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. Students should be present each class to participate in all point opportunities.

<table>
<thead>
<tr>
<th>Important Course Dates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm Exam</td>
<td>March 3</td>
</tr>
<tr>
<td>ERPsim Competition</td>
<td>April 5 and April 7</td>
</tr>
<tr>
<td>ERPsim Team Presentations</td>
<td>April 26 and April 28</td>
</tr>
<tr>
<td>ERPsim Team Written Report due</td>
<td>April 29</td>
</tr>
<tr>
<td>Final Exam</td>
<td>May 3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research Paper Milestones</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Source article, thesis statement, and paper outline due to reviewer</td>
<td>February 2</td>
</tr>
<tr>
<td>Reviewer return of above submission</td>
<td>February 9</td>
</tr>
<tr>
<td>Draft of paper due to reviewer</td>
<td>February 23</td>
</tr>
<tr>
<td>Reviewer return of above submission</td>
<td>March 1</td>
</tr>
<tr>
<td>Draft of paper due to second reviewer</td>
<td>March 15</td>
</tr>
<tr>
<td>Reviewer return of above submission</td>
<td>March 24</td>
</tr>
<tr>
<td>Research paper in-class workshop</td>
<td>April 12</td>
</tr>
<tr>
<td>Final submission of paper and source article for grading</td>
<td>April 21</td>
</tr>
</tbody>
</table>

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. When viewing lab-related videos, you may find it necessary to view some presentations (or sections of presentations) more than once. You may work ahead, if desired, however, do not view lab-related videos in advance of when they are scheduled, as this may result in confusion during in-class simulation activities.

Class 1, Tuesday, January 19

Meet in Nicks 320 for this and all future Tuesday sessions, unless otherwise noted on this schedule

Before Class

- [ ] Read Class Syllabus (link)
- [ ] Read Class Policies (link)
- [ ] Read Guidelines for Research Paper Assignment (link)
- [ ] Submit via email to Dr. Pittarese (pittares@etsu.edu) your topic selection for the Research Paper Assignment (link to topic list) Topics are assigned first come, first served.
- [ ] Review this schedule document. It is suggested you add the course assignments to your personal calendar and target items to work ahead on if they occur during a busy time.
- [ ] If desired, subscribe to the course lecture resources on iTunesU to review throughout the semester.
Complete Quiz 1 in D2L on Class Syllabus, Class Policies and Guidelines for Research Paper Assignment (This quiz must be completed before noon on January 19. You will be able to see the specific questions missed and their correct answers after noon on January 20.)

For this quiz, you may reference the Class Syllabus, Class Policies, and Guidelines for Research Paper Assignment, however due to the time provided for taking the quiz, you will not have time to look up all answers. For this quiz and all others, work is to be done individually. Although you are permitted to reference outside resources for this quiz, you may not gain assistance from other people.

Read "Lost in Translation: Need for Boundary Spanner between Business and IT" found in D2L content, lecture resources.

Write down four notable observations you have after reading the above. Bring these observations to class to submit in hardcopy form.

During Class

Submit observations from “Lost in Translation...” to Dr. Pittarese before class begins.

Course Overview Discussion (Handout slides not provided for this discussion.)

Class Discussion: The Business IT Gap

To facilitate note taking throughout the semester, lecture handouts will be provided in D2L content. (Resources are made available in both PDF and PPT format.) It is recommended that students print these resources and bring them to class.

Class 2, Thursday, January 21

Meet in Nicks 492 for this and all future Thursday sessions, unless otherwise noted on this schedule

Before Class

Purchase the license for the HEC Montreal ERP Simulation Game (link)

To register, you will create an ERPsim Learning Portal account, and then buy your license using that account. After you purchase the license, you will be sent information on how to access the ERPsim Learning Portal. You do not need to do access this portal as all needed course resources will be in D2L.

If for any reason you are unable to accomplish purchase of the license prior to lab, bring your payment method with you to lab. Your ERPsim license must be purchased in order to complete the remaining lab assignments for this class.

