



BUSI 6511  
Business Process Integration  
Using ERP Systems  
Fall 2018

[RECOGNITION OF MI'KMAQ TERRITORY](#)

**Dalhousie University is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. We are all Treaty people.**

The Elders in Residence program provides students with access to First Nations Elders for guidance, counsel and support. Visit the office in the McCain Building (room 3037) or contact the programs at [elders@dal.ca](mailto:elders@dal.ca) or 902-494-6803 (leave a message).

---

<b>Instructor:</b>	Moataz Soliman
<b>Office:</b>	Rowe 5089
<b>E-mail</b>	<a href="mailto:Moataz.soliman@dal.ca">Moataz.soliman@dal.ca</a>
<b>Course Website:</b>	<a href="https://dal.brightspace.com/">https://dal.brightspace.com/</a>
<b>Office hours:</b>	Monday 11:00 am - 1:00 pm or by appointment
<b>Class times:</b>	Tuesday 8:35-11:25 in Rowe 4055

---

**Course Description:**

Enterprise resource planning (ERP) systems are comprised of a unified database with shared analysis and reporting tools allowing for real time business intelligence across global operations. Emphasis in this course is equally on learning business processes and integration between different functional areas as it is about the technology that facilitates this. This class will be taught in the teaching labs with a combination of individual and group simulations interspersed with short lectures.

An experiential learning approach in this class that includes hands-on learning using SAP ERP, SAP Lumira and ERPSim, a game-based SAP ERP simulation. Here you will learn to manage companies from end-to-end using the actual SAP ERP in a real-time simulated competitive environment and will learn the processes, gain technical skills with SAP and playfully learn how Enterprise Systems facilitate Business Intelligence which can be used to lead a company in a competitive environment.

**Learning Objectives:**

By the end of the course, the student should:

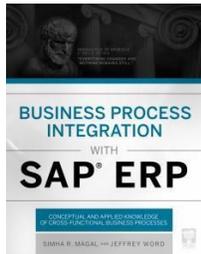
1. Understand the fundamental concepts and issues of ERP systems
2. Have basic understanding of how business processes are modelled
3. Understand how “best practices” are incorporated in Enterprise Systems
4. Understand how business processes are integrated across different functional areas
5. Understand how information enters Management and Financial Accounting systems
6. Identify key integration points between accounting and other processes
7. Be able to extract and analyze meaningful information from enterprise systems
8. Predict consequences of decisions on pricing, production and sales in a competitive market
9. Execute entire processes in order management, procurement, production and accounting
10. Be able to explain how ERP system controls and security protocols enable SOX compliance
11. Be able to apply analytical tools on enterprise systems data for strategic decision making

**Prerequisites:** BUSI 5512

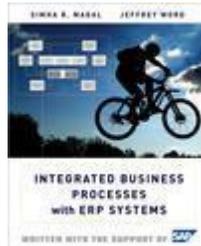
### Approach Taken:

The emphasis of this class is on experiential learning, and class time is focused on hands-on cases and simulations instead of lectures. There is an expectation that you be prepared and complete the readings before each class. This course takes place in the teaching labs in with a combination of individual and group hands-on activities interspersed with short lectures.

### Learning Materials:



Or



Integrated Business Processes with ERP Systems  
(2011, Wiley)  
or Business Process Integration with SAP ERP  
(2012, Epistemypress)  
by Simha R. Magal , Jeffrey Word

There are 2 different publishers for the textbook so you can choose which you prefer. I have posted links to both books listed below are available on the class site.

The E-book can be purchased from <http://epistemypress.com/books/BPI/> -This is the same book with a different publisher under the title “Business Process Integration with SAP ERP”.

The hardcopy of the book retails new and used at Chapters Indigo, or Amazon for a fraction of the publisher’s list price in either hard or softcover. Please make sure to order your copy soon if you prefer paper.

