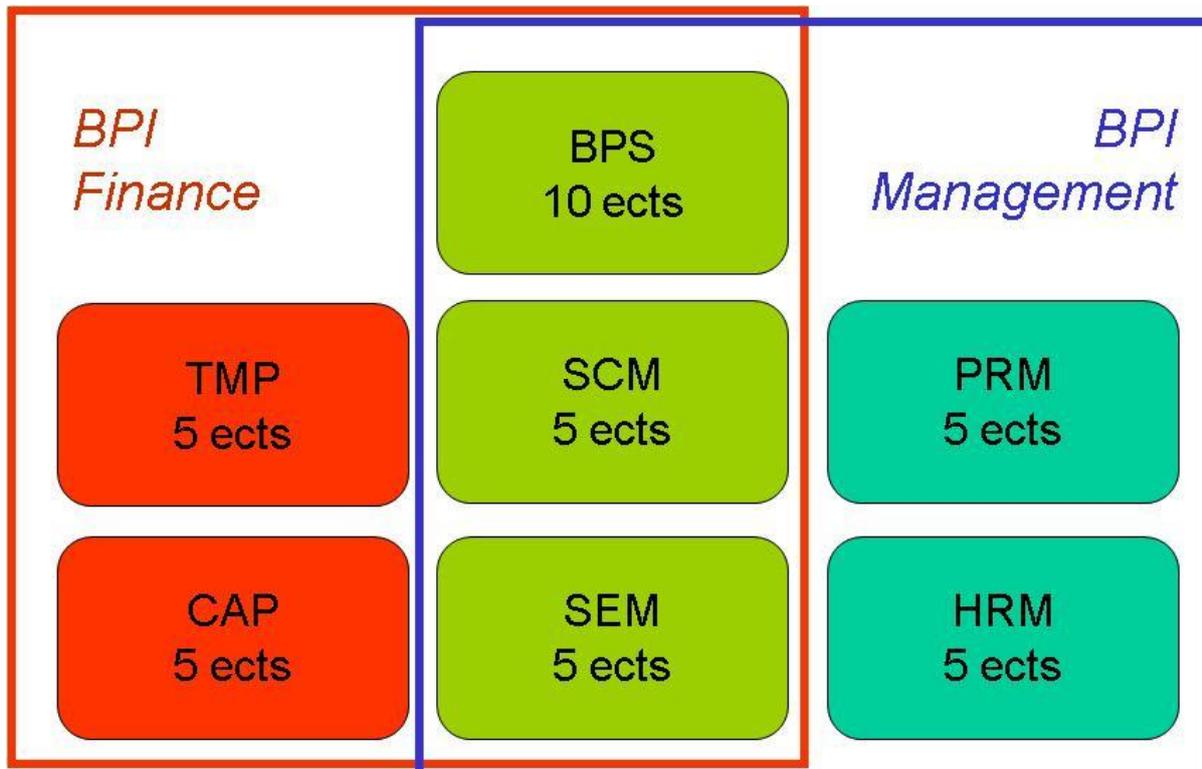


BPI minor (Business Process Integration)

More information (<http://sapkenniscentrum.dem.hva.nl>) ects = points in the European Credit Transfer System



Business Process Integration at School of Economics and Management (SEM)

Business Process Simulation serves as a basis for the other modules of the minor. In Business Process Simulation you become an employee of a virtual company with up to 90 employees. For example, you become a purchasing officer, Personnel Manager, or marketing employee. You take this function over from your predecessor, because the companies are continued each semester with a personnel change of almost 100%. The Management, consisting of about three lecturers, remains. Each semester new projects are set up, in response to the current situation at comparable companies. The companies at present being simulated are a production company (SME).

The BPI minor gives students a deeper understanding of integrated business processes, making use of an Enterprise Resource Planning (ERP) system. The emphasis is on the integration of logistical, financial, and personnel processes.

The course focuses on the analysis of business situations, the thinking up of alternative solutions, and the making of well-founded choices, in which use must be made of current information from practice, for example, from visits to comparable companies.