During Class

Lab One: Introduction to SAP ERP

Nicks Hall computer lab machines will be available for use in completing the lab. Students desiring to use their own laptop are invited to do so. Students desiring this option should have the SAP GUI installed on their laptop prior to the first class. (See software download instructions on the Course Syllabus.) There is no benefit in this class to working on your own laptop during class sessions, but you are welcome to do so, if desired.

Complete Quiz 2 in D2L after completing Lab One For this quiz, you may not reference outside resources. You should set aside your lab document and not refer to it while taking this quiz. You will be able to see details on the questions you missed on this quiz after noon on January 22.
Class 3, Tuesday, January 26

Before Class
- Look in D2L to find out who your assigned peer review partner is. If you don’t know who this person is, find your partner and introduce yourself before class.
- Watch Video: Intro to ERPsim with SAP ERP (51:20)
  *This video, and all other ERPsim related videos are found in the ERPsim-related resources in iTunesU. Access these videos at [this link](https://www.iTunesU) or [this link](https://www.iTunesU App)*

During Class
- Class Discussion: Fundamentals of Business for a Computing Professional

Class 4, Thursday, January 28

Before Class
- Check D2L to find out which Company/Team you have been assigned to and your team’s assigned location in the lab.
- Read *ERPsim Participants’ Guide* (available in D2L content), pages 17-19, 24 (starting with 1.2.2) – 27, 35 (section 1.3.6 only), 45-49. Note: Advertising will **not** be engaged during our lab activity this week.
- Watch Video: Setting Prices in SAP ERP for ERPsim (14:47) *Access this video and the one below at [this link](https://www.iTunesU) or [this link](https://www.iTunesU App)*
- Watch Video: Monitoring Sales and Inventory in SAP ERP for ERPsim (27:38)

During lab activities you will need to be able to understand how to use and execute the transactions shown in the video presentations. At the beginning of lab you will take a quiz on the content of the video presentations. In light of the importance of this content in successful lab completion, you may find it helpful to re-watch sections of the video presentations to achieve full understanding of the content. If you have any questions related to the content shown in the video, you are welcome to email Dr. Pittarese (pittares@etsu.edu)

During Class
- Complete Quiz 3 in D2L on ERPsim Videos
  *For this quiz, you may not reference outside resources. For the ERPsim content you will **not be** asked details such as transaction codes (VK32, F.01, etc.), but should be familiar with the concepts presented in the lab training videos. **For each ERPsim video this semester, you will be able to see the questions your missed and their correct answer by noon the day after the quiz. Get in the habit of checking these to verify your quiz scoring and see what items you missed.***
- ERPsim Quarter Two Briefing
- ERPsim Quarter Two Planning Worksheet
- ERPsim Team Strategy Planning Session
- Play ERPsim Quarter Two: Sales Management
By This Sunday

- Prepare ERPsim Report 1 on Quarter Two. (due via D2L upload by Sunday, January 31)

  *This ERPsim report is to be completed following the instructions and using the paper template located at [this link](#). Note the following additional instructions:*

  - In the Strategy Employed section describe what your team’s strategy was for setting your initial prices. **Be specific.** What was your planned strategy if sales did not match your target (either too high or too low)? When you made changes to your prices, what was the magnitude of the change? (i.e. “We reduced the prices of our muesli in .10€ increments if sales were below 8,000 units per day” is a much more meaningful statement than “If sales were too low, we reduced prices.”)

  - In the Effectiveness of Strategy section you are to assess how well your team’s strategy performed. Did it work? How could it be improved? As an example of the type of statement you could make: “Reducing prices by .10€ proved to be too little of a modification to see a change in sales. Based on the results of multiple price changes, it would have been better to change the price in .25€ increments.” Use the information you completed on your Quarter Two Worksheet to aid in your reporting.