<https://www.amazon.com/Integrated-Business-Processes-ERP-Systems/dp/0470478446>

<https://www.chapters.indigo.ca/en-ca/books/integrated-business-processes-with-erp/9780470478448-item.html?ikwid=erp+systems&ikwsec=Home&ikwidx=0>

You can also buy different formats (looseleaf, digital or hardcover) from Wiley at list prices that are often higher than the options above. <http://ca.wiley.com/WileyCDA/WileyTitle/productCd-EHEP001815.html#purchase>



ERP Simulation Game: *Participant’s Manual* (ebook) will be available for purchase online. (Cost \$50 CAD payable online by credit card)

You will receive an invitation to purchase the manual and access to the simulations in late September. It will be required for all students prior to starting the ERP Simulations.

### Required Software:

This class will use SAP ERP, which is available in the computer labs. If you want to install the ERP software on your own computer, then you may do so following the instructions at: <http://worker.cob.csuchico.edu> Use user name: sap and password: sapgui4me

**Method of Evaluation:****Grading Scheme**

SAP Hand-on Case Studies (x5)	25%
Midterm	30%
Paper Critique	5%
Intro Manufacturing Game	5%
Extended Simulation and Report	10%
Simulation Analytics Report	5%
Final Simulation and Presentation	20%

**Grade Scale****Grading Scale as per Dalhousie Faculty of Graduate Studies Calendar Regulation 6.6.2 Grading Policy**

Letter Grade	Numerical % equivalent
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	77 - 79
B	73 - 76
B -	70 - 72
F	0-69

**NOTE:** As per FGS regulations students must obtain a final course grade of 70% (B-) or higher to pass the course.

**Course Components****Individual SAP Hands-on Case Studies (x5 worth 25 Points)**

SAP Hands-on Case Studies covering various business processes are individually completed while the lab. Instructions and hints will be posted on Brightspace. To maximize learning, complete the assigned readings from the book ahead of time.

**Group ERP Simulation Manufacturing Game (Intro Game = 5%, Extended =10%, Analytics = 5%, Final=20%)**

ERPSim exercises are done in groups of 4-5 students each. The ERPSim games are also competitive, e.g. teams are competing in the same markets with their products for the same customers. We will be running several rounds of the ERPSim manufacturing game to demonstrate process integration in a competitive environment. Participation is mandatory, and *you and your team will be graded according to how well it performs, your group reports and your peer evaluation*. Additionally, your team will make a **presentation at the last class** about what you learned about managing your company and ERP Systems Process Integration.

You will be using the scale below as reference to help evaluate your peers during the ERP simulations.

<b>Peer Evaluation Scale</b>				
<b>Missing (0)</b>	<b>Marginal (2)</b>	<b>Good (3)</b>	<b>Excellent (4)</b>	<b>Exemplary (5)</b>
Did not participate	Rarely contributed to the group's project; often needed to be begged to focus and produce; frequently off task; Distracted group. Rarely completed his or her share; Almost always needed to be prodded.	Contributed good effort to the group's project. Was helpful and cooperative in completing his or her share.	Contributed great effort to the group's project. Did a good job of organizing group efforts and keeping people on track. Completed his or her share with great effort.	Contributed exceptional effort to the group's project. Did a fantastic job in organizing group efforts and keeping people on track. Went above and beyond the call of duty to further group's work.

### **Individual Paper Critique (out of 5 Points)**

For your paper critique, you may choose one of the papers from the book which is included on the ERPSim portal, **Readings on Enterprise Resource Planning**, Léger, Pellerin, Babin (2011) Readings on Enterprise Resource Planning, ERPSim Lab, Montréal, CANADA. This will be graded out of 5 points and is due Saturday, November 10th but you can submit them any time before then. Each paper critique should be double spaced, between 2-3 pages (a) summarising the main issues and ideas, and (b) your reaction stating what you learned and might be able to apply in the future, and some critique about what is unclear, missing in the paper, or is incorrect in your opinion. You may refer to the rubric below for expectations.

### **Rubric for Paper Critique**

#### **ARTICLE SUMMARY (2 Points)**

<b>Criteria</b>	<b>Target</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Main Points</b>	All main points of the article are summarized accurately and thoroughly.	Some main points are summarized. Contains a few inaccuracies or omissions.	Most of the main points are not addressed. Contains many inaccuracies.
<b>Restatement of and Expansion of Ideas</b>	Summary contains few sentences pulled verbatim from the article and expansion is evident.	A few sentences are pulled verbatim from the article but there is little expansion.	There is little, if any, restatement of ideas.
<b>Organization</b>	Summary is organized in a logical way.	Summary shows some degree of organization.	Summary lacks any organization.

