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|  | The University of Texas at ArlingtonTop of FormBottom of FormCollege of Business Administration |

***INSY 5357***  **Enterprise Resource Planning Fall, 2013**

 Monday 7 – 9:50 PM Room: COBA 151

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| **Instructor:**  | **Secretary:** |
|  Dr. James T. C. Teng e-mail: jtteng@uta.edu  |  Ms. Evelyn P. Lucas |
|  Room 528 Business Building Phone:817-272-1430  |  BA 535  |
|  http://wweb.uta.edu/insyopma//teng/ Office Hours: Monday and Wednesday 4:30 to 6 PM and by appointments |  Email: elucas@uta.edu Phone: 817-272-3503 |

**Course Objectives:**

The major goal of this course is to introduce students to Enterprise Resource Planning (ERP), a business management paradigm that integrates all facets of the business, including planning, manufacturing, sales, finance and marketing. Course will cover both the methodology and practice of ERP using SAP, a leading commercial software package. Hands-on homework will be assigned so the student can work through real-life business situations using the SAP system and explore the interaction among the different business processes. These exercises, along with in-class discussions, will prepare the student with the knowledge and skill sought by a growing number of businesses attempting to use enterprise systems to maintain or expand their competitive edge.

Specifically, upon completion of the course, the student should have familiarity with the following business processes and the skill to work with these processes with the SAP software tool:

### The Accounting Process

* The Procurement Process
* The Fulfillment Process
* The production process
* The Inventory and Warehouse Management Process
* The material planning process
* Process integration

### In addition, the students are also expected to acquire knowledge regarding these organizational and managerial issues related to the ERP systems:

### Business Process Redesign and Business Process Management

### Strategic and organizational issues in ERP Implementation

* Developing enterprise systems: Emerging trends and directions

# Course Format

To fulfill the course objectives, the course will be conducted via a mixture of lecture, live demo, and discussion. The students will be organized into project teams and required to make class presentations. A number of industry experts will be invited to speak and provide rich real-world perspectives on ERP implementation issues. The instructor will strive to make this course a rewarding learning experience for the students.

######  Blackboard

Class lecture slides and homework assignments are posted on UTA’s Blackboard system. Log-in at --https://elearn.uta.edu Blackboard ID and password are the same as your UTA Network access User ID and password. If you have any questions/difficulties, you may contact UTA Helpdesk at 817-272-2208 or email -- helpdesk@uta.edu.

######  SAP University Alliances Community (SAP UAC)

SAP University Alliances Community (SAP UAC) is a free site for all university students who are enrolled in an SAP course. The registration process is very simple and is free -- <http://uac.sap.com>. In addition to the detailed Global Bike Incorporated (GBI) case information, you will also gain access to several SAP career services, including certification information and internship and job opportunities.

# Course Requirements

The students are required to attend all classes and complete assigned exercises and readings prior to each class. If you miss a class due to factors outside of your control, you must notify the instructor or his secretary a.s.a.p. Homework and project assignments are to be submitted on due dates.

**Guest Speakers**

 An industry expert on ERP have been invited to make presentation to the class.

**Required Textbook, Readings and Computer equipment**

1. Textbook: Integrated Business Processes with ERP Systems, Magal, S. and Word, J. August 2011, ©2012, Wiley Publishing, ISBN: 978-0-470-47844-8.
2. A set of reading articles on various aspects of ERP implementation and business process management are assigned. These articles are available electronically on UTA on-line library. To access (and then print in the central library) these articles, follow the procedure below: (You can also do this on your own PC via Internet)
3. The student need to have his/her own PC or MAC, so SAP homework exercises can be conveniently done at home. A client-side GUI interface needs to be downloaded and installed on your PC first before you can run subsequent SAP exercises. This SAP client has been installed on all computers in the second floor computer labs in the College of Business Administration building, so you can do your SAP home works in those labs also.

**Access UTA on-line Library**

**If you want to read articles in a specific journal, e.g., Harvard Business Review, this is the procedure:**

1. On UTA website Upper-right edge, click “Current Students”.
2. On the next page, under “Academic Resources”. click at “Library, University"
3. On the left, click “Find Books and More”
4. On the left of next page, click at “E-Journals”.
5. In the Titles box, enter “harvard business” and click the Go button.
6. You will then find the journal (Harvard Business Review) listed for you to click.
7. Two links will be displayed. Go ahead and click Go for the first one (Link to full text EBSCO host Business Source Complete)
8. Next they ask you to login with your username and password.
9. Now, you will get all issues of Harvard Business Review, click the year and issue of your choice.