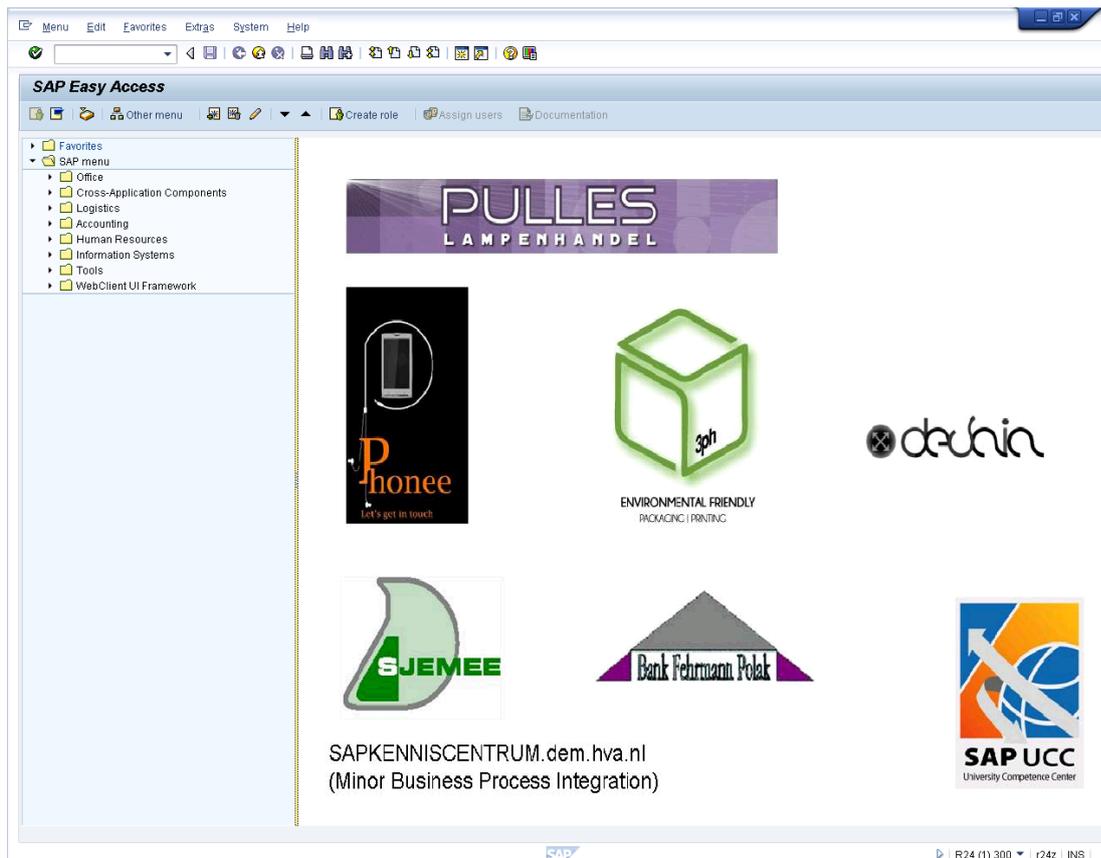
You will obtain an understanding of:

- internal business processes;
- external business processes;
- integration between areas of expertise;
- enterprise resource planning;
- best practice, the translation of functional expertise into current process-oriented company practice.
- Treasury Management (TMP, 5 ects)
- Controlling & Accounting (CAP, 5 ects)
- Supply Chain Management (SCM, 5 ects)
- Strategic Enterprise Management (SEM, 5 ects)
- Project Management (PRM, 5 ects)
- Human Resource Management with SAP (HRM, 5 ects)
- Business Process Simulation with SAP (BPS, 10 ects)

Modules:

The BPI minor has two variants:

- **BPI Management** for all other courses that do not include BPS;
 Modules: Business Process Simulation, Strategic Enterprise Management, Supply Chain Management, Project Management, and Human Resource Management
- **BPI Finance** for the BE/AC students who have not had BPS; entry requirements - third-year level with FIN, BEA, BEE;
 Modules: Business Process Simulation, Treasury Management, Controlling & Accounting, Strategic Enterprise Management, and Supply Chain Management



BPS

Business Process Simulation

One of the most important objectives of the HvA is to teach its students to handle **business processes**. We do that by having the students run a company themselves. These companies are ongoing concerns with 100% change of personnel each semester. In Business Process Simulation you become an employee of a virtual company with up to 90 employees. For example, you become a purchasing officer, Personnel Manager, or marketing employee. You take this function over from your predecessor, because the companies are continued each semester with a personnel change of almost 100%. The Management, consisting of about three lecturers, remains. Each semester new projects are set up, in response to the current situation at comparable companies. The companies at present being simulated are a production company (SME), a chemical company, a bank and insurance company, a packaging and distribution company, and a sport consultancy. If there is sufficient student intake, new companies will be set up, such as a health centre / private hospital, a building company, and/or an airline company. There are five simulated companies using SAP ERP:



- Phonee (Production company for mobile telephones)
- Sjemeer (Chemical company)
- Bank Fehrman Polak (Bank / Insurance company)
- 3PH (Packaging company)
- Devaia (Trades & Events)

About 60 to 90 students take part in a Business Process Simulation each semester. Business Process Simulation is led by 2 or 3 lecturers.

Using SAP ERP, all business processes can be supported: purchasing, sales, marketing, personnel, administration, warehouses. The students are responsible for the day-to-day exercise of their function (for example the sales employee books the orders) and they also sit in one of the project groups.

SEM

Strategic Enterprise Management

Companies must be able to modify their internal functioning quickly in order to react to changes in external conditions. SEM involves the analysis of the internal functioning in relation to such things as failure to meet set goals for planned sales and planned costs, and changing economic conditions such as inflation and exchange rates. The management must have access to timely, easily accessible, and well-organised [management information](#) in order to be able to take the correct decisions quickly and with care. For this it is essential to make a well-founded financial plan, to follow this plan, and to take action if necessary. All of this is required if the company objectives are to be achieved.

In the Strategic Enterprise Management (SEM) module the student learns to develop a financial plan, at [management level](#), on the basis of historical data and expected economic developments. For this purpose, Business Planning and Simulation in the SEM module of SAP is used.

