Department of Business & Information Technology Mission

"Capitalizing on the strong technological emphasis of Missouri University of Science & Technology (S&T), the Department of Business and Information Technology prepares professionals for careers in modern business organizations. The Department emphasizes management through technology with particular focus on information systems and their application in a fast-changing, global and competitive environment.

Through innovative instruction and research, the Department serves the economic interests of industry and the evolving needs of society. The Department provides distance education opportunities utilizing advanced learning technologies”

INSTRUCTOR AND COURSE INFORMATION

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Bih-Ru Lea, Ph.D.</th>
<th>Class Hours:</th>
<th>M 4 pm – 6:30 pm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office:</td>
<td>Fulton 102A</td>
<td>Class room:</td>
<td>Fulton 107A</td>
</tr>
<tr>
<td>Phone:</td>
<td>573-341-6436</td>
<td>Office Hours:</td>
<td>M-T 12 pm – 1 pm</td>
</tr>
<tr>
<td>E-Mail:</td>
<td><a href="mailto:leabi@mst.edu">leabi@mst.edu</a></td>
<td>And by appointment (suggest a time via email)</td>
<td></td>
</tr>
<tr>
<td>Course Credit:</td>
<td>3 semester hours of credit</td>
<td>Class Web:</td>
<td><a href="http://blackboard.mst.edu">http://blackboard.mst.edu</a></td>
</tr>
<tr>
<td>Prerequisite:</td>
<td>ERP346 and ERP/IST444</td>
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Prerequisite: ERP346 and ERP/IST444

Class Web: http://blackboard.mst.edu

COURSE CATALOG DESCRIPTION:

Study of implementation and design practices for enterprise performance management systems with a focus on dashboards, balanced scorecard, and value-based management. SAP's BW, BusinessObjects Xcelsius/Dashboard Designer, Crystal Reports, Hana Studio similar tools will be used for project implementations.

COURSE OBJECTIVES

Strategic Enterprise Management involves analyzing how effectively a company is attaining its strategic objectives as well as developing an effective performance management and reporting system. The main objectives of this course are to stimulate the student’s problem-solving abilities and critical thinking skills and to improve student’s communication skills. As a result of taking this course, students are expected to be able to demonstrate:

<table>
<thead>
<tr>
<th>Course Objectives</th>
<th>Program Learning Objectives</th>
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<tbody>
<tr>
<td>• an understanding of competitive strategies from leveraging the information technology</td>
<td>Communicate Skills</td>
</tr>
<tr>
<td>• understanding and be able to communicate fundamental concepts of key performance management theories, systems, matrices, and tools, including balanced scorecard, value based management, key performance indicators, performance dashboard, etc.</td>
<td>X</td>
</tr>
<tr>
<td>• an understanding of business analytics and data visualization</td>
<td>X</td>
</tr>
<tr>
<td>• understanding applications and impact of data visualization on enterprise mobile strategies and Big Data Analytics</td>
<td>X</td>
</tr>
<tr>
<td>• abilities to design and implement an effective performance dashboard/scorecard system to support enterprise strategies</td>
<td>X</td>
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TEXTBOOK(S) AND MATERIALS FOR COURSE
- ERP448 Course Pack: only available at the Missouri S&T Bookstore, http://www.mstbookstore.com
- Required Readings: refer to reading list provided. All reading articles can be retrieved in full text form from ABI/Inform available at http://library.mst.edu

GRADING POLICIES AND PROCEDURES:

<table>
<thead>
<tr>
<th></th>
<th>Points</th>
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<tbody>
<tr>
<td>Test 1</td>
<td>120 pts</td>
</tr>
<tr>
<td>Test 2</td>
<td>150 pts</td>
</tr>
<tr>
<td>Assignments (lab,</td>
<td></td>
</tr>
<tr>
<td>Discussions, quizzes,</td>
<td>530 pts</td>
</tr>
<tr>
<td>etc.)</td>
<td></td>
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<tr>
<td>Final Project</td>
<td>200 pts</td>
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<td></td>
<td></td>
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<tr>
<td>Presentation &amp; Prototype demo (100 pts)</td>
<td></td>
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<tr>
<td>Final Report &amp; Prototype (100 pts)</td>
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Grading Scale:


