

**ADMS 3502 – Introduction to Enterprise Resource Planning  
Applications  
Fall 2022, Section A, Wednesdays, 4.00pm to 7.00pm,  
Classroom: SLH, room C**

Course Director: Dr. Cristóbal Sánchez-Rodríguez  
Office Hours: see course website and by appointment.  
Email: [sanchezc@yorku.ca](mailto:sanchezc@yorku.ca)  
Web site : eClass <https://eclass.yorku.ca/>

### **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 website):

Quarles, R., Noman. F., (2021). Flya Kite Fully Integrated Case Student Text (MM, PP, SD, FI/CO, HR); Version 9.0, SAP University Alliance Curriculum. (Flya Kite Textbok)

Quarles, R., Noman. F., (2021). Flya Kite Fully Integrated Case Student Exercises (MM, PP, SD, FI/CO, HR); Version 9.0, SAP University Alliance Curriculum. (Flya Kite Exercises Textbook)

These materials will be provided by the professor on the eClass website.

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

Léger, P.-M., Robert, J., Babin, G., Derick, L., Pellerin, R., and Wagner, B. (2021). Participants' Guide: Manufacturing Game, ERPsim Lab, HEC Montréal.

Léger, P.-M., Pellerin, R. et Babin, G. (2011). Readings on Enterprise Resource Planning, ERPsim Lab, HEC Montréal.

To access the ERPsim materials students will need to purchase an access code through the course website. Cost: CAD \$55.

## Final Grade Composition

Flya Kite exercises (5 x 4%)	20%	Individual
Midterm	20%	Individual
Research Article Presentation	10%	Group
ERPsim cash to cash exercise	5%	Group
ERPsim Game Day report	10%	Group
ERPsim Game Day presentation	5%	Group
Comprehensive final examination (during the examination period, TBA)	30%	Individual
<b>TOTAL</b>	<b>100%</b>	

## Schedule

### Session 1, September 7

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- Course overview and resources
- Introduction to the Flya Kite – Case company
- Introduction to the ERPsim – simulation game

#### Readings:

- Flya Kite Textbook: Chapter 1: Introduction
- ERPsim Website: Chapter 1: Importance and Impact of ERP Systems on Industry and Organization. (Readings on Enterprise Resource Planning).

### Session 2, September 14

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- Materials Management (MM) / Procurement Process (Flya Kite)
- ERP Simulation Game: Introductory Manufacturing Game: Round 1

#### Readings:

- Flya Kite Textbook: Chapter 2 Procurement Logistics (MM).
- ERPsim Website: Participant's Guide Manufacturing Game. Pages 1 to 50.
- ERPsim Website: Chapter 2: Why do Companies Implement ERP Systems? (Readings on Enterprise Resource Planning).

#### Required:

- Flya Kite Exercises #1: Flya Kite Exercises Textbook, Chapter 2 Procurement Logistics (MM) (Due September 20, 11:30pm).
- ERPsim Intro Manufacturing Game: Play Rounds 1.

### **Session 3, September 21**

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- Production Planning and Execution(PP) – Production Process (Flya Kite)
- ERPsim: Intro Manufacturing Game: Round 2

#### *Readings:*

- Flya Kite Textbook: Chapter 3 Production Logistics (PP).
- ERPsim Website: Participant's Guide Manufacturing Game, (ERPsim Website). Pages 1 to 50.
- ERPsim Website: Chapter 3: Process for Selecting an ERP System. (Readings on Enterprise Resource Planning).

#### *Required:*

- Flya Kite Exercises #2: Flya Kite Exercises Textbook, Chapter 3: Production Logistics (PP) (Due September 27, 11:30 pm)
- Presentation: (Group A): Chapter 3: Process for Selecting an ERP System. (Readings on Enterprise Resource Planning)
- ERPsim Intro Manufacturing Game: Play Rounds 3-4.

### **Session 4, September 28**

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- Sales and Distribution (SD) Process. (Flya Kite)
- ERPsim: Intro Manufacturing Game : Round 3

#### *Readings:*

- Flya Kite Textbook: Chapter 4 Sales Logistics (SD) (Flya Kite Textbook).
- ERPsim Website: Chapter 4: ERP Implementation Methodologies and Strategies (Readings on Enterprise Resource Planning).

#### *Required:*

- Flya Kite Exercise #3: Flya Kite Exercises Textbook: Chapter 4: Sales Logistics (SD) (due October 4, 11:30pm).
- Presentation: (Group B): Chapter 4: ERP Implementation Methodologies and Strategies (Readings on Enterprise Resource Planning).

