

Course Outline

The course consists of a short overview/concepts section (2 weeks) followed by a hands-on section (5 weeks).

Enterprise System Concepts (2 weeks)

The first two weeks are primarily classroom work, setting the stage for more detail in the last 5 weeks.

Week	Overall topics	Specifics
1 & 2	Introduction to Enterprise Systems Managing Enterprise Systems	<ul style="list-style-type: none"> ✓ Architectural options <ul style="list-style-type: none"> ○ <i>scope options (best of suite, best of class, pure-play)</i> ○ <i>vendor options: key differences in interoperability and focus</i> ○ <i>new technologies (mobile; middleware such as Fusion, Netweaver)</i> ✓ Management decisions <ul style="list-style-type: none"> ○ <i>Technical aspects (business unit and instance)</i> ○ <i>Organizational aspects (process diversity, customization, outsourcing options)</i> ○ <i>Vendor management aspect (software, operation, consulting)</i>

Process Concepts (5 weeks)

The idea is that each week an end-to-end process will be combined with a higher-level learning objective relevant to Enterprise Systems. We anticipate that there will be:

- ✓ a hands-on assignment each week focusing on the learning objective in the context of the specific end-to-end process
- ✓ several industry speakers over the 5 weeks whose topics will focus on the end-to-end process and/or the learning objective scheduled for that week.

Week	End-to-end process (and traditional functional areas)	Learning objective
3	Quote to Cash <ul style="list-style-type: none"> ✓ Sales Order Processing ✓ Accounts Receivable 	Data cleanliness and its importance in end-to-end processes
4	Plan to Inventory <ul style="list-style-type: none"> ✓ Demand planning ✓ Master production scheduling ✓ Manufacturing 	Managing conflicting organizational objectives within an Enterprise System (for example: lean manufacturing versus inventory & cost control)
5	Financial Plan to Report (aka Record to Report) <ul style="list-style-type: none"> ✓ Budget planning ✓ Sub-ledger reporting ✓ General ledger reporting 	Measuring KPIs with Enterprise Systems
6	Issue to Resolution <ul style="list-style-type: none"> ✓ Service management 	Using Workflow and Process Documentation effectively
7	Market to Order <ul style="list-style-type: none"> ✓ Marketing and marketing research 	Integrating the Enterprise System with the Business Warehouse (Analytics)

We considered other topics, but eliminated them in the attempt to focus within the constraints of a 7-week class. For the record, here is a list of just a few of the other topics that we discussed, but did not include in the final outline.

Enterprise System Concepts

- ✓ History of Enterprise Systems
- ✓ Developing a business case for implementing Enterprise Systems (e.g., strategic and financial costs and benefits)
- ✓ Selecting an Enterprise System (e.g., top vendors, selection process, decision process)
- ✓ Predictions for Enterprise Systems direction

Process Concepts

<i>Other end-to-end processes considered</i>	
	1. Hire to Retire (human asset management)
	2. Procure to pay (purchasing)
	3. Idea to offering (R&D)
<i>Other learning objectives considered</i>	
	1. Intercompany integration (Enterprise system to Enterprise system)
	2. Mobile and other non-traditional technologies