The following adjusted schedule is being published 2/12/14 in light of snow day class cancellation. Note that research paper deadlines are not affected by this revised schedule.

This sheet is intended to serve as an aid in planning course activities. Some course elements and activities will be announced and/or completed in class and are therefore not reflected here. **Space is provided below for you to write in due dates for individual papers (since the dates vary among students).**

**Important Course Milestones**

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<td>ERPsim Competition</td>
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<td>ERPsim Team Presentations</td>
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<td>ERPsim Team Written Report due</td>
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<td>Final Exam</td>
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Watch video presentations and complete other “Before Class” items as specified in this schedule to be prepared for class and lab sessions. You will be held accountable for this content in class discussions, activities, quizzes, and exams. For videos, it may be helpful to view some presentations (or sections of presentations) more than once. You may work ahead, however, do **not** view ERPsim-related videos in advance of when they are scheduled, as this may result in confusion during in-class simulation activities.

<table>
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<th>Paper One</th>
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**Class 8, Monday, February 17**

- Read *Essentials of Business Processes and Information Systems*, Chapter One

**During Class**

- Class Discussion: Fundamentals of Business and ERP for a Computing Professional

**Class 9, Wednesday, February 19**

**Before Class**

During Class

- Complete Quiz 5 in D2L on ERPsim video content
  
  *For this quiz, you may not reference outside resources.*

- ERPsim Quarter Three Briefing
- ERPsim Quarter Three Planning Worksheet
- ERPsim Team Strategy Planning Session
- ERPsim Quarter Three, Manufacturing
  
  *For this session, only the following transactions may be used as needed:*
  
  - Setting Prices: VK32
  - Check Inventory Levels: MD07, ZMB52
  - Sales and Market Reports: ZVA05, ZVC2, ZMARKET
  - Financial Statements: F.01
  - Conversion of Planned Orders: CO41
  - Production Tracking: ZCOOIS
  - Cost of Raw Materials: ZCK11, ZKSB1
  - Cash Flow Management: ZFF7B
  
  *Use the above as a checklist. If there are any transactions from the Quarter Two session that you have not yet had the opportunity to run, coordinate this with your team so that you will have the opportunity to work with them all.*

- Basic ERPsim Pivot Charting

Class 10, Monday, February 24

Before Class

- Watch Video: Preparing Pivot Tables using SAP Sales Reports for ERPsim
- Read content of web page Basic ERPsim Pivot Charts
- Prepare ERPsim Report 2 on Quarter Three. (due via D2L upload by Sunday, February 23)
  
  *This ERPsim report is different from the previous report. This report should be prepared according to the following instructions.*
  
  - You will prepare a Word document that contains a set of pivot charts. Each pivot chart will be followed by a brief explanation (1-2 sentences per chart) of what that chart tells you that is notable within the context of your company operations. Do not make general statements such as “This chart shows our sales of products in quarter 1 vs. quarter 2” but rather statements such as “This chart shows our units sales of products in quarter 1 and quarter 2, illustrating that 1 kg blueberry was our top seller in both quarters and 1 kg strawberry was our worst seller.”
  
  - Make sure that each of your pivot charts has a clear, explanatory title set in Excel.
  
  - Create the following pivot charts:
    1. Your sales revenue, per quarter per product (use ZVC2). (One bar per product, per quarter.)
2. Your unit sales, per quarter per product (use ZVC2) (One bar per product, per quarter.)

3. Your daily unit sales of a product that had an interesting sales history for the most recent quarter (use ZVC2).

4. Your unit sales per area (i.e. region of the country) per product per quarter (use ZVA05)
   - Note that the above 4 pivot charts are illustrated in the Basic ERPsim Pivot Charts web page noted above. Compare your charts to those on the web page (realizing that your data will be different) to check their accuracy in reporting. Take care to always ask yourself “Does this data make sense?” If not, you have made an error in chart construction.

5. A chart of your own choosing that you believe illustrates something notable about your company. It can be a variation on one of the previous charts as long it illustrates something notable that is not shown in a prior chart.