**If you want to search based on keywords (for certain subjects), or authors (rather than a specific journal), the best source is the database collection called “Business Source Complete”. Another very useful one for IS students is “ACM Digital Library”.**

 For example, let us search for papers on balanced scorecard:

1. On UTA website Upper-right edge, click “Current Students”.
2. On the next page, under “Academic Resources”. click at “Library, University"
3. On the middle, click “Databases A-Z”
4. Click the letter B on the top, and scroll down to the database “Business Source Complete” and click on it.
5. Log on with your username and password.
6. You are now in “EBSCO Host”. You will see three rows of keywords.
7. In the first row, enter “balanced scorecard” in the first column and select “TI Title” from the pull-down list in the second column.
8. Click the search bottom and you will get hundreds of articles.

If you are only interested in articles by Kaplan in this area, you can complete the second row by entering “Kaplan” in the first column and select "AU Author" from the pull-down list at the second column. Similarly, you can also use the third row for additional search criteria.

## Evaluation

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| Exam 1Exam 2Exam 3Exam 4  |  10%  10% 10% 10% |
| Exam 5 (Final Exam) |  15% |
| Assignments  |  25% |
| Team Project |  20% |
|  | -------------- |
|  Total \*\* | 100% |

######  \* Policy for late homework assignments: 30% will be taken off the grade for assignments

######  turned in after due date and time , 70% if turned after 24 hours, and 100% thereafter.

######  \*\* This is the ONLY basis for final course grade. No extra project can be used to

######  improve the total grade.

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Final Course Grade –

A ( >= 90%), B (<90% & >= 80%), C (<80% & >= 70%), D (<70% & >= 60%), F (<60%)

###  Tentative Class Schedule

###  With topics and reading assignments

### Week 1: 8/26 Project team formed by this date

* **Topic T1**: Introduction to business processes
* Textbook: Chapter 1
* Installing and Accessing the SAP software

### Week 2: 9/2 Labor Day (no class)

### Week 3: 9/9 Census date – 9/9

### Topic T2: Introduction to enterprise systems

### Textbook: Chapter 2

* Article #1 -- “ERP Definition and Solutions”, Compiled by Christopher Koch and Thomas Wailgum, CIO.com, April 17, 2008. (available on Blackboard)
* Article #2 -- “10 biggest ERP software failures of 2011”, by: Chris Kanaracus, ComputerWorld, December 20, 2011 (on Blackboard)

### Week 4: 9/16

### Topic T3: Introduction to Accounting

### Textbook: Chapter 3

### Week 5: 9/23 Team Project Proposal Due – 9/25

### Topic R1: Business Process Redesign and Business Process Management

* Article #3 -- “Reengineering Work: Don't Automate, Obliterate!”, by: Michael Hammer, Harvard Business Review. July-August, 1990, pp. 104-112.
* Article #4 -- “Deep change: how operational innovation can transform your company,” by: Michael Hammer, Harvard Business Review, April, 2004, pp. 85-93.
* Article #5 -- “IT-led Process Reengineering: How Sloan Valve Redesigned its New Product Development Process.” By: Balaji, S.; Ranganathan, C.; Coleman, Tom*.* MIS Quarterly Executive, 2011, Vol. 10 Issue 2, pp. 81-92.

### Week 6: 9/30

* Exam 1: covers Topic T1, T2, and T3.