#### **REACTION (2 Points)**

<b>Criteria</b>	<b>Target</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Statement of Opinions</b>	Opinions are stated clearly.	Opinion(s) are present but not clearly stated.	Opinion does not make sense or no opinion is given.
<b>Support of Opinions</b>	All opinions are supported with strong arguments.	Opinions are supported, but arguments are weak.	Opinions are stated but not supported.
<b>Degree of Reflection</b>	Responses demonstrate a high degree of reflection.	Some responses show a limited degree of reflection.	Responses show no reflection

#### **FORMAT AND QUALITY OF PAPER (1 Point)**

<b>Criteria</b>	<b>Target</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Spelling</b>	No spelling errors	One or two spelling errors	More than two spelling errors
<b>Grammar (sentence structure, punctuation)</b>	No grammatical errors	One or two grammatical errors	More than two grammatical errors
<b>Writing Style</b>	The writing style is crisp, fluent, and precise.	The writing style is clear and functional.	The writing style is sometimes awkward, vague, and/or choppy.

### Midterm (30%; covers Chapters 1-6, 8, 9 & Cases)

The midterm will be conducted in class over 120 minutes. The format will be a combination of fill in the blank, multiple choice and short answer questions covering the content of the first half of the class (Chapters 1-6, 8,9 and the cases)

All students registered for this course are required to pass the average of all individual supervised work (i.e. supervised quizzes, exams, etc.) to pass the course. In order to pass the course you require 50% on supervised individual work and 70% overall.



### SAP University Alliances Student Recognition Award

Well over 30% of this course is hands on SAP related. Successful completion of this class will count towards obtaining a SAP University Alliances Student Recognition Award signed by the SAP University Alliances (UA) program manager and the Dean of the Faculty of Management at Dalhousie University.

### Accreditation:

As an AACSB (Association to Advance Collegiate Schools of Business) accredited university, Dalhousie University's business programs are subject to Assurance of Learning (AOL) standards. During the semester anonymous data may be collected to assess if AOL goals and objectives are being met. The data collected will be used for program improvement purposes only and will not impact nor be associated with student grades

### Drop dates:

Last day to add/drop classes – September 18 , 2018  
 Last day to drop without a “W” – October 1, 2018  
 Last day to drop with a “W” – October 30, 2018

### [Other important dates](#)

### Ground rules:

**In general, all deliverables are due the week they are assigned the end of Saturday 11pm.** Instead of granting individual extensions, I will not deduct any points for late assignments up until Sunday night, after which the deliverable is deemed incomplete. It is always better to submit assignments on time than to leave it to the last minute as students have often underestimated how quickly they can complete the activity.

### Final Exam:

There is no final examination for this course.

**Course Schedule (tentative)\*:**

<b>Date</b>	<b>Topic</b>	<b>Readings</b>	<b>Deliverable by Saturday 11PM</b>	<b>%</b>
Tuesday, September 4	Introduction to Business Processes & Enterprise Systems	Syllabus & Chapter 1&2		
Tuesday, September 11	Intro to SAP, Navigation & Global Bike Sales Processes	GBI Case Study & Chapter 5: The Fulfillment Process	Sales and Distribution Case	5
Tuesday, September 18	Financial Accounting (FI) & Controlling (CO)	Chapter 3: Introduction to Accounting	Financial Accounting & Controlling	5
Tuesday, September 25	Purchasing Processes / Materials Management (MM)	Chapter 4: The Procurement Process	Materials Management	5
Tuesday, October 2	Production Planning and Execution (PP)	Chapter 6: The Production Process & Chapter 8: The Material Planning Process	Production Planning and Execution	5
Tuesday, October 9	Process Integration & Human Capital Management (HCM)	Chapter 9: Process Integration	Human Capital Management Case	5
Tuesday, October 16	In Class Midterm (120min)	Chapters 1-6, 8-9 + Slides + Cases		30
Tuesday, October 23	ERPSim Intro Manufacturing Game	ERP Simulation Participant's Guide Chapters 1+2 **	Group Report and Peer Review	5
Tuesday, October 30	ERPSim Manufacturing Extended	ERP Simulation Participant's Guide Chapters 3-6	Group Report and Peer Review	10
Tuesday, November 6	ERPSim Analytics and Dashboards	Hand-Outs on Brightspace	Analytics Group Report	5
Tuesday, November 13		Study Break	Paper Critique	5
Tuesday, November 20	ERPSim Final Game			
Tuesday, November 27	Final Game Team Presentations		Peer Review and Team Slides	20