6. Another chart of your own choosing that you believe illustrates something notable about your company that is different from any of the charts shown on the web page.
   - Your report should consist of 6 pivot charts where each pivot chart is followed by a short block of explanatory text.

**During Class**

- Class Discussion: Fundamentals of Business and ERP for a Computing Professional

**Class 11, Wednesday, February 26**

**Before Class**

- Watch Video: MRP in SAP ERP for ERPsim (50:57)
- Read *Essentials of Business Processes and Information Systems*, Chapter Two

**During Class**

- Complete Quiz 6 in D2L on ERPsim video content
  - *For this quiz, you may not reference outside resources.*
- ERPsim Quarter Four Briefing
- ERPsim Quarter Four Planning Worksheet
- ERPsim Team Planning Time
- ERPsim Quarter Four, Sales Forecasting and Procurement via MRP
  - *For this session, only the following transactions may be used as needed:*
    - Setting Prices: VK32
    - Check Inventory Levels: MD07, ZMB52
    - Sales and Market Reports: ZVA05, ZVC2, ZMARKET
    - Financial Statements: F.01
    - Conversion of Planned Orders: CO41
    - Purchase Order Tracking: ZME2N
    - Cost of Raw Materials: ZCK11, ZKSB1
    - Cash Flow Management: ZFF7B
    - Forecast Sales: MD61
    - MRP Run (Calculate Requirements): MD01
    - Generate Purchase Orders: ME59
•  Track Purchase Orders: ZME2N
•  Use the above as a checklist. If there are any transactions from the Quarter Three session that you have not yet had the opportunity to run, coordinate this with your team so that you will have the opportunity to work with them all.

☐ ERPsim Pivot Charting with the Access Data Warehouse

Class 12, Monday, March 3

Before Class

☐ Watch Video: Preparing Pivot Tables using the Access ERPsim Data Warehouse

☐ Prepare ERPsim Report 3 on Quarter Four. (due via D2L upload by Sunday, March 2)
This ERPsim report is different from the previous report. This report should be prepared according to the following instructions.

- Use the Access ERPsim Data Warehouse provided via D2L download to create a set of pivot charts to address the following (make sure that each chart is given a succinct, meaningful title):
  1. Pick a product that is one of your best sellers. Create a chart that compares the sales of that product (in either revenue or quantity) across all quarters where sales were generated to this point.
  2. Do the same as the above for one of your poorer selling products.
  3. Create a chart that shows your net income (or loss) each day from quarter 1 day 1 until the present. Make sure that your profit is not showing as negative numbers during periods where you had positive net income. (Verify the display of numbers as positive in all charts where that is appropriate.)
  4. Create a chart that shows your cumulative sales revenue each day from quarter 1 day 1 until the present.
  5. Create a chart that shows your cash balance on hand each day from quarter 1 day 1 until the present.
  6. Create a chart that shows your daily inventory levels for the same product as in #1.
  7. Create a chart that shows your daily inventory levels for the same product as in #2.
  8. Think about areas where your team either had problems or you believe would merit improvement (pricing, inventory management, etc.) Create three pivot charts that are different in some way from the ones created in 1-7 above that provide the opportunity for you to gain insight into a problem/improvement area (or areas).
  9. After creating the 10 pivot charts above and placing them into Word, write 1-2 paragraphs that contain meaningful, valuable insight you gained from examining your company’s performance in this data. Be sure to address how your team can put this insight into action in future quarters. Note: Unlike the last report, you do not have to have explanatory text with each pivot chart. You just need this one text block at the end of the report.

☐ Question Set One: Answer the following questions (due via D2L upload before class). Answer completely, but succinctly. Questions are not strictly based on textbook reading but rather should be drawn from the entirety of your class experience thus far as well as things learned in other classes.

  1. A key facet of a knowledge worker is his/her ability to understand how a company works as a whole and to know his/her role in the organization. Why is this important to that individual (i.e. not his/her company)? State three reasons. Number your reasons.
2. Given that being a knowledge worker is valuable, what steps can one take steps to ensure that he/she becomes a knowledge worker in his/her company? Give three specific tasks/steps that you could specifically do in a future on-the-job situation to accomplish this goal. Number your tasks/steps.