General Grading Policies:

1. **ALL ASSIGNMENTS AND TESTS ARE INDIVIDUAL WORKS UNLESS OTHERWISE SPECIFIED.**
2. All assignments should be handed in at the beginning of class on the date announced. **NO LATE ASSIGNMENTS WILL BE ACCEPTED.**
3. Please make every effort to make it to class on time. It is disruptive to the class to have members arriving late.
4. Attendance is encouraged. If you are unable to attend a class, you need to **turn in assignments in advance** (ask a friend to turn it in for you, use digital drop box provided by blackboard, etc.). You are also responsible for finding out what was covered in class and what announcements were made as well as obtaining handouts.
5. The instructor will assign NO incompletes in lieu of a regular grade.

Exams, Tests, and Quizzes

1. There will be two tests. **All exam materials may become property of the instructor after completion.**
2. It is possible to have announced and pop quizzes throughout the semester. Student will be given the date of announced quizzes one week in advance.
3. Exam dates and quizzes are a part of the class schedule. Failure to appear for an exam/quiz will result in the assignment of a zero for that exam/quiz. If you are going to miss an exam with a legitimate reason (e.g., scheduled surgery, official University business, etc.), contact the instructor **PRIOR to the administration of that exam/quiz.** A make-up quiz/test may be allowed **during the final exam period** only if convincing reasons and proper documentations (such as a doctor's note in case of a surgery/illness) are given for the absence. The make-up exam will be a comprehensive exam covering the material from throughout the course.
4. All in-class quizzes and tests are closed books and closed notes unless otherwise specified.

Lab Assignments

Lab Assignments will mostly involve completion of hands-on exercises and, unless otherwise informed, are due on the following class period in which it was assigned.

Class Project:

Each student will complete a class project that involves design and implementation of a strategic management system for an organization. Students may **NOT** receive these papers back, so if students want a copy, s/he better keeps one for him/herself. However, students may come review my comments on the report after they are graded.

Class Participation:
Overall, student participation and discussion is essential to ensure that the course topics are understood and are made relevant to actual business situations encountered in the workplace. As such, attendance and participation are an essential factor in the learning process and a tool for assessing student learning. Therefore, you are encouraged and expected to attend all classes.

- Each 10% unexcused absences will result in loss of a letter grade. For example, if your grade is a B and you have missed 10% of classes without legitimate excuses, you will end up with a C.
- The instructor reserves the right to drop a student if a student has missed more than 20% of class time.

GENERAL COURSE POLICIES:

- **Academic Alert System:** [http://academicalert.mst.edu](http://academicalert.mst.edu)
  The purpose of the Academic Alert System is to improve the overall academic success of students by improving communication among students, instructors and advisors; reducing the time required for students to be informed of their academic status; and informing students of actions necessary by them in order to meet the academic requirements in their courses.

- **Academic Dishonesty:** [http://registrar.mst.edu/academicregs/index.html](http://registrar.mst.edu/academicregs/index.html)
  Page 30 of the Student Academic Regulations handbook describes the student standard of conduct relative to the System's Collected Rules and Regulations section 200.010, and offers descriptions of academic dishonesty including cheating, plagiarism or sabotage. Additional guidance for faculty, including the University’s Academic Dishonesty Procedures, is available on-line at [http://ugs.mst.edu](http://ugs.mst.edu).

- **Classroom Egress Maps:**
  Faculty should explain where the classroom emergency exits are located. Please include a statement in your course syllabus asking the students to familiarize themselves with the classroom egress maps posted on-line at: [http://registrar.mst.edu/links/egress.html](http://registrar.mst.edu/links/egress.html).

