

Syllabus—Fall 2007

BA542 Enterprise Resource Planning (ERP)

UPDATED: August 20, 2007

5:30-6:45PM Monday and Wednesday, Classroom: Law 3

Instructor Information:

Frank Masterson, mastersonf@umkc.edu or fmaste1@hallmark.com

Office hours: Monday and Wednesday after class and by appointment, 816-518-4110 (cell) or work 816-274-5828.

Required Books:

1. *Manufacturing Planning and Control for Supply Chain Management - Fifth Edition*, by Vollmann, Berry, Whybark, and Jacobs. McGraw-Hill/Irwin, 2005.
2. *Why ERP? A primer on SAP Implementation*, by F. Robert Jacobs and D. Clay Whybark, McGraw-Hill Higher Education, 2000
3. *The Leadership Moment*, M. Useem, 3 Rivers Press, ISBN 0-8129-3230-7

Course Description:

This course provides an overview of the planning and control systems used by manufacturing companies to manage their supply chains. Managing the supply chain requires planning and control activities to ensure the efficient, cost effective flow and storage of raw materials, in-process inventory, finished goods, and related information from point of origin to point of consumption. Of course, all of this is driven by customer requirements. Prerequisite: BA 519 or equivalent.

Topics to be covered include: ERP (Enterprise resource planning systems), Demand management, Sales and Operations Planning, Master Production Scheduling, MRP (Material Requirements Planning), Capacity Planning, Distribution Planning, LEAN Manufacturing and other related topics.

Time and schedule considerations may prompt modifications of this syllabus (deletion of assignments/topics, modification of examination dates, etc.). I'll explain any changes; however, it is the student's responsibility to keep up with any modifications that are made throughout the year.

I will use the Blackboard system for communication of class announcements, handouts, presentations, etc.

Course Objectives:

1. Introduce the student to the management problems of planning and controlling the flow of materials in a supply chain with an emphasis on decision making and problem solving.
2. Enable the student to understand and apply analytical and computer techniques for planning and controlling the flow of materials/activities in the supply chain with an emphasis on managerial implications/actions.
3. Develop the student's organizational and analytical skills through the use of business cases studies, articles and working in teams.
4. Learn principles of leading change by focusing on the rational and emotional aspects of organizational transformation. Enable the student to practice critical leadership thinking, tolerance for ambiguity, communication and interpersonal skills, creativity and general business instincts.

Grading:

Final grades in the course will be assigned according to the weights in the following table:

20%	Exam 1
20%	Exam 2
20%	Exam 3
20%	Business Case and Article Review/Critique/Presentations (Individual) and Team Case Presentation
20%	Discussion Questions and Problems, Class Participation, Team report outs (problems are individual)

Letter grades are not assigned to work during the semester. The letter grade will be assigned only to the final grade based on grading requirements. Exams do not necessarily have 100 points. Final grades will be assigned as follows:

95-100%	A
91-94	A-
88-90	B+
80-87	B
77-79	B-
74-76	C+
69-73	C
65-68	C-
55-64	D

General Course Requirements:

Successful completion of the course will require the following:

1. Taking responsibility for your own learning by:

-asking questions and probing your understanding

-taking leadership and initiative in our class learning community

-attempting to relate concepts to your own work situation

-providing feedback to the instructor and other class members where this is needed. This will help the instructor fine tune the course design, readings, etc.

-supporting an intellectual standard that is intolerant of lazy thinking. If others (including the instructor) say something that seems untrue to you in light of your experience, let this be known in the spirit of friendly intellectual discussion.

-celebrating a diversity of opinions as long as these opinions are intellectually supportable.

2. Participating in required activities

3. Completing all required course readings

4. Attending class. Irregular class attendance should expect a negative effect on his/her course performance. Contact the if you must miss a class.

5. All assignments are due on the date shown. It is the student's responsibility to obtain assignments, secure notes, and know the dates of all exams. Assignments will not be turned in late unless approved by the instructor.

6. All course withdrawals must be initiated in the Bloch school Student Services Office, room 115, and completed through the Registration Center in the UMKC Administrative Office. The academic calendar lists official withdrawal dates.

Exams:

Three exams will be scheduled throughout the semester. Each segment covers specific chapters and topics and all are equal in value. No make-up exams will be given unless the specific situation warrants a make-up exam. Any make-ups are at the discretion of the instructor. The student must contact the instructor in advance of the exam if the student must be absent.

Case Analysis:

As scheduled by the instructor, each team will present a case analysis using a story from The Leadership Moment or another assigned case. The following are guidelines for the case analysis:

1. Plan for a minimum of 20 minutes, maximum of 30 minutes.

2. Begin with the summary of the case.

3. Address separately each of several "implications" discussed by Useem or case author. Discuss each implication in detail, and relate each to situations from your workplace, coursework, or life.

