
* Difference between purchase requisitions and purchase orders
* Vendors and pricing conditions
* Type of goods movement. Receiving goods into inventory

*Required:*

* Read: Chapter 2 Procurement Logistics (MM) (Flya Kite Textbook)
* Flya Kite Exercises #1: Chapter 2 Procurement Logistics (MM) (Flya Kite Exercises Textbook)
* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379): Chapter 2: Why do Companies Implement ERP Systems? – The Goals and Reasons behind ERP Implementation Projects. (ERPsim Website)

# Session 3

Business processes Management: Production Process - Planning and Execution

* Creating a production plan
* Independent and dependent materials requirements
* Master data needed for production
* Executing a Production process
* Monitoring Inventory and Goods movement

*Required:*

* Read: Chapter 3 Production Logistics (PP) (Flya Kite Texbook)
* Flya Kite Exercises #2: Chapter 3: Production Logistics (PP) (Flya Kite Exercises Textbook)

# Session 4

Quiz 1 from

* Flya Kite textbook Chapters 1, 2, and 3
* Readings on Enterprise Resource Planning chapters 1 and 2

Business Process Management: Sales Process - Fulfillment

* Creating customer master data, material master data and pricing conditions
* Executing a sales cycle
* Reporting and analysis of sales data

*Required:*

* Read: Chapter 4 Sales Logistics (SD) (Flya Kite Textbook)
* Flya Kite Exercises: Chapter 4: Sales Logistics (SD)
* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379): Chapter 5: Critical success factors for ERP system selection, implementation and post-implementation. (ERPsim Website)

# (reading week)

# Session 5

Financial Accounting and Controlling (FI and CO)

* Organizational levels and master data in financial accounting
* Posting financial transactions
* Controlling – Cost centers and cost elements
* Allocating Costs – Assessments and distributions

*Required:*

* Read: Chapter 5: Financial Accounting and Controlling (FI and CO) (Flya Kite Textbook)
* Flya Kite Exercises: Chapter 5: Financial Accounting and Controlling (FI and CO) (Flya Kite Exercises Textbook)
* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379): Chapter 4: ERP Implementation Methodologies and Strategies (ERPsim Website)

Presentation: (Team A).

# Session 6

Human Capital Management

Intro to ERP Simulation Game

* Game overview
* Teams and roles
* ERPsim Game Simulation: Introductory Manufacturing Game
* Simulation round 1

*Required:*

* Read: Chapter 6: Human Capital Management (HCM) (Flya Kite Textbook)
* Read: [NEW! Participant's Guide - 2017-2018](https://erpsim.hec.ca/en/node/291), Chapters 1 to 4 and 7 (ERPsim Website)
* Flya Kite Exercises: Chapter 6: Human Capital Management (HCM) (Flya Kite Exercises Textbook)

# Session 7

Quiz 2 from

* Flya Kite textbook Chapters 4, 5, and 6
* Readings on Enterprise Resource Planning chapters 4 and 5

ERP Simulation Game: Introductory Manufacturing Game

* Process Integration
* Simulation rounds 2 to 3
* Analyzing data from the game

*Required:*

* Read: [NEW! Participant's Guide - 2017-2018](https://erpsim.hec.ca/en/node/291), Chapters 1 to 4 and 7 (ERPsim Website)
* Cash-to-cash exercise. ERPsim full cash-to-cash cycle exercise ([Participant's Guide - 2015-2016 for the Manufacturing Game](https://erpsim.hec.ca/en/node/291). Page 91) (ERPsim Website)

# Session 8

ERP Simulation Game: Extended Manufacturing Game

* Description of variables and constraints in the extended game
* Planning and forecasting for procurement, production and distribution
* Strategies for maximizing profits
* Interest and warehouse costs
* Simulation Rounds 1 to 3

*Required:*

* Read: [NEW! Participant's Guide - 2017-2018](https://erpsim.hec.ca/en/node/291), Chapter 5 (ERPsim Website)
* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379) (ERPsim Website): Chapter 6: Tailoring of ERP Systems

Presentation: (Team B)

# Session 9

ERP Simulation Extended Manufacturing Game

* Analyzing data from rounds 1 to 3
* Simulation Rounds 4 to 6
* Analysis of the entire game/market

*Required:*

* Read: [NEW! Participant's Guide - 2017-2018](https://erpsim.hec.ca/en/node/291), Chapter 5 (ERPsim Website)
* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379) (ERPsim Website) Chapter 13: Individual User Adaptation to ERP

Presentation (Team C)

# Session 10

ERP Simulation Extended Manufacturing Game (Competition day)

* Extended Manufacturing Game competition (Rounds 1 to 3)

Required:

* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379): Chapter 16: Business intelligence. (ERPsim Website)

Presentation (Team D)

* ERPsim report due

# Session 11

Other ERP-related topics:

* Business process management
* Knowledge Management

*Required:*

* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379): Chapter 15: The analytical organization. (ERPsim Website)

Presentation (Team E)

* [Readings on Enterprise Resource Planning](https://erpsim.hec.ca/en/node/379): Chapter 11: Change Management (ERPsim Website)

# Session 12

ERPsim Student presentations:

• Game Analysis and presentations – Provide a thorough analysis of your team’s performance in the game

# Research articles assignments to groups

Students will be placed into groups at the beginning of the semester and each team will be expected to deliver a 10 minutes presentation on an article assigned by the instructor and to lead the discussion in class. Presentations will be evaluated based on quality of the presentation, quality of discussion, content and additional research.

**Final Grade Composition**

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| --- | --- | --- |
| **Flya Kite exercises (6 x 3%)** | **18%** | **Individual** |
| **Quizzes (2 x10%)** | **20%** | **Individual** |
| **Article presentation** | **10%** | **Group** |
| **ERPsim cash to cash exercise** | **5%** | **Group** |
| **ERPsim Report and presentation** | **15%** | **Group** |
| **Comprehensive final examination (during the examination period, TBA)** | **32%** | **Individual** |
| **TOTAL** | **100%** |  |

**RELEVANT UNIVERSITY REGULATIONS**

**Deferred Exams:**Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>

Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a “Doctor’s Note” will not be accepted.

DSA Form: <http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf>

Attending Physician's Statement form: <http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>

In order to apply for deferred standing, students must register at

<http://apps.eso.yorku.ca/apps/adms/deferredexams.nsf>

Followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form.  The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam.  These requests will be considered on their merit and decisions will be made available by logging into the above mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not.  Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a “Doctor’s Note” will not be accepted.

**Academic Honesty**: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at:

<http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

**Grading Scheme and Feedback Policy:** The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for ‘full year’ courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.* For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

**In-Class Tests and Exams - the 20% Rule**: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

**Reappraisals**: Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work.  Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

**Accommodation Procedures:** LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

**Religious Accommodation**: York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit:  
<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

**Academic Accommodation for Students with Disabilities (Senate Policy)**

The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Counselling and Disability Services website at <http://www.yorku.ca/dshub/>

York’s disabilities offices and the Registrar’s Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>

Please alert the Course Director as soon as possible should you require special accommodations.

Effective Date: June 8, 2021