



International Management Institute, Bhubaneswar
Course outline: ENTERPRISE RESOURCE PLANNING (IM 601)
Area: Information Management & Analytics
Name of Program: PGDM
Term no: IV (June - Sept, 2018)

Instructor(s)

Name : Prof. Ramesh Behl (RB)
Email : rbehl@imi.edu
Phone (Extn no.) : 0674-3042107
Consultation Hours : Tuesday, 2- 3pm else by appointment (by e-mail)

1. Course description

The course provides an overview of enterprise systems and supply chain management concepts, and introduces students to how Enterprise Resource Planning (ERP) systems are used to manage business and take effective decisions. In addition the course helps in developing an understanding of the managerial issues involved in planning and implementing an ERP application, software selection, vendor identification, preparing the organization for ERP, along with identification of critical factors for successful implementation. The course integrates SAP ERP software throughout the course, which is one of the world's largest, and most powerful enterprise applications.

2. Learning objectives

1. Provide an overview of how enterprise systems are planned, designed and implemented including their business use, evolution, architecture, features, advantages, modules and business applications.
2. Develop an understanding of how ERP systems automate and integrate business processes used to run organizations while providing a hands-on exposure to work on SAP system.
3. Learn the importance of managing change and reengineering in managing the supply chain of an organization.
4. Prepare students for career opportunities in industry by providing them with an understanding of ERP integration across functional areas and other complementary technologies

Mapping between Course objectives and Program Objectives

Program Objectives	Course Objective 1	Course Objective 2	Course Objective 3	Course Objective 4
Program Objective 1.1 Demonstrate oral communication capability in business situations.				
Program Objective 1.2 Demonstrate capability to make		√		

effective presentations related to business cases and research through correct and precise use of language leading to logical conclusions.				
Program Objective 1.3 Demonstrate awareness of socio-economic environment, both domestic and international		√		
Program Objective 2.1 Demonstrate ability to discuss ethical issues in business cases.				
Program Objective 2.2 Demonstrate ability to discern between ethical and non-ethical practices in business situations.				
Program Objective 3.1 Demonstrate analytical thinking in business situations.	√	√		
Program Objective 3.2 Demonstrate ability to solve business problems.	√	√		
Program Objective 4.1 Demonstrate understanding of business concepts	√	√	√	√
Program Objective 4.2 Demonstrate ability to apply concepts, tools and techniques to real life situations.	√	√	√	

3. Pedagogy

The course will be taught with the help of classroom discussions, case analysis and presentations, assignments and online SAP exercises.

4. Evaluation criteria

Quiz (20%): The quizzes will be based on the course covered in the previous classes. There will be n quizzes (n will be decided by the faculty) spread across the entire course. For final evaluation (n-1) quizzes will be considered. All quizzes will be conducted on OLT in multiple choice format. The quiz will test the conceptual understanding of the subject.

Case (20%): The cases have been mapped with the topics covered as part of various sessions. One group will present the case and another group will peer evaluate the case analysis presented and will ask questions. 15 % weightage is allocated for case presentation and 5 % for peer evaluation.

Assignment (20%): Assignments have to be submitted individual. For every SAP module discussed in the class, students are required to complete the business transaction in SAP system and submit the output/report in the program office as assignment. The faculty will announce the reports/output to be submitted for each assignment.

End Term (40%): End term exam will cover all the topics covered in the course. The end term will cover theoretical concepts as well as hand-on exercises covered in the course.

Certification: SAP-IMI co-branded certification from SAP would be awarded on successful completion of the course.

5. Resources

5.1 Text book

“Concepts in Enterprise Resource Planning”, Ellen Monk and Bret Wagner, Cengage Learning

5.2 Reading Material

ERP Exercise Book

5.3 Case Studies

1. HBR Case: Cisco Systems Inc. Implementing ERP
2. HBR Case: Enterprise IT at Cisco 2004
3. HBR Case: IBM Technology Group
4. HBR Case: Esterline Technologies: Lean Manufacturing
5. HBR Case: Vandelay Industries, Inc.
6. HBR Case: Cisco System Architecture ERP & Web-enabled IT

5.4 References

References mentioned below are strongly recommended for an in-depth understanding of this subject; as well as the select readings mentioned in the course outline (provided as a study material). For topics not extensively covered in the prescribed book you may refer to other textbooks on strategic management and readings mentioned under references in the course outline.