 (Note: There will be class lecture on new topics before the exam)

***Week 7: 10/7***

* **Topic T4:** The Procurement Process
* Textbook: Chapter 4

***Week 8: 10/14***

* **Topic T5:** The Fulfillment Process
* Textbook: Chapter 5

***Week 9: 10/21***

### Topic R2: Issues in ERP Implementation

* Article #6 -- “Putting the Enterprise into the Enterprise System,” by: Thomas H. Davenport, Harvard Business Review, July-August, 1998, pp. 121-131.
* Article #7 -- “How Process Enterprises Really Work,” by: Hammer, Michael; Stanton, Steven. Harvard Business Review, Nov/Dec 1999, Vol. 77, No. 6, pp. 108-118.
* Article #8 -- “[The](http://libproxy.uta.edu:5745/ehost/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx95uXxjL6urVGtqK5JsJazUrGruEu1ls5lpOrweezp33vy3%2b2G59q7Ra%2brtkmzqrdLr6ikhN%2fk5VXj5KR84LPgjOac8nnls79mpNfsVbCqsE61rLZMpNztiuvX8lXk6%2bqE8tv2jAAA&hid=1" \o "The Process Audit. ) **[Process Audit,](http://libproxy.uta.edu:5745/ehost/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx95uXxjL6urVGtqK5JsJazUrGruEu1ls5lpOrweezp33vy3%2b2G59q7Ra%2brtkmzqrdLr6ikhN%2fk5VXj5KR84LPgjOac8nnls79mpNfsVbCqsE61rLZMpNztiuvX8lXk6%2bqE8tv2jAAA&hid=1" \o "The Process Audit. )**” By: Hammer, Michael. **Harvard Business Review**. Apr2007, Vol. 85 Issue 4, pp. 111-123.
* Exam 2: covers Topic R1 and T4.

###  Week 10: 10/28

* **Topic T6**: The production process
* Textbook: Chapter 6

***Week 11: 11/4 10***/30 – last day to drop classes

* **Topic T7**: Inventory and Warehouse Management Process
* Textbook: Chapter 7
* Exam 3: covers Topic T5 and R2.

### Week 12: 11/11

* **Topic R3:** Developing enterprise systems: Emerging trends and directions
* Article #9 -- “What Every CEO Needs to Know About The Cloud,” By: McAfee, Andrew*.* **Harvard Business Review**, Nov2011, Vol. 89 Issue 11, pp. 124-132.
* Article #10 -- “Cloud Computing: More IT Leaders Turn to SaaS ERP,” by: Rich Freeman , CIO.com, August 22, 2011. (on Blackboard)
* Article #11 -- (Best Practice) “Radically Simple IT.” by: Upton, David M.; Staats, Bradley R.. **Harvard Business Review**, March 2008, Vol. 86 Issue 3, pp. 118-124,
* Article #12 -- “[The Coming Commoditization of](http://libproxy.uta.edu:5745/ehost/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx95uXxjL6urVGtqK5JsJa0Uq6puEmyls5lpOrweezp33vy3%2b2G59q7Ra%2brtkmzqrdLr6ikhN%2fk5VXj5KR84LPgjOac8nnls79mpNfsVa%2btsE%2b1pq9IpNztiuvX8lXk6%2bqE8tv2jAAA&hid=124" \o "The Coming Commoditization of PROCESSES. ) **[P](http://libproxy.uta.edu:5745/ehost/viewarticle?data=dGJyMPPp44rp2%2fdV0%2bnjisfk5Ie46bZMt6eyUbCk63nn5Kx95uXxjL6urVGtqK5JsJa0Uq6puEmyls5lpOrweezp33vy3%2b2G59q7Ra%2brtkmzqrdLr6ikhN%2fk5VXj5KR84LPgjOac8nnls79mpNfsVa%2btsE%2b1pq9IpNztiuvX8lXk6%2bqE8tv2jAAA&hid=124" \o "The Coming Commoditization of PROCESSES. )**rocesses,” by: Davenport, Thomas H. **Harvard Business Review**. Jun2005, Vol. 83 Issue 6, pp. 100-108.
* Article #13 -- “The Next Revolution in Productivity,” by: Merrifield, Ric; Calhoun, Jack; Stevens, Dennis. **Harvard Business Review**, Jun2008, Vol. 86 Issue 6, pp. 72-80.