4. Be creative, innovative, and fresh. Use audiovisual aids, exercises, handouts, etc.

Individual Presentations:

Each student will be required to review/critique an article/book during the semester. The paper should not be more than (5) double spaced typed pages. The due date will be determined, but is sometime in October or November and includes a 15 minute review of your key learning with the class. Articles/cases chosen should be related to our course topics. The instructor will approve all articles to prevent any duplication. The outline of the paper /presentation:

1. An article or case summary (what is it about?)
2. A critique of the material covered (what is the problem?)
3. What’s your opinion on the issue or question presented? What would you do differently?
4. How does the article relate to our class topic (s)?

Class Participation:

The quality of the classroom discussion in large part depends on you and your preparation for the class. We all benefit when as many students as possible put their minds to the material. I will judge you on your participation. What are the things I keep in mind? Have you read the material? Are your questions designed to clarify and give better insight to the problem at hand? Have you thought about the issues? “Air time” is not as important as meaningful insight and questions.

Discussion Questions and Problems from the text:

There are discussion questions and problems assigned from the text. The purpose of the discussion questions and problems is to encourage you to prepare for the class discussion. The grading will largely be based on pass/fail (ie: you attempted to do the problem, you did not, you did extra work). It is expected that a copy of these problems will be turned in at the beginning of class on the day assigned. This is to be turned in individually, but you may work together to solve the problems. You will be asked to share your methodology and answers with the class on a random basis.

Academic Honesty, Integrity, Student Conduct:

Students are expected to familiarize themselves with the university’s rules and regulations with regard to cheating, plagiarism, facilitating academic dishonesty, abuse of academic materials, stealing, and lying. No action or conduct of any student who hinders the educational process of the class will be tolerated. Please see UMKC’s general catalog for more details (or visit: <http://www.umkc.edu/umkc/catalog/html/append/policy/0020.html>). If there is ever any question what constitutes “unauthorized assistance” on any class deliverable, please call or email me before you turn the assignment in.

Available UMKC support services:

1. Block School Computer Lab: <http://www.umkc.edu/is/oa/IS-LAB-Brochure.pdf>
2. UMKC Writing Lab: phone 816-235-1146.
3. Office of Disabled Student Services: call 816-235-5696 or <http://www.umkc.edu/disability/>

Detailed Class Schedule

	Date/Topic	Prep	Assignment
1	Monday, Aug 20 -Course Introduction -Syllabus Review -Text Overview -Team Formation		1. What are your expectations from this course? 2. Introductions
2	Wednesday, Aug 22 1. Manufacturing Planning and Control – Introduction (slides 1)	1. Chapter 1-- MPC 2. Read <i>The ABC’s of ERP</i> by Christopher Koch at http://www.cio.com/article/40323	Chapter 1, Discussion Questions 1-5, pp.16 Turn in 1 page autobiography ERP Questions (Turn in at end of class):

			<ol style="list-style-type: none"> 1. What is ERP? 2. How can ERP help a business organization? 3. What are some obstacles to implementing ERP? 4. How does ERP fit with e-commerce and supply chain management?
3	Monday, Aug 27 1. Demand Management— --Forecasts & Plans -Decoupling Points -Uncertainty	<ol style="list-style-type: none"> 1. Chapter 2-- Demand Management 2. Study Web site for World Co, Ltd http://www.world.co.jp/english/company/index.html 	Chapter 2 Discussion Questions: Q1, Q2 (pp. 54)
4	Wednesday, Aug 29 Demand Management— Guest Speaker	1. Begin reading <i>Why ERP?</i>	Guest Speaker: Vicki Lehr, Business Services Director—Hallmark Cards, Inc
5	Monday, September 3	Holiday—University Closed	.
6	Wednesday, September 5 1. Demand Management --Forecasting Concepts --Managing Demand 2. Supply Chain Management for World Co., Ltd.	<ol style="list-style-type: none"> 1. Chapter 2-- Demand Management 2. Finish reviewing World Co., Ltd. Web site 	<ol style="list-style-type: none"> 1. Problems (Turn in): Q1, Q2, Q4, (p 54) 2. From your review of the World Co., Ltd. Web site answer the following questions: --What are World Co. target markets? --Describe a typical World Co. store. --What is SPARCS?
7	Monday, September 10 ERP	<ol style="list-style-type: none"> 1. Chapter 4—ERP 2.. Cisco Implementing ERP (HBR Case 9-699-022) 	<ol style="list-style-type: none"> 1. Discussion Questions: Q1-Q4, pg. 131 2. Problem: Q2, pg. 131 (Turn in)
8	Wednesday, Sept 12 1. Sales and Operations Planning Introduction	1. Chapter 3	<ol style="list-style-type: none"> 1. Discussion Questions: Q1-8, (P. 98) prepare to discuss in class 2. Read <u>Moment</u>, Forward and Introduction
9	Monday, Sept 17 1. Sales and Operations Planning Continued	<ol style="list-style-type: none"> 1. Chapter 3, pp.60-97 2. Case: Globe Refrigeration (hand out in class) 	Teams... in class prepare solutions to Globe Case (Due during class with short report out): <ol style="list-style-type: none"> 1. What's it about? 2. Evaluate Alternatives presented 3. What is your plan? 4. Why is your plan is better?
10	Wednesday, Sept 19 Building Coalitions	Team 1 Leadership Case Presentation, Roy Vagelos in <u>Moment</u>	<ol style="list-style-type: none"> 1. Discussion Questions: Q1-Q4, (P131) 2. Problem: Q2, (131) (Due).