### **Session 5, October 5**

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- Financial Accounting and Controlling (FI and CO) Flya Kite)
- ERPsim: Intro Manufacturing Game: Round 4
- Midterm review

*Readings:*

- Flya Kite Textbook: Chapter 5: Financial Accounting and Controlling (FI and CO).
- ERPsim Website: Chapter 5: Critical success factors for ERP system selection, implementation and post-implementation. (Readings on Enterprise Resource Planning).

*Required:*

- Flya Kite Exercises #4: Flya Kite Exercises Textbook: Chapter 5: Financial Accounting and Controlling (FI and CO) (Due October 25, 11:30 p.m.).
- Presentation: (Group C). Chapter 5: Critical success factors for ERP system selection, implementation and post-implementation. (Readings on Enterprise Resource Planning).

## **Reading week, October 8-14**

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### **Session 6, October 19**

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Midterm exam

The exam covers all the materials from:

- FlyaKite student textbook chapters 1 to 3, Microsoft PowerPoint used for lectures.
- ERPsim Website: Participant's Guide Manufacturing Game. Pages 1 to 50.
- ERPsim Website: ERPsim readings discussed in class: Chapters 1, 2, 3, 4, 5, and 6.

The exam will consist of a mix of multiple choice questions and open-ended questions.

### **Session 7, October 26**

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- ERP Simulation Game: Extended Manufacturing Game
- Cash-to-cash exercise
- Rounds 1 and 2

*Readings:*

- ERPsim Website: Chapter 6: Tailoring of ERP Systems. (Readings on Enterprise Resource Planning).
- ERPsim Website: Chapter 8: ERP system architecture. (Readings on Enterprise Resource Planning).

*Required:*

- ERPsim cash to cash exercise (Due November 1, 11:30 p.m.)
- Presentation: (Group D): Chapter 6: Tailoring of ERP Systems. (Readings on Enterprise Resource Planning).

- Presentation (Group E): Chapter 8: ERP system architecture. (Readings on Enterprise Resource Planning).

## **Session 8, November 2**

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- ERP Simulation Game: Extended Manufacturing Game.
- Simulation: Rounds 3 and 4.

### *Readings:*

- ERPsim Website: Participant's Guide Manufacturing Game, (ERPsim Website). Pages 51 to 60.
- ERPsim Website: Chapter 11: Change Management (ERPsim Website) (Readings on Enterprise Resource Planning).
- ERPsim Website: Chapter 13: Individual User Adaptation to ERP. (Readings on Enterprise Resource Planning).

### *Required:*

- Presentation (Group F): Chapter 11: Change Management (Readings on Enterprise Resource Planning).
- Presentation (Group G) Chapter 13: Individual User Adaptation to ERP. (Readings on Enterprise Resource Planning).
- Play Rounds 1-2 ERPsim.

## **Session 9, November 9**

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- ERP Simulation Game: Extended Manufacturing Game
- Analyzing data from rounds 1 to 4.

### *Readings:*

- ERPsim Website: Participant's Guide Manufacturing Game, (ERPsim Website). Pages 51 – 60.
- ERPsim Website: Chapter 16: Business intelligence. (Readings on Enterprise Resource Planning).

### *Required:*

- Presentation (Group H) Chapter 16: Business intelligence. (Readings on Enterprise Resource Planning).

## **Session 10, November 16**

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ERP Simulation Extended Manufacturing Game (Competition Day)

*Required:*

- Extended Manufacturing Game competition (Rounds 1 to 3)

## Session 11, November 23

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Extended ERP: Human Capital Management

*Readings:*

- Flya Kite Textbook: Chapter 6: Human Capital Management (HCM).
- ERPsim Website: Chapter 19: ERP and Corporate Control. (Readings on Enterprise Resource Planning).
- ERPsim Website: Chapter 21: Cloud Computing, Software as a Service & Next Generation ERP (Readings on Enterprise Resource Planning).

*Required:*

- Flya Kite Exercises #5: Flya Kite Exercises Textbook: Chapter 6: Human Capital Management (HCM) (due December 5, 11:30pm).
- Presentation (Group I) Chapter 19: ERP and Corporate Control. (Readings on Enterprise Resource Planning).
- Presentation (Group J) Chapter 21: Cloud Computing, Software as a Service & Next Generation ERP (Readings on Enterprise Resource Planning).

## Session 12, November 30

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ERPsim Student Presentations:

- Game analysis and presentations
- Course review

*Required:*

- ERPsim Presentation delivered in-class and submitted on eClass (Due November 30, 11:30 pm). **One submission per Group.**
- ERPsim Report submitted on eClass (Due December 6, 11:30 pm). **One submission per Group.**

## Research articles assignments to groups

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Students will be placed into groups at the beginning of the semester and each group will be expected to deliver a 10-minute presentation on an article assigned by the instructor and to lead the discussion in class. Presentations will be evaluated based on the

organization, content, additional research, visual aids, questions, and group and class engagement.

## **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](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: August 29, 2022