### Week 13: 11/18

* Exam 4: covers Topic T6 and T7.
* **Topic T8:** The material planning process
* Textbook: Chapter 8

***Week 14: 11/25 Team Project Final Report Due: 11/25 Noon***

* **Topic T9:** Process integration
* Textbook: Chapter 9
* Article #14 -- “Business Process Management (BPM) Definition and Solutions”, by: Mark Cooper and Paul Patterson, April 27, 2007 [CIO](http://www.cio.com).com
* Guest Speaker

***Week 15: 12/2***

* Project presentation

***Final Exam Monday, December 9, 8:15-10:45 p.m.***

 ***(in regular classroom)*  Covers Topics R3, T8, and T9.**

**THE INSTRUCTOR RESERVES THE RIGHT TO MAKE CHANGES TO THE SYLLABUS AS NECESSARY. IT IS THE STUDENT’S RESPONSIBILITY TO BE AWARE OF THESE CHANGES.**

If you need assistance academically, personally, or socially

 The University of Texas at Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. These resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals to resources for any reason, students may contact the Maverick Resource Hotline at 817-272-6107 or visit [www.uta.edu/resources](http://www.uta.edu/resources) for more information.

###### University and College Policies

**Academic Integrity:** All students are expected to pursue their scholastic careers with honesty and integrity. It is the philosophy of this Department, this instructor, and the University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All students enrolled in this course are expected to adhere to the UT Arlington Honor Code:

* *I pledge, on my honor, to uphold UT Arlington’s tradition of academic integrity, a tradition that values hard work and honest effort in the pursuit of academic excellence.*
* *I promise that I will submit only work that I personally create or contribute to group collaborations, and I will appropriately reference any work from other sources. I will follow the highest standards of integrity and uphold the spirit of the Honor Code.*

All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University.

“Academic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, or any act designed to give unfair advantage to a student or the attempt to commit such acts.” Regents *Rules and Regulations*, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22. Institutional procedures regarding charges of academic dishonesty are outlined in Part II, Chapter 2, of the **Handbook of Operating Procedures of the University of Texas at Arlington**. Copies of the Handbook are available at more than 75 locations on campus, including the Student Congress office, the Library, and the Accounting Department Office (Davis Hall).

**Drop Policy:** Students may drop or swap (adding and dropping a class concurrently) classes through self-service in MyMav from the beginning of the registration period through the late registration period. After the late registration period, students must see their academic advisor to drop a class or withdraw. Undeclared students must see an advisor in the University Advising Center. Drops can continue through a point two-thirds of the way through the term or session. It is the student's responsibility to officially withdraw if they do not plan to attend after registering. **Students will not be automatically dropped for non-attendance**. Repayment of certain types of financial aid administered through the University may be required as the result of dropping classes or withdrawing. For more information, contact the Office of Financial Aid and Scholarships (<http://wweb.uta.edu/ses/fao>).

**Electronic Communication:** UT Arlington has adopted MavMail as its official means to communicate with students about important deadlines and events, as well as to transact university-related business regarding financial aid, tuition, grades, graduation, etc. All students are assigned a MavMail account and are responsible for checking the inbox regularly. There is no additional charge to students for using this account, which remains active even after graduation. Information about activating and using MavMail is available at <http://www.uta.edu/oit/cs/email/mavmail.php>.

**Americans with Disabilities Act:** The University of Texas at Arlington is on record as being committed to both the spirit and letter of all federal equal opportunity legislation, including the *Americans with Disabilities Act (ADA)*. All instructors at UT Arlington are required by law to provide "reasonable accommodations" to students with disabilities, so as not to discriminate on the basis of that disability. Any student requiring an accommodation for this course must provide the instructor with official documentation in the form of a letter certified by the staff in the Office for Students with Disabilities, University Hall 102. Only those students who have officially documented a need for an accommodation will have their request honored. Information regarding diagnostic criteria and policies for obtaining disability-based academic accommodations can be found at [www.uta.edu/disability](http://www.uta.edu/disability) or by calling the Office for Students with Disabilities at (817) 272-3364.

**Student Support Services**: UT Arlington provides a variety of resources and programs designed to help students develop academic skills, deal with personal situations, and better understand concepts and information related to their courses. Resources include tutoring, major-based learning centers, developmental education, advising and mentoring, personal counseling, and federally funded programs. For individualized referrals, students may visit the reception desk at University College (Ransom Hall), call the Maverick Resource Hotline at 817-272-6107, send a message to resources@uta.edu, or view the information at [www.uta.edu/resources](http://www.uta.edu/resources).

**Student Feedback Survey:** At the end of each term, students enrolled in classes categorized as lecture, seminar, or laboratory shall be directed to complete a Student Feedback Survey (SFS). Instructions on how to access the SFS for this course will be sent directly to each student through MavMail approximately 10 days before the end of the term. Each student’s feedback enters the SFS database anonymously and is aggregated with that of other students enrolled in the course. UT Arlington’s effort to solicit, gather, tabulate, and publish student feedback is required by state law; students are strongly urged to participate. For more information, visit <http://www.uta.edu/sfs>.