3. Provide a one sentence definition of the term “business process.” Be sure this definition is in your own words and encompasses all the important elements of this term. Do not rely strictly on your textbook for the answer to this question (as the definition given in your textbook is purposely simple and therefore lacking in some key elements).

4. You have been playing ERPsim in class for several weeks. Many previous students have reported that discussing their ERPsim experiences in the context of a job interview has resulted in them securing future interviews and ultimately being hired. Assume that you are interviewing with a company where you desire to work. The interviewer says to you “Did you do anything in any of your coursework that would warrant our hiring you over the other applicants we are considering?” Craft an answer to this question that highlights your ERPsim experience and why it is relevant. Write your answer exactly as you would like to say this in real life. The length and quality should be sufficient to answer this question in a way that will move your resume to the top of the pile but at the same time not so longwinded that the interviewer becomes bored or uncomfortable.

During Class

- Class Discussion: Enterprise Systems

Class 13, Wednesday, March 5

During Class

- Midterm Exam

Class 14, Monday, March 17

Before Class

- Review D2L performance on midterm exam. For any question missed, make sure you could answer that question correctly if posed to you in the future.

During Class

- Class Discussion: Enterprise Systems

Class 15, Wednesday, March 19

Before Class

- Watch Video: Advertising, Depreciation, Production Improvements, and Loan Repayment in SAP ERP for ERPsim (48:32)
- Visit the Tableau activation web site at http://www.tableausoftware.com/tft/activation. Click on the Get Started button. Complete the registration form. For your Job Role list Student. Select East Tennessee State University as your Organization. Use your ETSU email address. See the next point regarding software installation.
- To facilitate future work you may wish to install Tableau on your own machine. To do this, download the application after completing the above process. Use the registration key listed in D2L
(as opposed to the one emailed to you after registering) as it gives you a longer time to use the product. If you do not wish to install the application, cancel the download.

- Complete the viewing of the following videos, available on the Tableau web site at this link (Navigate to On-Demand Training). It is recommended that you follow along in Tableau and complete the exercise along with watching the video.
  - Getting Started

**During Class**

- Complete Quiz 7 in D2L on ERPsim and Tableau video content
  
  *For this quiz, you may not reference outside resources.*

- ERPsim Team Planning Time

- ERPsim Activity
  
  *For this session, only the following transactions may be used as needed:*
  
  - Setting Prices: VK32
  - Check Inventory Levels: MD07, ZMB52
  - Sales and Market Reports: ZVA05, ZVC2, ZMARKET
  - Financial Statements: F.01
  - Conversion of Planned Orders: CO41
  - Purchase Order Tracking: ZME2N
  - Cost of Raw Materials: ZCK11, ZKSB1
  - Cash Flow Management: ZFF7B
  - Forecast Sales: MD61
  - MRP Run (Calculate Requirements): MD01
  - Generate Purchase Orders: ME59
  - Track Purchase Orders: ZME2N
  - Advertising: ZADS
  - Production Improvements, Loan Repayment: FB50

  - *Use the above as a checklist. If there are any transactions from the Quarter Four session that you have not yet had the opportunity to run, coordinate this with your team so that you will have the opportunity to work with them all.*

- Introduction to Tableau

**Class 16, Monday, March 24**

**Before Class**

- Prepare ERPsim Report 4. (due via D2L upload by Sunday, March 23)

  *This ERPsim report is different from the previous report. This report should be prepared according to the following instructions.*

  Examine the data provided in the Access ERPsim Data Warehouse from this last activity, using Excel (or Tableau, if desired) to create pivot charts (or Tableau charts). Your boss has sent you a memo asking the following questions:

  1. How are we doing at managing our plant? Is it ever sitting idle?
  2. What do our unit product sales look like in the last two quarters in the country region where we are based?
  3. What does our sales revenue look like per distribution channel for the last two quarters? I’d like to compare our performance for those 2 quarters.
4. What does our net income look like over time since our team took over operations?