The students carry out assignments on the basis of a case study. In the case study, a typical business situation is outlined with historical data and future expectations. The assignments are carried out in teams. These teams can collaborate with teams in their own school, or nationally or [internationally with teams from other institutes](#). In the process, the student is faced with various other aspects of management work such as working in a team, communication, time differences, and cultural aspects.

SCM

Supply Chain Management

The importance of optimising logistical processes is becoming ever greater. Customers demand short delivery times, and cost considerations dictate that stocks be kept as low as possible. If an important supplier fails to deliver on time, this can have consequences for the whole chain.

The Supply Chain Management (SCM) module gives the student an understanding of the logistical and financial processes and their management within the complete business chain. SCM is concerned particularly with the [integration of the supply chain beyond the boundaries of the company](#).

Various (plan) scenarios are analysed and simulated with the aid of SAP SCM. This makes it possible to manage the logistical processes optimally.

In addition to the simulation with SAP SCM, a theoretical basis is also provided. A [quick scan](#) must be carried out for [best practice](#) in SCM.

PRM

Project Management

Project Management is a professional way of thinking and acting to deliver desired results that meet the agreed quality requirements within the required time and within the agreed budget.

The module Project Management (PRM) teaches the student to keep a project under control, regardless of the nature of that project and of the environment in which it takes place..

The module consists of a theoretical and a practical part. The theory covers characteristics of projects, project phasing (six phases), project requirements (four categories), project control (five control aspects), project planning, project plan, projects in the organisation, steering committee / working group model, organisation cultures and their influence on projects, the project leader and the project team members, the introduction of project management into an organisation, and [McKinsey's 7S-model](#), etc.

The practical part consists of managing a project within the Business Process Simulation (BPS). The [project leader](#) is expected to start by writing a project plan (in consultation with the project team members), and then to keep the project under control. The latter must be apparent from the required weekly progress reports.



HRM

Human Resource Management

The Human Resource Management (HRM) module gives the student an understanding of HRM policy and its translation into [HRM tools](#). Skills are developed in the use of an advanced and integrated ERP system for HRM activities.

The student is introduced to the theory of strategic HRM policy, for both national and international companies, and its operational effects. Examples of topics covered are the structure of the organisation, function analysis, pay, and secondary condition of employment. The integration of HRM with financial accounting and control aspects is looked at from a management perspective. The management information used for taking HRM decisions is analysed with the aid of SAP ERP.

The module consists of a theoretical introduction to HRM policy and activities. At the same time the student is introduced to the SAP HRM module. The second part of the module consists of a [practical investigation](#) in which an HRM aspect (for example bonuses, travel costs, company training, recruitment and selection, or performance interviews) is worked out in detail, in terms of strategic and operational implementation.

CAP

Controlling & Accounting

The [corporate governance codes](#) state expressly that the management of a company is responsible for the management of the risks associated with the company's activities and for compliance with all relevant legislation and other regulations. According to the code, the Annual Reports of quoted companies must include the following elements: a statement that the internal risk management and control systems are adequate and effective, a solid basis for this statement, and finally a report on the working of the internal risk management and control systems in the financial year.

This demands expert controllers and accountants.

In the Controlling and Accounting Project (CAP) module the student learns about the integration of control, logistics, and financial accounting. The student gains an understanding of the functioning of [Cost and Profit centres](#), and internal order accounting, and how income and expenditure are broken down by activity and can be allocated to cost or profit centres. The subject of internal reporting is also covered.

In this module the students carry out a number of practical assignments, have to analyse the results, and then set them down in a report.

TMP

Treasury Management

In the TMP module the students use an ERP system (in this case SAP) to work in the field of Treasury Management. In this module the ERP system used, SAP, is not a goal in itself, but provides a means of experiencing the many aspects of treasury management. The emphasis lies on anything to do with the management of money 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 this module, students are appointed as assistant-treasurer in a "going concern", DDS Management Consultancy, which uses SAP as administration and information system. The system is already loaded with data such as client and supplier data, accounts receivable and debts, and ledger and bank accounts.

DDS carries out consultancy and training assignments for its clients, and if necessary hires external consultants. DDS acquires its assignments in "Euroland" and beyond and consultants are employed in various countries.

A great variety of problems are raised with a limited number of assignments. Students must prepare and maintain a rolling liquidity plan, [hedge foreign exchange positions](#), borrow or invest short term, prepare a long-term loan and manage receivables and payables. For this, use is made of what the market has to offer in terms of [financial instruments and derivatives](#): deposits, loans, FRAs, futures, options, swaps, spot and forward transactions, etc. Use is made of real market rates and prices that can be found in newspapers, on the internet, or possibly by telephoning a bank.

The management of money flows is a hot item for many companies. Good treasury management saves money. Great savings in management and bank costs can be achieved by centralising money flows - millions of euros a year for large multinationals. Working for some months with DDS as an assistant-treasurer provides a student with some experience in this field at zero cost now, but with a high return in the future.

Video BPI minor on <http://sapkenniscentrum.dem.hva.nl>

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