

# Minor Business Process Integration Finance and Management With SAP ERP 2018-2019

## 1. Introduction

### 1.1 Questions and who to contact

Any question you or your study counsellor might have regarding the modules can be addressed to the minor coordinator Ms Zijlmans: office FMB 2.071 | 4.094. Contact details: Phone | WhatsApp +31621157678 | r.l.m.zijlmans@hva.nl

Except for PRM, all modules can be followed as an elective. It is highly recommended to follow the Minor as a whole though, as this gives you a study program which is aligned and gives a competitive advantage over other students.

The minor will start in the first week of september (introduction and assignment of projects and tasks) and finish on the 23th of december 2018 (semester 1).

### 1.2 Summary learning objective modules MBPI

**BPS:** You are able to work in a (virtual) company, using SAP ERP as a tool and in close collaboration with other students and lecturers

**CAP:** The module Controlling and Accounting Practices, gives in SAP ERP understanding and hands-on experience in the field of financial integration of logistics processes, integration of financial accounting with the controlling area's cost center accounting and profit center accounting. SAP ERP Fixed Asset Accounting is carried out and part of the controlling model. Integrated Financial control options are examined and carried out. Cost center accounting processes, planning, allocations and variance analyses are carried out in SAP ERP.

**TMP:** You have knowledge of the management of money flows. Tendering, winning orders, purchasing, invoicing, payments and receipts, and reacting to liquidity shortages / surpluses, all in different currencies.

**SCM:** The module Supply Chain Management provides insight into the logistical and financial processes, management of these processes and the integration of these processes in the supply chain. Besides a theoretical basis of logistics and supply chain management is a practical part in the form of hands-on assignments in logistics and supply chain planning concepts implemented with SAP ERP and SAP SCM. The learning process is completed with research into the practical application of the theory learned at a company in the form of a Quick scan.

**SEM:** You can analyze the internal functioning of a company in relation to such subjects as failure to meet set goals for planned sales and planned costs, and changing economic conditions such as inflation and exchange rates

**HRM:** You have an understanding of HRM policy and its translation into HRM tools, for both national and international companies

**PRM:** You are capable to write a Project Plan and able to lead a project taking into account the different stakeholders, and aspects such as planning, organization, and people management.

### 1.3 Summary Minor BPI Finance and Management

Finance	Management
<p>The Finance Minor offers students an excellent opportunity to deepen knowledge in the field of Finance and apply, especially at the cutting edge of IT, Finance and Controlling. Admission to the either the English or Dutch Finance variant of the MBPI only in case you have formally completed second year Bachelor level of at least the following courses (or comparable to): Management Accounting and Financial Accounting</p> <p>BPS = Business Process Simulation (all) SEM = Strategic Enterprise Management (all) SCM = Supply Chain Management (all) TMP = Treasury Management Project (finance) CAP= Controlling Accounting Project (finance)</p>	<p>The management Minor offers an excellent opportunity to practice your project management skills as Students who follow the Management variant will be a project leader of a project in their BPS company or head of a department with a project assignment.</p> <p>BPS = Business Process Simulation (all) SEM = Strategic Enterprise Management (all) SCM = Supply Chain Management (all) HRM = Human Resource Management (management) PRM Project Management (management)</p>

#### **1.4 Minor Business Process Integration Finance**

The minor Business Process Integration Finance gives you in depth knowledge about integrated business processes, using the different systems of ERP/SAP. The focus is on the integration of logistical, financial, IT, marketing and human resource processes and knowledge thereof. As students in this minor have different educational backgrounds the minor offers a challenging environment to learn new skills, methods and practices. Learning methods include working in a virtual company, workshops, self-study, lectures and working in (project) teams. In following this minor, you will learn to analyze and improve business processes using your own knowledge and integrating other fields of expertise. Students will learn to integrate controlling, logistics and financial bookkeeping in an ERP environment. Getting in-depth insights into the operation of Cost- and Profit centers and internal order accounting, where costs and revenues can be broken down and can be attributed to cost- and profit centers.

The module BPS (Business Process Simulation) is the core module of the minor. In business process simulation you become an employee of a virtual company in a department of your choice and as a member or leader of a multi-disciplinary project. You will learn to analyze business situations, come up with creative solution models and learn to make decisions, by using real time information of companies and SAP. Information is gathered by analyzing existing data in ERP/SAP and visiting companies to study best practices and benchmark processes. Modules besides BPS are Strategic Enterprise Management (SEM) and Supply Chain Management (SCM), Treasury (TMP) and Controlling and Accounting Practices (CAP).

