ISM521: MANAGING ENTERPRISE RESOURCES PLANNING (ERP) SYSTEMS

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

COURSE DESCRIPTION:

This course prepares students to design, evaluate and manage enterprise-level systems commonly used in mission critical applications. Students gain knowledge in a variety of common enterprise resource planning (ERP) applications such as payroll, budgeting, human resources, inventory and sales. Topics include systems selection, maintenance and planning. Additionally the ability to compare and contrast distinct service providers is also presented.

COURSE OVERVIEW:

Organizations around the globe are increasing their focus on enterprise systems and the integrated solutions these systems offer. As a result, IT practitioners must develop a process-centric perspective about the realities of today's business environments. ERP is an enterprise-wide software product comprised of modules, which support business processes in cross-functional organizational units. IT practitioners face three interrelated challenges, which include:

- understanding organizational business processes
- understanding how the ERP system supports organizational business processes
- understanding the technology requirements of the ERP software to satisfy the organization's business process needs.

This course will provide both theories and practices to assist IT practitioners in meeting the unique challenges described above.

COURSE LEARNING OUTCOMES:

1. Evaluate common ERP system providers.
2. Develop a business needs analysis for the implementation of a new ERP system.
3. Describe common ERP system applications and their importance.
4. Analyze the implications for ERP systems during the business and IT strategy planning and formulation stages.
5. Justify IT architecture considerations that can affect an ERP system.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:
Monk, E. F., & Wagner, B. J. (2013). *Concepts in enterprise resource planning* (4th ed.). Boston, MA: Course Technology. ISBN 9781111820398

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates
The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

MODULE 1

Readings
- Chapter 1 in *Concepts in Enterprise Resource Planning*
- Gibson, A. (2016). Preventative measures in implementation strategy: It pays to keep key tactics in mind when setting the course for implementation of a new system or software. *Strategic Finance, 98*(5), 62-63.
- Haddara, & Hetlevik. (2016). Investigating the effectiveness of traditional support structures & self-organizing entities within the ERP shakedown phase. *Procedia Computer Science, 100,* 507-516.
- Ranjan, S., Jha, V., & Pal, K. (2017). Application of emerging technologies in ERP implementation in Indian manufacturing enterprises: An exploratory analysis of strategic benefits. *The International Journal of Advanced Manufacturing Technology, 88*(1), 369-380.

Discussion (25 points)

Critical Thinking (50 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: ERP Software Analysis

Select an ERP software vendor using an Internet search. You may need to retrieve information from journals or the vendor's website. Write a brief report that answers the following questions:

- Which business functions and processes does the ERP vendor's product(s) support?
- Does the vendor provide industry-specific products, such as ERP for healthcare, manufacturing, retail, government, education, or financial services?
- What are the key features of the ERP product(s) that differentiate it from the competition?

Example of ERP vendors are:

- Netsuite
- Aptean
- Sage
- Epicor
- Plex
- Kenandy
- Intact
- Microsoft
- Global Shop Solutions
- IFS Applications
- Unit4 Business Software
- SAP
- FinancialForce
- VAI
- IQMS
- Acumatica
- Oracle
- Infor
- Exact Macola

Your paper should be 2-3 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least one scholarly reference, in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Review an ERP System

Examine an ERP software product in use at your employer's firm, or at a firm with which you are familiar. Review the system, and then create a PowerPoint presentation that gives an overview of the system by answering the following questions:

- Which type(s) of ERP software are being utilized?
- What are the strengths and weaknesses of this software?
- Which of the firm's business functions and processes are supported using the ERP vendor's product(s)?
- What are the key features of the ERP product(s) that made the firm select them?

   Your presentation should include 8 to 10 slides and conform to the CSU-Global Guide to Writing & APA. Include at least one scholarly reference, in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Readings

- Chapter 2 in *Concepts in Enterprise Resource Planning*
- Fu, Z., & Mittnight, E. H. (2015). Critical success factors for continually monitoring, evaluating and assessing management of enterprise IT. *COBIT Focus*, 1-5.
- Ram, J., Corkindale, D., & Ming-Lu, W. (2015). Examining the role of organizational readiness in ERP project delivery. *Journal of Computer Information Systems*, *55*(2), 29-39.