*\*Please note that this schedule is tentative, and it is not unreasonable to anticipate changes due to weather, IT issues, opportunities for guest speakers or other reasons. Any changes will be announced on Brightspace.*

*\*\*Please purchase your ERPSim Participants Guide before October 24<sup>th</sup> so that your instructor can set up the simulations. Your purchase of the guide pays for the simulation access.*

[Dalhousie is scent free](#) - Thank you for helping us all breathe easier!

# APPENDIX

## UNIVERSITY POLICIES, STATEMENTS, GUIDELINES and RESOURCES for SUPPORT

This course is governed by the academic rules and regulations set forth in the University Calendar and the Senate ([University Regulations](#), [Academic Regulations](#))

### **University Grading Practices:**

The [Grading Practices Policy](#) outlines the university's commitment and professors' responsibilities on how grading will be achieved. The policy applies to all credit-bearing courses at both the undergraduate and graduate levels at the university.

### **Missed or Late Academic Requirements due to Student Absence:**

Dalhousie students are asked to take responsibility for their own short-term absences (3 days or less) by contacting their instructor by phone or email prior to the academic requirement deadline or scheduled time **AND** by submitting a completed [Student Declaration of Absence form](#) to their instructor in case of missed or late academic requirements. Only 2 separate Student Declaration of Absence forms may be submitted per course during a term (note: faculty, college, school, instructor or course-specific guidelines may set a lower maximum).

The submission of the form **does not guarantee accommodations, or provide an automatic exemption**, from any academic requirements that were missed or late during an absence. Any alternate coursework arrangements for missed or late academic requirements are at the discretion of individual course instructor(s).

Students who experience recurring short-term or long-term absences are strongly encouraged to meet with their Academic Advisor (uao@dal.ca).

Click [here](#) to view the full policy.

### **Standard Citation Style:**

The Bachelor of Commerce Co-op Program uses APA as its standard citation style (unless otherwise indicated by your professor). Please use APA style in your assignments to briefly identify (cite) other people's ideas and information and to indicate the sources of these citations in the References list at the end of your assignment.

**For more information on APA style**, consult Dalhousie Library website at <https://libraries.dal.ca/help/style-guides.html> or consult the [Frequently Asked Questions about APA](#)

### **Academic Integrity:**

At Dalhousie University, we are guided in all of our work by the values of academic integrity: honesty, trust, fairness, responsibility and respect (The center for Academic Integrity, Duke University, 1999). As a student, you are required to demonstrate these values in all of the work you do. The University provides policies and procedures that every member of the university community is required to follow to ensure academic integrity.

In general:

The commitment of the Faculty of Management is to graduate future leaders of business, government and civil society who manage with integrity and get things done. This is non-negotiable in our community and it starts with your first class at Dalhousie University. So, when you submit any work for evaluation in this course or any other, please ensure that you are familiar with your obligations under the Faculty of Management's Academic Integrity

Policies and that you understand where to go for help and advice in living up to our standards. You should be familiar with the [Faculty of Management Professor and Student Contract on Academic Integrity](#), and it is your responsibility to ask questions if there is anything you do not understand.

Dalhousie offers many ways to learn about academic writing and presentations so that all members of the University community may acknowledge the intellectual property of others. Knowing how to find, evaluate, select, synthesize and cite information for use in assignments is called being “information literate”. Information literacy is taught by Dalhousie University Librarians in classes and through Dalhousie Libraries’ online [Citing & Writing](#) tutorials.