As these modules offer in-depth knowledge on the cutting edge of finance and IT, knowledge of Finance and Accounting principles is a prerequisite. FBE F&A | AMSIB students are automatically admissible for the Finance minor. When you do not meet the requirements, you can choose the Management variant of the Minor BPI and choose a financial department and project assignment. HvA | FBE students are automatically admissible for the Management minor.

#### **1.5 Minor Business Process Integration Management**

The minor Business Process Integration Management gives you in depth knowledge about integrated business processes, using the different systems of ERP/SAP. The focus is on the integration of logistical, financial, IT, marketing and human resource processes and knowledge thereof. As students in this minor have different educational backgrounds the minor offers a challenging environment to learn new skills, methods and practices. Learning methods include working in a virtual company, workshops, self-study, lectures and working in (project) teams. Following this minor, you will learn to analyze and improve business processes using your own knowledge and integrating other fields of expertise. The module BPS (business process simulation) is the core module of the minor. In business process simulation you become an employee of a virtual company in a department of your choice and as a member or leader of a multi-disciplinary project. You will learn to analyze business situations, come up with creative solution models and learn to make decisions, by using current practice information of companies and SAP. Information is gathered by analyzing existing data in ERP/SAP and visiting organizations to study best practices and benchmark processes. Basic modules besides business process simulation are Strategic Enterprise Management and Supply Chain Management. The Management variant offers HRM and Project Management, students will be Project Leader of a project in one of the BPS' virtual companies and have an excellent opportunity to practice leadership skills in an international and interdisciplinary environment.

The Finance variant includes Treasury and Controlling and Accounting. As these modules offer in-depth knowledge on the cutting edge of finance and IT, knowledge of Finance and Accounting principles is a prerequisite for this variant. Interested in Finance but not the right educational background? You can follow the Management variant and choose a financial department and project to further develop your knowledge and skills.

All students are automatically admissible for the Management variant of the minor. For the Finance variant: At least two years proof or Management Accounting and Financial Accounting with literature references at the level University of Applied Sciences.

#### **1.6 Your profile**

We welcome the diversity of knowledge and skills- students from all educational backgrounds are admissible. Student's profile: Pro-active, curious, willing to work in a multidisciplinary environment, interested in expanding knowledge and skills in and beyond your field of expertise. Business English, fulltime available, minimum of 100 ECTS at the start of the Minor.

### 1.7 Overview of teaching methods and ECTS

The modules are structured in such a way that you individually perform hands-on assignments in SAP ERP, the ERP software that is used by the largest part of multinational corporations in the world. Other assignments require to work together with students of different educational backgrounds. Learning goals will be realized by the same didactical method: during class you will be introduced to the topic by the lecturer. Lectures will be supported by presentations and demonstrations within SAP ERP. After the topic is introduced, you will make hands on assignments in SAP ERP. These assignments need to be performed individually but can be discussed together with other students. This is an active learning method that provides immediate feedback.

The lecturer will act as a tutor/coach and is available for helping out and answering questions. Questions about the module’s content and study materials can be addressed to your lecturer during the lessons. The consultation hours of the individual lecturers will be communicated in class.

As all the module is set up as a project, you are continuously assessed. Therefore, attendance and active participation are mandatory. A maximum of **two classes missed** is allowed.

<b>Educational unit</b>	<b>Teaching Method- all with the implicit or explicit use of ERP   SAP</b>	<b>Testing &amp; assessment</b>	<b>Number of ECs</b>	<b>Number of contact hours per week</b>
Business Process Simulation	Simulation Project and department	Report and presentation	10	5
Human Resource Management	Project and lectures	Report and written test	5	2,5
Project Management	Lectures and reports	Report and written test	5	2,5
Supply Chain Management	Questions, MC test and Assignment	MC tests and report	5	2,5
Strategic Enterprise Management	Project, assignments and reporting	Report and presentation	5	2,5
Controlling and Accounting Practices	Questions, MC test and Assignment	Report and presentation	5	2,5
Treasury Management Project	Project, assignments and reporting	Report and presentation	5	2,5

### 1.8 Literature

These are examples of literature used – literature will be adapted to the current developments in the theory and practice. For all course you are expected to do independent online research into the subjects.