  - In the three remaining sections, as with the above sections, the key is to be both specific and insightful. General statements may be beneficial, but a specific statement can more readily be translated into a meaningful improvement in the future. All experience is good, and one can often learn more through failure/mistakes than through success. In these three sections you should make comments that will lead your team towards improvement.

**Class 5, Tuesday, February 2**

**During Class**

- Class Discussion: Financial Accounting Fundamentals

**By End of Day**

- Review the requirements for [Research Paper Milestone One](#)

- Upload to the designated D2L dropbox and send to your peer reviewer via email the elements specified to be submitted for today’s research paper milestone. Be sure to submit the source article selected as the primary source in PDF (or similar) format. (Links to the source article are not acceptable.)

**Class 6, Thursday, February 4**

**Before Class**

- Watch Video: Financial Accounting Statement in SAP ERP for ERPsim (16:35) Access this video and the ones below at [this link](#) (iTunesU) or [this link](#) (iTunesU App)

- Watch Video: Manufacturing Planning and Execution in SAP ERP for ERPsim (43:59)

- Watch Video: Cash Flow and Cost Management in SAP ERP for ERPsim (17:46)

**During Class**

- Complete Quiz 4 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
Basic ERPsim Pivot Charting

By This Sunday
- Watch Video: Preparing Pivot Tables using SAP Sales Reports for ERPsim Access this video at this link (iTunesU) or this link (iTunesU App)
- Read content of web page Basic ERPsim Pivot Charts
- Prepare ERPsim Report 2 on Quarter Three. (due via D2L upload by Sunday, February 7) This ERPsim report is different from the previous report. This report should be prepared according to the instructions available in D2L Content, ERPsim Resources.

Class 7, Tuesday, February 9

Before Class
- Complete Financial Accounting Practice Worksheet distributed in previous class
- Bring a calculator to class. For the Financial Accounting quiz you may use a calculator. The device must be strictly a calculator, not a smartphone, tablet PC, etc. No other resources may be used. You may not borrow a calculator from another student, so if you desire to use a calculator, bring one with you to class.

During Class
- Go over Financial Accounting Practice Worksheet
- Quiz 5: Financial Accounting Quiz—see note above regarding calculator use.
- Class Discussion: Fundamentals of Business for a Computing Professional
- Class Discussion: Fundamentals of Enterprise Information Systems

By End of Day
- Review the requirements for Research Paper Peer Review of Milestone One
- Upload to the designated D2L dropbox and send to your peer review partner via email your review of his/her prior milestone submission following the stated project guidelines.

Class 8, Thursday, February 11

Before Class
- Watch Video: MRP in SAP ERP for ERPsim (50:57) Access this video at this link (iTunesU) or this link (iTunesU App)

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

ERPsim Pivot Charting with the Access Data Warehouse

By This Sunday

Watch Video: Preparing Pivot Tables using the Access ERPsim Data Warehouse Access this video at this link (iTunesU) or this link (iTunesU App)

Prepare ERPsim Report 3 on Quarter Four. (due via D2L upload by Sunday, February 14) This ERPsim report is different from the previous report. This report should be prepared according to the instructions available in D2L Content, ERPsim Resources.

Class 9, Tuesday, February 16

Before Class

Read Essentials of Business Processes and Information Systems, Chapter One

During Class

Class Discussion: Fundamentals of Enterprise Information Systems

Class 10, Thursday, February 18

Before Class

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 personal machine. To do this, download the application after completing the above process. Use the registration key TD8A-F03C-9D50-28A3-CF76 (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 after completing the registration process.

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 Tableau video content
For this quiz, you may not reference outside resources.

ERPsim Team Planning Time

ERPsim Activity

Introduction to Tableau
By This Sunday

- Prepare ERPsim Report 4. (due via D2L upload by Sunday, February 21)
  
  *This ERPsim report is different from the previous report. This report should be prepared according to the instructions available in D2L Content, ERPsim Resources.*

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 a 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 if you are not careful.