5. Did we ever run out of any of our products that we are selling? Did that seem to have an effect on our sales?

Prepare a “memo to your boss”—format the document to look like a business memo from you addressed to Dr. Pittarese—that presents these charts along with your analysis to answer each of your boss’s questions. Pretend this is a real-world business and make this as realistic as you can. Your presentation will be graded on the professionalism of the presentation, the degree of insight expressed, and the overall utility this insight would be to your company. Your boss believes in brevity. Answer each of his questions clearly (place a number next to each of your answer) but do not use more explanatory text than needed. In this presentation and others that follow make sure each chart is appropriately titled, that any unneeded chart elements are removed, and, above all else, make sure that the chart information is accurate.

Whenever creating charts—in any context, using any application—always take the time to look at what you have created and ask yourself the following questions: Does this make sense? Does this output help someone understand the data better? Do the numbers illustrated seem accurate? Answer the above based on common sense and your knowledge of the business situation. If sales have been growing but the line shows a downward trend, something is wrong. If you know your team invested 5€ per day in advertising one product, yet your chart shows you invested 150,000€ in the last quarter, something is wrong. If your chart shows that you have 50€ million in the bank, something is wrong. Charts can be great tools for showing meaning, but they can also make you look foolish and be a great tool for (inadvertently) showing one’s foolishness.

Complete the viewing of the following videos, available on the Tableau web site at this link. (Navigate to On-Demand Training). It is recommended that you follow along in Tableau and complete the exercise along with watching the video.

- Connecting to Databases
- Analyzing
- Formatting
- Introduction to Calculations

During Class

- Class Discussion: Key ERP Concepts

Our ERPsim Final Competition will begin on Monday, April 7. If you wish to request a teammate, send me an email with this person’s name. Each person may request one teammate. I must receive the requests by the end of Monday, March 31. All teams will be thoroughly mixed in the new team assignments. You may not request to have someone on your team that you were partnered with in the ERPsim activities during the first half of the semester.

Class 17, Wednesday, March 26

Before Class

- Watch Video: Changing Bills of Material in SAP ERP for ERPsim (22:36)
- Watch Video: Manual Procurement and Stock List Details in SAP ERP for ERPsim (30:44)
- Watch Video: Configuring Product Lot Size in SAP ERP for ERPsim (10:38)
Complete the viewing of the following videos, available on the Tableau web site at this link. (Navigate to On-Demand Training). These videos are in the Chart Types section.

- Treemaps, Word Clouds and Bubble Charts
- Bump Charts

During Class

- Complete Quiz 8 and Quiz 9 in D2L on ERPsim and Tableau video content
  
  For this quiz, you may not reference outside resources.

- ERPsim Team Planning Time

- ERPsim Activity
  
  For this session, only the following transactions may be used as needed:
  
  - Setting Prices: VK32
  - Check Inventory Levels: MD07, ZMB52
  - Sales and Market Reports: ZVA05, ZVC2, ZMARKET
  - Financial Statements: F.01
  - Conversion of Planned Orders: CO41
  - Purchase Order Tracking: ZME2N
  - Cost of Raw Materials: ZCK11, ZKSB1
  - Cash Flow Management: ZFF7B
  - Forecast Sales: MD61
  - MRP Run (Calculate Requirements): MD01
  - Generate Purchase Orders: ME59
  - Track Purchase Orders: ZME2N
  - Advertising: ZADS
  - Production Improvements, Loan Repayment: FB50
  - Manual Purchase Requisition Creation: ME51N

  Use the above as a checklist. If there are any transactions from the Quarter Four session that you have not yet had the opportunity to run, coordinate this with your team so that you will have the opportunity to work with them all.

Class 18, Monday, March 31

Before Class

- Prepare ERPsim Report 5. (due via D2L upload by Sunday, March 30)

  Examine the data provided in the Access ERPsim Data Warehouse from this last activity. Your boss has sent you a memo stating the following:

  “I feel like there is great potential in our data warehouse, but I don’t know if we are asking meaningful questions to help us improve as a company. I’d like you to help me with this. Send me a list of good questions you think we should be asking and answering using the data we have available. Basic questions such as what products are we selling, what distribution channels are buying, and so on are obvious. There are a lot of other things, though, that might really help us outcompete other companies I’m looking for those really insightful, non-obvious questions.”