#### **Business Process Simulation**

Hands-on with SAP ERP and IDES - available online -  
Documents from the predecessors in the simulation company

#### **Human Resource Management**

Hand outs HRM | ERP

#### **Project Management**

Project Management A Practical Approach by Roel Grit

#### **Supply Chain Management**

Logistics and Supply Chain Management Martin Christopher

#### **Strategic Enterprise Management**

Hand outs

#### **Controlling and Accounting**

Hand outs CAP

#### **Treasury Management Project**

Actual market information on the web

## 2. Module overview Business Process Simulation

In Business Process Simulation you become an employee of one of the four virtual companies – Phonee, Sjemee, 3PH and Devaia, with up to 60 employees. Examples of roles include Purchasing Officer, Personnel Manager, Finance and Marketing Employee. This role is taken over from the predecessor: the companies are continued each semester with a personnel change of 100%. The Management, consisting of three lecturers, remains the same. Each semester new projects are set up, based on the current situation at comparable companies. The simulated companies are SME enterprises. More information can be found on the websites: [phonee.fbe.hva.nl](http://phonee.fbe.hva.nl), [sjemee.fbe.hva.nl](http://sjemee.fbe.hva.nl), [devaia.fbe.hva.nl](http://devaia.fbe.hva.nl) and [3ph.fbe.hva.nl](http://3ph.fbe.hva.nl) (password gast).

This module gives you a deeper understanding of integrated business processes, making use of an Enterprise Resource Planning (ERP) system. BPS works with SAP and different modules in SAP. The emphasis is on the integration of logistical, financial, and personnel processes. The course focuses on analyzing business situations, thinking of alternative solutions, and making well-founded choices, based on benchmarks with the business' practice, for example, by visiting comparable companies and researching.

### 2.1 Learning goals BPS

#	You can:
1.	execute business processes in an international team within a virtual corporate environment
2.	understand the relationship between the processes in the different departments
3.	execute business process steps in an ERP system
4.	translate functional expertise into current process-oriented company practice
5.	actively contribute to the group product and procure a constructive co-operation climate, within a diverse team

This module allows you to apply the theoretical knowledge on Financial Management, Supply Chain Management, Project Management and Human Resource Management. Students will execute real business processes within virtual companies.

This module is taught in the form of practicum lectures, five hours a week.

You will take on the role of an employee or manager within a virtual company with up to 90 employees. Each employee is also involved in a project (either as project member or project manager).

Guidance on both the departmental work and the projects is provided by the lectures during the practicum. You are expected to work independently and come up with solutions yourself, the lecturers take on the role as coach and specialist in SAP.

## 3. Module overview Strategic Enterprise Management in ERP

The subject is called Strategic Enterprise Management and involves a case study for the Andina company in Chile, a bottling company of Coca-Cola. You will learn how to make strategic business decisions and carry them out. You will work with SAP to analyse data and make budgets and variance analyses for the company. The minor module can be followed separately and is also part of the minor Business Process Integration.

As an introduction we will discuss theory about micro-economics and macro-economics including variance analyses. We will make exercises in the starting weeks of the semester to help students get to the right level to be able to make the assignments. The students will need to be committed to making the exercises and will need to hand the exercises in without further grading. Four assignments need to be made to fulfill the requirements of this module. Assignments are made as a group work and the groups are expected to take initiative during the process to comply with the requirements. Basic knowledge of Economics is required.

Examples of assignments

1. Make a summary of the Annual report for the Andina company. 2. Set up a macro-analysis of one country of choice. 3. make a budget for the company for two next coming quarters with the help of historic data within SAP. 4.

make a variance analysis for one quarter.

#### 4. Module overview Accounting and Control in ERP

International corporations perform and control their daily operations with the help of ERP (Enterprise Resource Planning) software systems. Business decisions by corporate executives are based on the data supplied by the ERP system.

In this module you learn about and also experience the way accounting and management control processes are supported and integrated in an ERP environment.

The module is structured in such a way that you individually perform hands-on assignments in SAP ERP, the ERP software that is used by the largest part of multinational corporations in the world.

Initially these assignments are directed at executing and recording business events. You will experience how business processes can be controlled and how accounting is performed in an ERP environment.

In the next phase the focus shifts to the use of management control tools like responsibility centers, budgets and allocation techniques.

In the final phase you will learn to use management reports for analyzing and decision making purposes.

The practical assignments in SAP ERP are followed up by questions that deal with the corresponding theory of both accounting and management control.

#### 4.2 Learning goals

#	You can:
6.	Describe how accounting is supported and integrated with logistics in an ERP environment
7.	Perform both accounting and control duties in an ERP environment
8.	Design and implement management control tools in an ERP environment
9.	Identify both the purposes of and the criteria used in overhead cost allocation
10.	Design management reports in an ERP environment for analyzing , control, evaluation and decision making purposes.

The ACE module is designed in order to help you apply your knowledge on accounting and management control in a real life situation: the ERP environment that is common for multinational corporations. This will also trigger you to apply your knowledge of business processes and of the way these processes are integrated with accounting and control. For AMSIB students there is a relationship with the year 2 module SAP ERP.