Class 11, Tuesday, February 23

Before Class

- Read the Grammar and Style Guidelines for the Research Paper Assignment. Use the Guidelines as a checklist to go through your paper looking at each sentence individually to verify compliance with the Guidelines. The most frequent category of deduction on this assignment is failing to comply with the Guidelines. ([link](#))

- Read the information from Milestone Two from the Guidelines for Research Paper Assignment to verify that your rough draft fulfills all requirements ([link](#))

During Class

- Class Discussion: Fundamentals of Enterprise Information Systems

By End of Day

- Upload to the designated D2L dropbox **and** sent to your peer review partner via email your initial draft of your research paper following the stated project guidelines.

Class 12, Thursday, February 25

Before Class

- Watch Video: Advertising, Depreciation, Production Improvements, and Loan Repayment in SAP ERP for ERPsim (48:32) Access this video at [this link](#) (iTunesU) or [this link](#) (iTunesU App)

- Complete the viewing of the following videos, available on the Tableau web site at this link. (Navigate to On-Demand Training).
  - Connecting to Data ➔ Connecting to Data Basics

During Class

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

- ERPsim Team Planning Time

- ERPsim Activity
By This Sunday
- Prepare ERPsim Report 5. (due via D2L upload by Sunday, February 28)
  *This ERPsim report is different from the previous report. This report should be prepared according to the instructions available in D2L Content, ERPsim Resources.*

Class 13, Tuesday, March 1

Before Class
- Read *Essentials of Business Processes and Information Systems*, Chapter Two
- Complete Question Set One, available in D2L Content, Question Sets. Due via D2L upload before class.

During Class
- Class Discussion: Enterprise Systems

By End of Day
- Upload to the designated D2L dropbox and send via email to your peer review partner your review of their previous submission following the stated project guidelines.

Class 14, Thursday, March 3

- Midterm Exam

Class 15, Tuesday, March 15

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.
- 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.
  - Visual Analytics ➔ Getting Started with Visual Analytics
  - Visual Analytics ➔ Sorting
  - Visual Analytics ➔ Ways to Filter
  - Visual Analytics ➔ Formatting
  - Visual Analytics ➔ The Formatting Pane

During Class
- Class Discussion: Enterprise Systems

By End of Day
- Upload to the designated D2L dropbox and send via email to your new peer review partner your paper and source document following the stated project guidelines.
Class 16, Thursday, March 17

Before Class

- Watch Video: Changing Bills of Material in SAP ERP for ERPsim (22:36) Access this video at this link (iTunesU) or this link (iTunesU App)

During Class

- Complete 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

By This Sunday

- Prepare ERPsim Report 6. (due via D2L upload by Sunday, March 20)
  This ERPsim report is different from the previous report. This report should be prepared according to the instructions available in D2L Content, ERPsim Resources.

Our ERPsim Final Competition will begin on Thursday, April 5. 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 Tuesday, March 22. All teams will be thoroughly mixed in the new team assignments, meaning 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, Tuesday, March 22

Before Class

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

During Class

- Class Discussion: Key ERP Concepts

Class 18, Thursday, March 24

Before Class

- Watch Video: Manual Procurement and Stock List Details in SAP ERP for ERPsim (30:44) Access this videos and the one below at this link (iTunesU) or this link (iTunesU App)
- 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).
  - How To Treemaps, Word Clouds and Bubble Charts

During Class

- ERPsim Quiz 10 in D2L on ERPsim and Tableau video content
  For this quiz, you may not reference outside resources.
- ERPsim Team Planning Time
- ERPsim Activity
By End of Day

- Upload to the designated D2L dropbox and send to your peer review partner via email your review of his/her prior milestone submission following the stated project guidelines.

By This Sunday

- Prepare ERPsim Report 7. (due via D2L upload by Sunday, March 27)
  
  *This ERPsim report is different from the previous report. This report should be prepared according to the instructions available in D2L Content, ERPsim Resources.*

Class 19, Tuesday, March 29

During Class and After Class

- Meet with your team to discuss the strategies you will employ during the ERPsim simulation. As a team, create a strategy document that addresses the following elements. Upload the document created to the D2L dropbox (one submission per team). This document must be uploaded by the end of Friday, April 1.