  Put together a list of seven questions that you believe can be answered using the data in the data warehouse. In keeping with your boss’s request, spend time looking at the various data that is available and contemplating what you might be able to do with that data. Questions will be evaluated based on how truly insightful they would be to a Muesli Industry company.
Prepare a “memo to your boss”—format the document to look like a business memo from you addressed to Dr. Pittarese—that presents these questions. Place the questions in order from those you believe to be the most insightful to those you believe to be of lesser value. Number the questions.

Pick two of these questions (note: only two) and create a chart in Tableau that answers them as an illustration to your boss. For these two questions, present the results using two different types of charts/tables in Tableau to illustrate alternative methods of presentation.

☐ Complete the viewing of the following videos, available on the Tableau web site at this link. (Navigate to On-Demand Training). These videos are in the Advanced section.
  - Efficiency Tips
  - Basic Mapping
  - Aggregate Calculations

☐ Read Essentials of Business Processes and Information Systems, Chapter Three

During Class

☐ The Procurement Process

Class 19, Wednesday, April 2

During and After Class

☐ Meet with your team to discuss the strategy you will employ during the ERPsim simulation. As a team, create a strategy document that indicates the following elements. Upload the document created to the D2L dropbox (one submission per team). This document must be uploaded by Friday, April 4.
  - When your team met and who was present at this discussion.
  - What is your team’s overall strategy for the following company operation elements:
    1. Product formulation and box sizes
    2. Pricing
    3. Manufacturing execution
    4. Advertising
    5. Investments in improvement or loan repayment
  - How the team will divide up responsibilities during simulation activities. (Who is responsible for what?)
  - How the team will keep track of key information as the simulation goes along so as to capture information necessary to creating the final report. Consider the use of real-data data access using the real-time data warehouse.

Helpful Hint from Dr. Pittarese

After many years of teaching with ERPsim, I have noted the following: Top performing teams treat ERPsim as a real business activity. They develop a strategy, work their strategy, make adjustments based on data, and overall treat this as a realistic business scenario. Poor performing teams often state things like “It’s all just random” or “It’s just a game.” They have no strategy (or a very simple one). They make decisions without sound reasons. They treat it like a video game and think that is what everyone is doing. At the end, these lower performing teams realize that it wasn’t random chance that caused some teams to excel and other teams to fail. It was a product of their strategy, their mastery of company business processes, and their ability to conceptualize and execute effectively. I have never seen a top performing team achieve that result as a result of “luck.”
Once your team has made your initial decisions, go into the ERPsim system and enter your initial set of decisions. No time will be provided at the beginning of class on April 7 for teams to plan and enter decisions before the simulation commences.

Class 20, Monday, April 7 (meet in Nicks 436)

Before Class
- Ensure that all initial team business decisions have been entered into SAP ERP.

During Class
- The simulation will begin at 12:40. The simulator will be configured to have each day be 1 minute. At the end of each quarter a 5-10 minute break will be available for teams to engage in planning and data recording. Play will continue until approximately 2:25 p.m.

With the ERPsim competition being held 4/7 and 4/9, teams have approximately 3 weeks to prepare their ERPsim presentations and reports. Be sure to review the requirements for this project that are linked from the Course Syllabus online. It is highly recommended that teams come up with a specific plan for accomplishing these tasks. Team members should shift the focus of much of their course-related work to this activity. To earn an above average score on the report and presentations, there is much work to be done. This will only be achieved if all team members are assigned specific tasks and due dates and the team as a whole holds each member accountable to accomplish his/her assignment. The final product produced by the team should be one that each of the team members would be proud to show potential future employers as an example of the things done in his/her coursework.

Class 21, Wednesday, April 9

Before Class
- Utilize the real-time data warehouse and the complete industry data-warehouse (downloaded from D2L) and review the information therein.
- Confer with your team as necessary regarding any strategic or operational changes to be employed. Be sure to document these decisions so as to be able to discuss them in your final report.

During Class
- The simulation will begin at 12:40. The simulator will be configured to have each day be 1 minute. At the end of each quarter a 5-10 minute break will be available for teams to engage in planning and data recording.