**Grade Grievances.** Any appeal of a grade in this course must follow the procedures and deadlines for grade-related grievances as published in the current undergraduate / graduate catalog. <http://wweb.uta.edu/catalog/content/general/academic_regulations.aspx#10>; for graduate courses, see <http://www.uta.edu/gradcatalog/2012/general/regulations/#grades>.

**Absences Based on Religious Beliefs.** A student who misses and examination, work assignment, or other project due to the observance of a religious holy day will be given the opportunity to complete the work missed within 15 days following the due date of the assignment, test, or other project missed. To be eligible for such a make-up, the student must notify me in writing of classes scheduled on dates he or she will be absent to observe a religious holy day. Notification must be made within the first 15 (fifteen) class days through either a written correspondence, personally delivered, acknowledged and dated by me or written correspondence, sent certified mail, return receipt requested to me. Failure to follow the rules provided above within the time frames listed will result in the absence being considered unexcused.

Bomb Threats. Effective April 8, 1997, the College of Business Administration has adopted a policy to deal with the classroom disruption caused by bomb threats in the building. (A) Section 22.07 of the Texas Criminal Law Statutes governs terrorist threats and classifies bomb threats as Class A misdemeanors. Section 12.21 of the Texas Criminal Law Statutes states that a Class A misdemeanor is punishable by (1) a fine not to exceed $4,000, (2) a jail term of not more than one year, or (3) both such a fine and confinement. (B) If anyone is tempted to call in a bomb threat, be aware that UTA will soon have technology to trace phone calls. (C) Every effort will be made to avoid cancellation of presentation/tests caused by bomb threats to the Business Building. Unannounced alternate sites will be available for these classes. If a student who has a class with a scheduled test or presentation arrives and the building has been closed due to a bomb threat, the student should immediately check for the alternate class site notice which be posted on/near the main doors on the south side of the Business Building. If the bomb threat is received while class is in session, your instructor will ask you to leave the building and reconvene at another location. (D) Students who provide information leading to the successful prosecution of anyone making a bomb threat will receive one semester’s free parking in the Maverick Garage across from the Business Building. UTA’s CrimeStoppers will provide a reward to anyone providing information leading to an arrest. To make an anonymous report, call 817-272-5245.

**Tuition.** Students who have not paid by the census date and are dropped for non-payment cannot receive a grade for the course in any circumstances. Therefore, a student dropped for non-payment who continues to attend the course will not receive a grade for the course. Emergency loans are available to help students pay tuition and fees. Students can apply for emergency loans by going to the Emergency Tuition Loan Distribution Center at E. H. Hereford University Center (Near the southwest entrance).

**Attendance and Drop Policy.** Students are required to read and be prepared to discuss the assigned textbook chapters and workbook exercises on the scheduled class days. Class attendance and lateness policies will be discussed during the first week of class. Those policies include by reference all provisions for grade adjustment or drop policies included in the applicable Graduate or Undergraduate Catalog in effect at the start of the semester. **NO STUDENT WILL BE DROPPED FROM THE CLASS ROLLS FOR NEVER ATTENDING OR EXCESSIVE ABSENCES.**

A student dropping a course after the Census Date but on or before the appropriate final drop date will receive a grade of “W” only if at the time of dropping, the student is passing the course (has a grade of A, B, D, or D); otherwise an F will be received.

**Evacuation Procedures**

In the event of an evacuation of the College of Business building, when the fire alarm sounds, everyone must leave the building by the stairs. With the fire alarm system we now have, the elevators will all go to the first floor and stay there until the system is turned off.

All those in the North tower side of the building should proceed to the fire escape stairs located on the East and West sides of that wing.

**FOR DISABLED PERSONS**…..please go to the Northeast fire stairs. We have an evacu track chair located on the 6th floor stairwell. We have people trained in the use of this chair and there will be someone that will go to the 6th floor to get the chair and bring it to any lower floor stairwell to assist disabled persons.

Should this be a real emergency, the Arlington Fire Department and UTA Police will also be here to help.