Do not plagiarize any materials for this course. For further guidance on what constitutes plagiarism, how to avoid it, and proper methods for attributing sources, please consult the University Secretariat’s [Academic Integrity](#) page.

Please note that Dalhousie subscribes to a plagiarism detection software that checks for originality in submitted papers. Any paper submitted by a student at Dalhousie University may be checked for originality to confirm that the student has not plagiarized from other sources. Plagiarism is considered a very serious academic offence that may lead to loss of credit, suspension or expulsion from the University, or even the revocation of a degree. It is essential that there be correct attribution of authorities from which facts and opinions have been derived. At Dalhousie, there are University Regulations which deal with plagiarism and, prior to submitting any paper in a course; students should read the Policy on [Intellectual Honesty](#) contained in the Calendar.

Furthermore the University’s Senate has affirmed the right of any instructor to require that student assignments be submitted in both written and computer readable format, e.g.: a text file or as an email attachment, and to submit any paper to a check such as that performed by the plagiarism detection software. As a student in this class, you are to keep an electronic copy of any paper you submit, and the course instructor may require you to submit that electronic copy on demand. Use of third-party originality checking software does not preclude instructor use of alternate means to identify lapses in originality and attribution. The result of such assessment may be used as evidence in any disciplinary action taken by the Senate.

Finally:

If you suspect cheating by colleagues or lapses in standards by a professor, you may use the confidential email: [managementintegrity@dal.ca](mailto:managementintegrity@dal.ca) which is read only by the Assistant Academic Integrity Officer.

#### **Faculty of Management clarification on plagiarism versus collaboration:**

**There are many forms of plagiarism, for instance, copying on exams and assignments. There is a clear line between group work on assignments when explicitly authorised by the professor and copying solutions from others. It is permissible to work on assignments with your friends but only when the professor gives you permission in the specific context of the assignment. University rules clearly stipulate that all assignments should be undertaken individually unless specifically authorised.**

**Specific examples of plagiarism include, but are not limited to, the following:**

- Copying a computer file from another student, and using it as a template for your own solution
- Copying text written by another student
- Submitting the work of someone else, including that of a tutor as your own

**An example of acceptable collaboration includes the following:**

- When authorised by the professor, discussing the issues and underlying factors of a case with fellow students, and then each of the students writing up their submissions individually, from start to finish.

## ACCESSIBILITY

The Student Accessibility Centre (Halifax Campus) and the Student Success Centre (Agricultural Campus) are Dalhousie's centres of expertise on student access, inclusion, and accommodation support. We work collaboratively with students, faculty, and staff to create an inclusive educational environment for students.

If there are aspects of the design, instruction, and/or experiences within this course that result in barriers to your inclusion please contact the Student Accessibility Centre ([dal.ca/access](http://dal.ca/access)) and/or make arrangements to discuss with the instructor.

Please note that your classroom may contain accessible furniture and equipment. It is important that these items remain in the classroom, undisturbed, so that students who require their use will be able to fully participate.

## STUDENT CODE OF CONDUCT

Everyone at Dalhousie is expected to treat others with dignity and respect. The Code of Student Conduct allows Dalhousie to take disciplinary action if students don't follow this community expectation. When appropriate, violations of the code can be resolved in a reasonable and informal manner—perhaps through a restorative justice process. If an informal resolution can't be reached, or would be inappropriate, procedures exist for formal dispute resolution.

## DIVERSITY AND INCLUSION – Culture of Respect

Every person at Dalhousie has a right to be respected and safe. We believe inclusiveness is fundamental to education. We stand for equality. Dalhousie is strengthened in our diversity. We are a respectful and inclusive community. We are committed to being a place where everyone feels welcome and supported, which is why our Strategic Direction prioritizes fostering a culture of diversity and inclusiveness (Strategic Priority 5.2).

### ***Learning and Support Resources:***

- [https://www.dal.ca/campus\\_life/academic-support.html](https://www.dal.ca/campus_life/academic-support.html)
- [https://www.dal.ca/campus\\_life/communities.html](https://www.dal.ca/campus_life/communities.html)