Discussion (25 points)

Critical Thinking (100 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: ERP Implementation Pros and Cons

Select a company with which you are familiar. Assume the role of a consultant hired by the CEO to evaluate ERP as a solution for their current non-integrated information systems. Write a short paper conveying the positives and negatives of ERP for that company. Include some pros and cons for each of the functional areas whose business processes are candidates for inclusion within the ERP system.

Your paper should be 4-5 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references, in addition to the course textbook; you must include at least one reference assigned as a reading in Module 2. The CSU-Global Library is a good place to find these references.

Option #2: ERP Pros and Cons

You are an instructor teaching a course on managing ERP systems. Prepare a PowerPoint presentation conveying the positives and negatives of ERP. Include some pros and cons for each of the functional areas whose business processes are typical candidates for inclusion within an ERP system.

Your presentation should be 8 to 10 slides and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references, in addition to the course textbook; you must include at least one reference assigned as a reading in Module 2. The CSU-Global Library is a good place to find these references.

MODULE 3

Readings

- Chapter 3 in *Concepts in Enterprise Resource Planning*
- Bahri-Ammari, N., & Nusair, K. (2015). Key factors for a successful implementation of a customer relationship management technology in the Tunisian hotel sector. *Journal of Hospitality and Tourism Technology, 6*(3), 271-287.
- De Vries, J., & Boonstra, A. (2012). The influence of ERP implementation on the division of power at the production-sales interface. *International Journal of Operations & Production Management, 32*(10), 1178-1198.

Discussion (25 points)

Portfolio Milestone (50 points)

Choose one of the following two milestones to complete this week. Do not do both milestones. Ensure you are doing the milestone that aligns with the final project you are completing. Identify your assignment choice in the title of your submission.

Option #1: Proposed Approach to Implementing an ERP System (Part 1)

You are the CIO of a manufacturing firm. The CEO and CFO continue to express concern over the lack of integration among business processes within their functional business areas. They believe the solution for this is an ERP system coupled with Supply Chain Management and Customer Relationship functionality.

Both executives have heard negative reports from executives in other companies and from the press of failed ERP implementations. To avoid duplicating the same situation in their organization, the CEO and CFO request that you submit a Proposed Approach to Implementing an ERP System report. Ultimately, these organizational leaders want to determine if their company is ready for ERP.

Your initial deliverable is a draft document that should include the following content:
- A proposed approach to conducting a needs assessment/requirements gathering initiative. The requirements should reflect which functional business processes your firm needs to implement.

This milestone is the initial requirement for the final Portfolio Project deliverable. Your paper should be 3-4 pages in length not including the required cover and reference pages and conform to CSU-Global Guide to Writing & APA. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Proposed Approach to Implementing an ERP System (Part 1)

You are the instructor for a course on managing ERP systems. Your PowerPoint presentation should instruct the class on a proposed approach to implementing an ERP system that is coupled with Supply Chain Management and Customer Relationship functionality. Ultimately, this approach should help the students determine if a company is ready for ERP.

Your initial deliverable is a draft presentation that should include the following content:
- A proposed approach to conducting a needs assessment/requirements gathering initiative. The requirements should reflect which functional business processes your firm needs to implement.

Your presentation should be 5-7 slides in length not including the required cover and reference slides and conform to the CSU-Global Guide to Writing & APA. Your notes section should contain sufficient detail to explain the content on the slide. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

MODULE 4

Readings
- Chapter 4 in *Concepts in Enterprise Resource Planning*
- Huang, Y., & Handfield, R. (2015). Measuring the benefits of ERP on supply management maturity model: A "big data" method. *International Journal of Operations & Production Management, 35*(1), 2-25.

Discussion (25 points)

Critical Thinking (100 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Supply Chain Management Solution Review

Use the Internet to find two Supply Chain Management software vendors. Once you have selected two vendors, use their websites and analysts' reports for more detailed research.

Write a paper in which you compare and contrast the features and functionality of each vendor's products. Include in your evaluation any required IT products including hardware, software, and databases. Look for competitive differentiators within the products.

Your paper should be 4-6 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references, in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2 Evaluating Supply Chain Management Solutions

Assume you are the instructor for this class. Prepare a PowerPoint presentation in which you evaluate two Supply Chain Management software products. In your presentation, compare and contrast the features and functionality of each vendor's product. Include in your evaluation any required IT products, such as hardware, software, and databases. Look for competitive differentiators among the products.