Books:

- Integrated Business Processes with ERP System by Simha R. Magal, Jeffrey Word, Wiley
- Enterprise Systems for Management by Motiwalla and Thompson, Pearson Education

- Enterprise Resource Planning by Mary Sumner, Pearson Education
- Managerial Issue of ERP Systems by David L. Olson, Tata McGrawHill
- Maximizing your ERP System by Scott Hamilton, Tata McGrawHill
- Concepts in Enterprise Resource Planning by Brady, J.A., Course Technology

7. Session Plan

Session & Learning Outcome (LO)	Topics	Readings/Cases/Exercises
1-3 LO-1 LO-3	Introduction to ERP and Business Processes <ul style="list-style-type: none"> ○ Definition, Description & Evolution ○ Its Advantages And Disadvantages ○ The Evaluation of ERP Systems. ○ Preparing your Organization for ERP ○ Defining ERP Strategies ○ Business Process Engineering. ○ Elements of Business Engineering. ○ Successful Implementation Business Engineering. ○ Client/Server Technology 	Chapter 1 of Text Book Additional Reading: <ul style="list-style-type: none"> - ERP Definition and Solutions - Why your IT Project may be Riskier than you think - ERP: Lessons from the field
4-6 LO-1 LO-2	Preparing the Organizations for ERP solutions: <ul style="list-style-type: none"> ○ An Introduction to accessing and navigating the SAP ECC6 System. ○ SAP ECC6 Screens ○ Understanding Organizational Structure ○ Master Data Entries ○ Business Rules 	Chapter 2 of Text Book Additional Reading: <ul style="list-style-type: none"> - Putting the Enterprise into the Enterprise System - ERP – Get it right, first time <u>HBR Case: Cisco Systems Inc. Implementing ERP (Group 1 to present, Group 6 to Peer Evaluate and Class to Critique)</u> Navigation Exercise from ERP Exercise Book
7-9 LO-2 LO-4	Sales and Distribution (SD) Process <ul style="list-style-type: none"> ○ Sales Order Process ○ Managing Customer Order and Sales Process 	Chapter 3 of Text Book Additional Reading: Top 10 Reasons to consider a Packaged ERP Intro to GBI & SD Case Study from ERP Exercise Book <u>HBR Case: Enterprise IT at Cisco 2004 (Group 2 to present, Group 5 to Peer Evaluate and Class to Critique)</u>
10-12 LO-2	Materials Management (MM) Process <ul style="list-style-type: none"> ○ ERP Business Modules for Materials Management (MM) ○ Procurement Process and Running an MRP 	Chapter 4 of Text Book MM Case Study from ERP Exercise Book

LO-4		<u>HBR Case: IBM Technology Group (Group 3 to present, Group 4 to Peer Evaluate and Class to Critique)</u>
13-14 15 LO-2 LO-3 LO-4	Production Planning and Execution (PP) & Supply Chain Management Warehouse Management	Chapter 4 of Text Book <i>Additional Reading:</i> Lean Production vs ERP Systems: an ICT paradox? PP Case Study from ERP Exercise Book <u>HBR Case: Esterline Technologies: Lean Manufacturing (Group 6 to present, Group 3 to Peer Evaluate and Class to Critique)</u> WM Case Study from ERP Exercise Book
16-18	Human Capital Management (HCM)	Chapter 6 of Text Book <i>Additional Reading:</i> Introduction to SAP HR Module HCM Case Study from ERP Exercise Book
19-21 LO-2 LO-4	ERP Business Modules for Financial Accounting & Control (FI-CO)	Chapter 5 of Text Book <i>Additional Reading:</i> - ERP Crashes the SOX Party - Return on Investment (ROI) in ERP Project FI-CO Case Study from ERP Exercise Book
22-24 LO-4	Integration of ERP Modules and Process Modeling	Chapter 7 of Text Book <i>Additional Reading:</i> ERPs: How to Make them Work Integration Case Study from ERP Exercise Book <u>HBR Case: Vandelay Industries, Inc. (Group 5 to present, Group 2 to Peer Evaluate and Class to Critique)</u>
25-30 LO-4	ERP Implementation Issues & New Media Integration <ul style="list-style-type: none"> ○ Defining the Implementation Strategies for Successful ERP ○ Handling Post-Implementation Issues ○ Integrating ERP with Emerging 	Chapter 8 of Text Book <i>Additional Reading:</i> The Next-Generation ERP <u>HBR Case: Cisco System</u>

	Technologies & Platforms	<u>Architecture ERP & Web-enabled IT</u> (Group 4 to present, Group 1 to Peer Evaluate and Class to Critique)
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8. Academic integrity

- a) **Plagiarism** is the use of or presentation of ideas, works that are not one's own and which are not common knowledge, without granting credit to the originator. Plagiarism is unacceptable in IMI and will invite penalty. Type and extent of penalty will be at the discretion of the concerned faculty.
- b) **Cheating** means using written, verbal or electronic sources of aid during an examination/ quiz/ assignment or providing such assistance to other students (except in cases where it is expressly permitted by the faculty). It also includes providing false data or references/list of sources which either do not exist or have not been used, having another individual write your paper or assignment or purchasing a paper for one's own submission. Cheating is strictly prohibited at IMI and will invite penalty as per policies of the Institute.