			3. Paper Due: Consider the behavior of Merck in the Vioxx case. For your 2 pg paper, research the Merck/Vioxx case. Tell what happened and compare and contrast the behaviors of Merck in both cases. Suggest several reasons that could explain the behavior of Merck in the Vioxx situation.
11	Monday, Sept 24 1. Review for Exam #1 2. Getting the Vision Right	Chapter 1,2,3, 4 plus cases, etc., 2. Leadership Case Presentation, Nancy Barry	
12	Wednesday, Sept 26 Exam #1		
13	Monday, Oct 1 1. Return Exam 2. Introduce <i>Why ERP?</i>	Finish reading <i>Why ERP?</i>	1. Discussion Questions: - What three things were best about the implementation of SAP R/3 at the North Carolina Plant? -What three things were the worst about the implementation of SAP R/3 at the NC plant? -What are the first three thing that Billy should do next? 2. Team report out
14	Wednesday, Oct 3 ERP		Guest Speaker TBD
15	Monday, Oct 8 Master Production Scheduling (slides)	Read Chapter 6, pp.168-208	Discussion Questions: Q1-Q8 (p. 208)
16	Wednesday, Oct 10 1. Material Requirements Planning (slides)	Read Chapter 7, pp. 222-250	Discussion Questions: Q1-Q3 (Due), (p. 250) Problems (Due): Q1 (p. 250)
17	Monday, Oct 15 1. Distribution Requirements Planning (slides)	Read Chapter 8, pp. 260-289	Guest Speaker – Distribution/Logistics
18	Wednesday, Oct 17 Just-in-Time (slides)	1. Read Chapter 9, pp. 300-331 2. Case Presentations	
19	Monday, Oct 22 Advanced Concepts in JIT	1. Read Chapter 15, pp. 503-533 (scan)	HBR Case

20	Wednesday, Oct 24 Communicate for Buy-in	<ol style="list-style-type: none"> 1. Leadership Case Presentation, Team #3, From <u>Moment</u> Wagner Dodge 2. Individual Case Presentations 	Paper Due: At the very end, Wagner Dodge knew what to do. He was smart, he analyzed the situation well, he developed a plan, and he saved himself. But as a leader he failed. For this paper, explain, WHY? Think about Boyd, about trust, communication, teams and more. What did Dodge do wrong and what could he have done better? How could he have saved his men?
21	Monday, Oct 29	Case Presentations	TBD
22	Wednesday, Oct 31 Review for Exam #2 Empowering Action	<ol style="list-style-type: none"> 1. Chapters 6,7,8,9,15 2. Leadership Case Presentation #4, from Moment, Team #4 Chamberlain/Little Round Top 	Paper Due: Richard Aaron Feuerstein...something really bad happened to him in 1995. The actions he took to save his firm were very controversial. Do you see any parallels between him and Chamberlain...explain some of those parallels?
23	Monday, Nov 5 Exam #2		
24	Wednesday, Nov 7 Return Exam, Introduce material balance of semester Short Term Wins	1. Leadership Case Presentation, Team #5, from <u>Moment</u> , Eugene Kranz	
25	Monday, Nov 12 1. Capacity Planning and Utilization	Chapter 10, pp. 336-365	Discussion Questions: Q1-Q7, p. 365 Paper: Go research one of the following three leaders, each of whom brought significant change to the world. Explain how they introduced change, kept a sense of urgency up, and used reward systems to keep change going. Your three: Vince Lombardi, Ray Kroc, or Jack Welch.
26	Wednesday, Nov 14 1. Capacity Planning and Utilization		Guest Speaker
27	Monday, Nov 19	Holiday-Thanksgiving	
28	Wednesday, Nov 21	Holiday-Thanksgiving	
29	Monday, Nov 26 MPC Implementation (Lean Manufacturing)(slides)	Chapter 18, pp.627-661	Guest Speaker --Lean Discussion Questions: Q3, Q4, Q9, Q10 (p. 661)
30	Wednesday, Nov 28 1. MPC: The Next Frontier (slides)	Chapter 19, pp. 665-691	Discussion Questions: Q1, Q6, Q9 (p. 691)

31	Monday, Dec 3. MPC: The Next Frontier	Case Presentations	TBD
32	Wednesday, Dec 5 Make Change Stick	1. Leadership Case #6. From Moment John Gutfreund Loses Salomon. 2. Case Presentations	Paper due: in the John Gutfreund case, Warren Buffett is a central character. Go to his web site and read his last 3 or 4 letters to shareholders. Select 5 of the principles that appear to guide his business and analyze each on. Show why each does or does not make sense to you.
33	Monday, Dec 10 Scheduled Final Exam Time 5:45-7:45pm		Location: Law 3