  - When your team met and who was present at this discussion.
  - What is your team’s overall strategy for the following company operation elements (be specific in your strategy discussion):
    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?)
  - Consider that this document should present your overall strategy and should therefore contain benchmarks for determining if the plan is working or not, and contingency plans for changes. (For example, you might want to set a revenue goal for each product for each quarter, and then formulate a strategy for price adjustments if these goals are not achieved.) Leverage your experience thus far and come up with a specific strategy.

Helpful Hint

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 say 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.”

Take ownership of your team’s future and do your best work. This will give you a great experience to talk about in a future job interview.
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 5 for teams to plan and enter decisions before the simulation commences.

Class 20, Thursday, March 31

During Class

- The Procurement Process

Class 21, Tuesday, April 5

During Class

- The simulation will begin 5 minutes after the designated class starting time. The simulator will be configured to have each day be 1 minute. At the end of each quarter a short break will be taken for teams to engage in planning and data recording.

With the ERPsim competition being held 4/5 and 4/7, 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.

Teams should come up with a specific plan for accomplishing their report creation. Team members should realize that this final written report and presentation is viewed as the capstone project for this course, and there are high expectations for analysis and reporting. To earn an above average score, 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.

Don’t wait until after the competition is over to begin work on the report and related presentation.

Class 22, Thursday, April 7

Before Class

- Utilize 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 during the competition.
- Start work on meaningful data visualizations that will help you not only improve your strategy but also can be used in your final report on the full data set.

During Class

- The simulation will begin 5 minutes after the designated class starting time. The simulator will be configured to have each day be 1 minute. At the end of each quarter a short break will be taken for teams to engage in planning and data recording.

Class 23, Tuesday, April 12

Before Class

- Print two copies of your research paper and one copy of your primary research paper source. Bring these to class with you.
During Class
☐ Research paper workshop.

Class 24, Thursday, April 14

Before Class
☐ Complete Question Set Two, available in D2L Content, Question Sets. Due via D2L upload before class.
☐ Read Essentials of Business Processes and Information Systems, Chapter Four

During Class
☐ The Fulfillment Process

Class 25, Tuesday, April 19

Before Class
☐ Complete Question Set Three, available in D2L Content, Question Sets. Due via D2L upload before class.
☐ Read Essentials of Business Processes and Information Systems, Chapter Five

During Class
☐ The Production Process

Class 26, Thursday, April 21

Before Class
☐ Complete Question Set Four, available in D2L Content, Question Sets. Due via D2L upload before class.
☐ Read Essentials of Business Processes and Information Systems, Chapter Six

During Class
☐ Meet with your team. At this meeting go through in detail work yet to be done for your final team projects and develop a specific plan with milestones for how this will be accomplished. Spend lab time working on your report.

After Class
☐ By 11:59 p.m. upload to the designated D2L dropbox “minutes” of your meeting this day. Only one submission is required per team. 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.) This should include a list of all the members of the team and a specific list for each person what work they have done to date.
  • What specific goals the team set moving forward. This should include a list of all the members of the team and a specific list for each person of work they are assigned to complete.

By End of Day
☐ Upload to the designated D2L dropbox your final research paper and your source article following the stated project guidelines.
Class 27, Tuesday, April 26

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 28, Thursday, April 28

During Class
- ERPsim presentations. See links from course syllabus for presentation guidelines.
- Team Peer Evaluations

By Friday
- Upload team final written report (due via D2L upload by Friday, April 29)
- Upload slides used for the team presentation (due via D2L upload by Friday, April 29) Important Note: Scores for the team presentation cannot be posted in D2L until the slide deck has been uploaded to the dropbox.

Final Exam, Tuesday, May 3, time and location to be announced