Class 22, Monday, April 14

Before Class
- Answer the following questions based on your reading and overall course experience (due via D2L upload on Sunday, April 13):
  - Create a list of the steps in the Procurement Process. Under each step list the document(s) that are relevant for that step. For each document include a brief (one sentence of phrase) definition of the document.
  - While procurement is an operational necessity, a company can achieve strategic advantage over competitors through activities undertaken in purchasing. List three ways that a company can potentially achieve meaningful strategic advantage through purchasing (number each of them).
  - What types of problems might a company encounter in procurement? Describe 4 potential problems (number each of them).
Read *Essentials of Business Processes and Information Systems*, Chapter Four

**During Class**
- The Fulfillment Process

**Class 23, Wednesday, April 16**

**Before Class**
- Spend time reviewing the data in the real-time data warehouse and the complete industry data-warehouse (downloaded from D2L). Use Tableau or Excel to begin modelling data that represents company performance. Bring the diagrams you create to class in hardcopy form. Upload the graphs to D2L prior to class.

**During Class**
- Meet with your team. Develop an outline of the structure for your final report. Divide up the analysis and writing work to be conducted by each team member. Use the remaining class time to work collaboratively on data analysis and beginning your writing. During class time Dr. Pittarese will be in his office if teams wish to come by and confer regarding their work.

**After Class**
- By 11:59 p.m. upload to the designated D2L dropbox “minutes” of your meeting this day. Those minutes should indicate:
  - What time the team began and ended work
  - Who was present at the meeting
  - What task were accomplished. (Provide a high level summary.)
  - What specific goals the team set moving forward.

**Class 24, Monday, April 21**

**Before Class**
- Answer the following questions based on your reading and overall course experience (due via D2L upload on Sunday, April 20):
  - Create a list of the steps in the Fulfillment Process. Under each step list the document(s) that are relevant for that step. For each document include a brief (one sentence of phrase) definition of the document.
  - While fulfillment is an operational necessity, a company can achieve strategic advantage over competitors through activities undertaken in fulfillment. List three ways that a company can potentially achieve meaningful strategic advantage through fulfillment (number each of them).
  - What types of problems might a company encounter in fulfillment? Describe 4 potential problems (number each of them).

- Read *Essentials of Business Processes and Information Systems*, Chapter Five

**During Class**
- The Production Process
Class 25, Wednesday, April 23

Before Class

- Each team member should individually upload to D2L the written work, data modelling, etc. they have completed for the team’s final ERPsim report. As noted in the project requirements, each team member should also send a copy of this work to the peer evaluator designated to review this work.

During Class

- Meet with your team. If you have no already done so, begin crafting your final report. Your goal should be to have a complete rough draft of your report finished by April 25 so as to allow a period for final editing and refinement. At this meeting go through in detail any work yet to be done and develop a specific plan with milestones for how this will be done.

After Class

- By 11:59 p.m. upload to the designated D2L dropbox “minutes” of your meeting this day. Those minutes should indicate:
  - What time the team began and ended work
  - Who was present at the meeting
  - What task were accomplished. (Provide a high level summary.)
  - What specific goals the team set moving forward.

Class 26, Monday, April 28

Before Class

- Answer the following questions based on your reading and overall course experience (due via D2L upload on Sunday, April 27):
  - Create a list of the steps in the Production Process. Under each step list the document(s) that are relevant for that step. For each document include a brief (one sentence of phrase) definition of the document.
  - While production is an operational necessity, a company can achieve strategic advantage over competitors through activities undertaken in production. List three ways that a company can potentially achieve meaningful strategic advantage through production (number each of them).
  - What types of problems might a company encounter in production management? Describe 4 potential problems (number each of them).

- Read Essentials of Business Processes and Information Systems, Chapter Six

During Class

- ERPsim presentations. Presentation order will go in the reverse order of the final standings, so the team finishing last will present first. See links from course syllabus for presentation guidelines.

Class 27, Wednesday, April 30

During Class

- ERPsim presentations. See links from course syllabus for presentation guidelines.

- Team Peer Evaluations
After Class

- Upload team final report (due via D2L upload on Wednesday, April 30)

Final Exam, Monday, May 5, 1:20 p.m. – location to be announced