Your well-developed PowerPoint presentation should include 8-10 slides and conform to the CSU-Global Guide to Writing & APA. The content of each slide should contain summarized information. The details of your research and what you communicate to the class should be placed in the notes area. Cited references must include at least one assigned reading in Module 4, and at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

MODULE 5

Readings
- Chapter 5 in *Concepts in Enterprise Resource Planning*
- Haynes, R., & Li, C. (2016). Continuous audit and enterprise resource planning systems: A case study of ERP rollouts in the Houston, TX oil and gas industries. *Journal of Emerging Technologies in Accounting, 13*(1), 171-179.

Discussion (25 points)

Critical Thinking (100 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Comparing and Contrasting Accounting Information System Solutions

Use the Internet to find two Accounting Information System software vendors. Once you select two vendors, use their websites and analysts' reports for more detailed research. Write a paper in which you compare and contrast the features and functionality of each vendor's product. Keep your evaluation at a high-level, and include any required IT products, such as hardware, software, and databases. Look for competitive differentiators among the products.

Your paper should be 4-6 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Functionality and Features of Accounting Information Systems

Assume you are the instructor for this class. Prepare a PowerPoint presentation in which you evaluate two Accounting Information software products. In your presentation, compare and contrast the features and functionality of each vendor's product. Keep your evaluation at a high-level, and include any required IT products, such as hardware, software, and databases. Look for competitive differentiators among the products.

Your well-developed PowerPoint presentation should include 8-10 slides and conform to the CSU-Global Guide to Writing & APA. The content of each slide should contain summarized information. The details of your research and what you communicate to the class should be placed in the notes area. Cited references must include at least one assigned reading for Module 5, and at least two additional scholarly references from the CSU-Global Library.

MODULE 6

Readings

- Chapter 6 in *Concepts in Enterprise Resource Planning*
- Haeruddin, M. (2017). Should I stay or should I go? Human resource information system implementation in Indonesian public organizations. *European Research Studies, 20*(3A), 989-999.
- Maiorino, M. (2017, June). Key factors for successfully implementing an HRIS: Lessons to learn. *Core HR, HRIS and Payroll Excellence Essentials, Core HR, HRIS and Payroll Excellence Essentials.*

Discussion (25 points)

Critical Thinking (100 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Comparing and Contrasting Human Resources Information Systems

Use the Internet to find two Human Resources Information System software vendors. Once you select two vendors, use their websites and analysts' reports for more detailed research. Write a paper in which you compare and contrast the features and functionality of each vendor's product. Include in your evaluation any required IT products, such as hardware, software, and databases. Look for competitive differentiators among the products.

Your paper should be 4-6 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Functionality of Human Resources Information Systems

Examine the Human Resources Department at your firm or at a firm with which you are familiar. If the firm uses an ERP product for Human Resources, develop a presentation in which you describe the features and functionality of the vendor's products that were implemented. Include in your presentation any IT products used by Human Resources, such as hardware, software, and databases.

If the selected firm does not use an ERP product for Human Resources, present the features and functionality that a potential product should support. Use the Internet to find an ERP product with a Human Resources module that would meet these features and functionality requirements.

Your well-developed PowerPoint presentation should include 8-10 slides and conform to the CSU-Global Guide to Writing & APA. The content of each slide should contain summarized information. The details of your research and what you communicate to the class should be placed in the notes area. Cited references must

include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Portfolio Milestone (50 points)
Choose one of the following two milestones to complete this week. Do not do both milestones. Ensure you are doing the milestone that aligns with the final project you are completing. Identify your assignment choice in the title of your submission.

Option #1: Proposed Approach to Implementing an ERP System (Part 2)

You are the CIO of a manufacturing firm. The CEO and CFO continue to express concern over the lack of integration among business processes within their functional business areas. They believe the solution for this is an ERP system coupled with Supply Chain Management and Customer Relationship functionality.

Both executives have heard negative reports from executives in other companies and from the press of failed ERP implementations. To avoid duplicating the same situation in their organization, the CEO and CFO request that you submit a Proposed Approach to Implementing an ERP System report. Ultimately, they want to determine if their company is ready for ERP.

Your report should include the following content:
- A proposed approach to evaluating ERP vendors and their software products' fitness to meet your requirements. The requirements, at this stage, reflect the functional business processes that your firm needs to implement.