- **Disability Support Services:** [http://dss.mst.edu](http://dss.mst.edu)
  Any student inquiring about academic accommodations because of a disability should be referred to Disability Support Services so that appropriate and reasonable accommodative services can be determined and recommended. Disability Support Services is located in 204 Norwood Hall. Their phone number is 341-4211 and their email is dss@mst.edu. Instructors may consider including the following statement on their course syllabus as a means of informing students about the services offered:

  "If you have a documented disability and anticipate needing accommodations in this course, you are strongly encouraged to meet with me early in the semester. You will need to request that the Disability Services staff send a letter to me verifying your disability and specifying the accommodation you will need before I can arrange your accommodation."

- **Lateness**
  Normally, the instructor will be in class on time. However, if the instructor is late by more than fifteen minutes, students should check with the Department of Business Administration located in Fulton 101 whether the class will be canceled. Students are expected to be in class on time.

KEY DATES:

- The last day to add this course is Monday, October 4, 2010.
- The last day to withdraw from this course without a “WD” showing on transcript is Monday, October 4, 2010.
- The last day for dropping this course is Friday, November 12, 2010.
## ERP448 Fall 2013 Course Schedule

<table>
<thead>
<tr>
<th>Week of</th>
<th>Topic</th>
<th>Readings</th>
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</table>
| 1 8/19  | Course Overview | The Context for Performance Dashboards  
Financial Performance: Financial Statements and Financial Ratios  
**Assignment 1:** Financial Statement in SAP ECC | Ch. 2 (pp.23-32)  
R#1 (CP: 489-520)  
CP: 321 |
CP:323 – 364 |
| 3 9/2   | What is Strategy and the Strategic management Process | Assignment 3: Case Balanced Scorecard Design | CP: R#2, R#3, R#4 |
| 4 9/9   | Types of Performance Dashboards | Assignment 4: Dashboard Examples Xcelsius Dashboard 1 | Ch. 1 & Ch. 6  
Handout (Ch. 15)  
CP: 365-370 |
| 5 9/16  | Principles of Visual Design | Assignment 5 & 6: Xcelsius Dashboard 2 & 3 | CP:97 - 110  
Ch. 11  
CP:378-406 |
| 6 9/23  | How to Design Effective Dashboard Displays | Balanced Scorecard Design | Ch. 12  
CP: R#4, R#5 |
| 7 9/30  | Test 1 | Assignment 7: Mobile Dashboards | CP:407- 460 |
| 8 10/7  | The Role of Business Intelligence | Assignment 8: Review: BW Query & Building an BW InfoCube | Ch. 3 (pp. 32-41)  
CP: 461-462 |
| 9 10/14 | Business Information Warehouse (BW) Overview Query Reporting | Assignment 8: Review: BW Query & Building an BW InfoCube | CP: 125-135 |
| 10 10/21| Reporting and Data Visualization in Enterprise Portal Environment | Assignment 9: SAP BW Reporting, Xcelsius Dashboards, and Portal | CP: 463 472 |
CP: 483 -488 |
| 13 11/11| How to Align Business and IT | In-memory Computing: SAP HANA Data Modeling | Ch. 5  
CP: 153 - 159 |
| 14 11/18| Test 2 | Assignment 12: SAP HANA Data Modeling & BusinessObjects Explorer | |
| 15 11/25| Thanksgiving Holiday (no class) | |
| 16 12/2 | Project Presentation and Prototype Demo | Course Review | |
| 17 12/9 to 12/13 | Final Exam Week (No in class final exam) | Project Report due at noon on Thursday, December 10 | |

**Note:** it is possible, due to extenuating circumstances that exact coverage and sequencing of course content, grading criteria and weights may change. Students will be notified as far in advance of such changes.
Required Reading List *


Note: Full text of readings #3, #5, #6, and #7 are not included in the course pack as those articles can be retrieved from the S&T Library database.

Additional Readings


2. The Judgmental Effects of Management Communications and a Fifth Balanced Scorecard Category on Performance Evaluation

3. Managing Alliances with the Balanced Scorecard