#### 5. Module overview Treasury Management Project

The management of cash flows is an important issue for many companies. Good treasury management saves cash and can earn extra benefits. Great savings in management and bank costs can be achieved by centralising cash flows - millions of Euros a year for large multinationals.

In the TMP module the students use an ERP system to work in the field of Treasury Management. In this module learning to work with the ERP system used, SAP ERP, is not a goal in itself, but provides a means of experiencing the many aspects of both financial accounting and treasury management. The focus is on all aspects that are relevant for the management of cash flows. Tendering, winning orders, purchasing, invoicing, payments and receipts, and reacting to liquidity shortages / surpluses – all in different currencies – generate the problems that every treasurer has to deal with.

In groups of maximum four, students are responsible for the cash positions and treasury management of a (virtual) consultancy company, DDS, and responsible for the financial accounting processes in order to supply treasury

management with complete, useful and timely information. A basic knowledge of financial accounting is a prerequisite for participating in the project.

In the Treasury Management Project students obtain operational knowledge of and skills in financial management and financial accounting, financial markets, the use of financial instruments and derivatives in treasury management, and in the application of SAP ERP.

Specific learning objectives are that at the end of the TMP, students will have applied the following competencies:

1. Independently collecting relevant information
2. Making a financial ratio-analysis
3. Making an Investment analysis
4. Determining foreign exchange rate exposure of imports from and exports to non-euro- countries
5. Hedging the forex exposure using currency forwards, swaps and options and natural hedging
6. Managing cash (short term funding/investing) in multiple currencies
7. Managing receivables and payables
8. Determining the cost-of-capital of exceeding credit terms
9. Analysing interest rate exposure
10. Making a liquidity planning, cash flow-analysis, pro forma balance sheets and income statements,
11. Hedging interest rate risk using FRAs, FLOORs, CAPs, COLLARs, long term bond futures and interest rate swaps.

As the module is set up as a project, you are continuously assessed. Therefore, attendance and active participation are mandatory. A maximum of **two class misses** is allowed. Attendance is recorded as well as being present on time. The

learning objectives will be realized as follows:

During class hours you will be introduced to weekly assignments that reflect the daily operations of a department that is responsible for both financial accounting and treasury management within a small consultancy firm.

## 6. Module overview HRM

In today's global business environment, the human capital of an organisation plays a crucial role in creating and maintaining competitive advantage. Organisations need to attract, motivate and retain employees with the right skills, knowledge and behaviours in order to reach their business goals.

In this course we will discuss the role of Human Resource Management in today's organisations and how various HRM processes are supported and processed by the integrated ERP system SAP.

Topics include: strategic human resource management, personnel planning, recruitment, selection, training & development and compensation & benefits.

### Learning goals

<b>You can:</b>
identify the role of HRM in today's business environment
explain and evaluate effective HRM strategies
execute HRM processes in the erp system SAP correctly
gather information and draw conclusions in a methodical and logical matter

**Coherence with other modules**

Regarding the erp system SAP there is coherence with the other modules from the BPI minor: supply chain management, business process integration, project management, strategic enterprise management.

**7. Module overview Projectmanagement**

In this module you will learn to how set up and lead a project in an multidisciplinary environment. Each attendee of this module is the leader of a project within the BPS module (see BPS). At the start of the semester, you choose - based on your skills, knowledge, learning objectives, and educational background - a project assignment and a project team (other students in the BPS module). Aspects of Project Management that will be covered in this module are:

- Planning and phases in a project
- Leadership skills
- Research
- Stakeholder management
- TQIOM
- Risk management
- Project plan and business case

**Learning goals**

<b>You can:</b>
Draw up a project plan
Monitor a project
Lead a project – task and people oriented leadership
Evaluate a project
Set up a project organization
Identify and update stakeholders
Design   prepare   implement solutions

The module BPS is the business environment in which the project assignment will be carried out. HRM, SEM, SCM are modules that are aligned with the Project Management Module. Depending on your own skill set, educational background and project assignment you will use theoretical frameworks of these other modules. Knowledge and understanding of SAP and its modules is part of the preperation and design of your project assignment. In each module theoreticl knowledge is integrated with working in SAP.

Core of the Project management course is your individual project assignment. In incremental steps you will prepare, design and execute your project within the BPS environment. You will lead a team of students together with whom you will design and execute the project assignment in the BPS. In the preparation phase you will set up the project organisation and, based on your own research and input of your stakeholders, write a business case. Each week in your project management class topics will be adressed and in close collaboration with other students worked on. The feedback on your assignments is input for your next assignment. A pro-active attitude is a prerequisite to finish this course succesfully. Individual coaching on content, process or personal development is part of the PRM course.