This submission is the second requirement of the final deliverable for the Portfolio Project. Your deliverable should be 6 to 8 pages in length not including the required title and reference pages and and conform to the CSU-Global Guide to Writing & APA. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Proposed Approach to Implementing an ERP System (Part 2)

You are the instructor for a course on managing ERP systems. Your PowerPoint presentation should instruct the class on a proposed approach to implementing an ERP system that is coupled with Supply Chain Management and Customer Relationship functionality. Ultimately, this approach should help the students determine if a company is ready for ERP.

Your presentation should include the following content:
- A proposed approach to evaluating ERP vendors and their software products' fitness to meet your requirements. The requirements, at this stage, reflect the functional business processes that your firm needs to implement.

This submission is the second requirement of the final deliverable for the Portfolio Project. Your presentation should be 10 to 12 slides in length not including the required title and reference slides, and conform to the CSU-Global Guide to Writing & APA. The content on the slides should be summarized points. Your notes section should contain sufficient detail to explain the content on the slide. This submission must conform to CSU-Global Guide to Writing and APA Requirements. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Readings
- Chapter 7 in *Concepts in Enterprise Resource Planning*
- Nandi, M. L., & Kumar, A. (2016). Centralization and the success of ERP implementation. *Journal of Enterprise Information Management, 29*(5).

Discussion (25 points)

MODULE 8

Readings
- Chapter 8 in *Concepts in Enterprise Resource Planning*
- Mohamed A. Abd Elmonem, Eman S. Nasr, & Mervat H. Geith. (2016). Benefits and challenges of cloud ERP systems – A systematic literature review. *Future Computing and Informatics Journal, 1*(1), 1-9.
- Yeoh, W., & Popovič, A. (2016). Extending the understanding of critical success factors for implementing business intelligence systems. *Journal of the Association for Information Science and Technology, 67*(1), 134-147.

Discussion (25 points)

Portfolio Project (250 points)
Choose one of the following two projects to complete this week. Do not do both projects. Identify your project choice in the title of your submission.

Option 1: Proposed Approach to Implementing an ERP System – CIO (Final Submission)
You are the CIO of a manufacturing firm. The CEO and CFO continue to express concern over the lack of integration among business processes within their functional business areas. The CEO and CFO believe the solution for this is an ERP system coupled with Supply Chain Management and Customer Relationship functionality.

Both executives have heard negative reports from executives in other companies and from the press of failed ERP implementations. To avoid duplicating the same situation in their organization, the CEO and CFO request that you submit a Proposed Approach to Implementing an ERP System report. Ultimately, they want to determine if their company is ready for ERP.

Your final deliverable should include the following content:
- A proposed approach to conducting a needs assessment/requirements gathering initiative.
- A proposed approach to evaluating ERP vendors and their software products' fitness to meet your requirements. The requirements, at this stage, reflect the functional business processes that your firm needs to implement.
- A proposed approach to implementing the ERP system into a full production enterprise system.
- Proposed measurements to determine if the ERP implementation was successful.

Your paper should be 15-20 pages in length and conform to the CSU-Global Guide to Writing & APA. Include at least three scholarly references, in addition to the course textbook. The CSU-Global Library is a good place to find these references.

Option #2: Proposed Approach to Implementing an ERP System – Instructor (Final Submission)
You are the instructor for a course on managing ERP systems. Your PowerPoint presentation should instruct the class on a proposed approach to implementing an ERP system that is coupled with Supply Chain Management and Customer Relationship functionality. Ultimately, this approach should help the students determine if a company is ready for ERP.

Your presentation should include the following content:
- A proposed approach to conducting a needs assessment/requirements gathering initiative.
- A proposed approach to evaluating ERP vendors and their software products' fitness to meet your requirements. The requirements, at this stage, reflect the functional business processes that your firm needs to implement.
- A proposed approach to implementing the ERP system into a full production enterprise system.
- Proposed measurements to determine if the ERP implementation was successful.

Your presentation should include 20-25 slides and conform to the CSU-Global Guide to Writing & APA. The content on the slides should be summarized points. Your notes section should contain sufficient detail to explain the content of each slide. Include at least three scholarly references, in addition to the course textbook. The CSU-Global Library is a good place to find these references.

COURSE POLICIES

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our **In-Classroom Student Policies and Guidelines** or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the "APA Guide & Resources" link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.