ISM 677: Information Systems Management
Spring 2016, On-Line Class
The University of North Carolina at Greensboro
Information Systems and Operations Management Department

Professor: Dr. Prashant Palvia
Office: 426 Bryan Building
Website: canvas.uncg.edu

Phone: 336.334.4818
Email: pcpalvia@uncg.edu

Office Hours: By appointment. The best communication method is via email. Please email me, or call 336.334.4818 (leave a message if I am not there) if you wish to set a specific appointment. In case of an emergency, you may call me on my mobile phone: 336.324.1708.

Prerequisite: Admission to any graduate program at UNCG.

Catalog Description:
Examine the role of information technology to improve processes and business performance. Analyze the interaction of business strategies, work processes, competitive markets, technology and people for effective IT management.

Detailed Description:
Information technology (IT) and Information Systems (IS) have become deeply entrenched in many aspects of how we define business, execute strategy and manage the organization. IT is viewed as one of the critical success factors for organizations to function smoothly as well as achieve competitive advantage. There are three recognized roles of IT: a service function, a business enabler, and providing strategic value. This class will focus on all of these aspects. Topics such as business processes, process enabling technologies, integrated systems and processes, business-IT alignment, IT planning and strategy, IT governance, IT innovations, IT portfolio management and IT outsourcing will be addressed and thoroughly discussed.

The course will be conducted via various online materials such as class notes, PP slides, web conferences, case studies, research paper, and examinations.

Course Participation:
This is an online course and therefore no face-to-face meetings are mandatory. Much of what we will do on-line will involve student discussion. You cannot learn from this discussion if you do not participate. Students are required to access the online course through Canvas. The instructor will use the tracking feature in Canvas to monitor student activity. Students are also required to participate in all class activities such as discussion board, chat or conference sessions and group projects.

I plan to conduct 12-14 web conferencing (online) sessions, each 75 minutes long, from 6:30 PM to 7:45 PM on Tuesdays. In my experience, these sessions are very useful. Please make every effort to attend each session and be prepared. Before attending the session, you must complete the reading assignments for that week so that I can address difficult concepts and answer specific question during the session. In order to earn extra credit, you should attend a minimum of 6 sessions during the semester. Extra credit will be given as follows: 6 sessions – 6 points, 7 sessions – 7 points, 8 sessions – 8 points, and so on. No extra credit for less than 6 sessions.
This class will utilize the Canvas system for the distribution of materials and communications. Students should be familiar with the Canvas system (canvas.uncg.edu) before enrolling in this class.

**Course Learning Objectives:**
At the end of the course, students should be able to:

1. Discuss key issues facing CIOs.
2. Explain the concept of the business process and business process performance.
3. Define the role of technology/information systems in effective business processes.
4. Examine the various roles of information technology in an organization.
5. Develop an understanding of the factors that facilitate and inhibit IT and business alignment.
6. Analyze the critical role of information technology/systems in organizations and strategic issues IT executives face.
7. Describe methods to approach to develop and manage IT priorities.
8. Comprehend the complexities of planning IT in today’s environment.
9. Be able to propose specific tactics and approaches for effective planning in specific situations;
10. Be conversant with tools, methodologies and approaches that facilitate effective processes for planning and managing of IT.
11. Evaluate various elements of technology roadmap and IT architecture.
13. Be able to suggest effective ways to address specific IT management problems considering politics, user support, organizational conflict and extent of business alignment.
14. Assess different structures and processes for IT governance.
15. Examine various options for IT measurement and IS budgeting.
16. Analyze approaches for innovation and strategic applications using information technology.
17. Compare and evaluate various approaches for delivering IT applications.
18. Analyze different forms of outsourcing and offshoring.

**Additional Topics and Emphasis:**
- Moderate coverage of international issues, ethical issues, and legal and regulatory matters.
- Little or light coverage of political, diversity, and environmental issues.
- Heavy coverage of writing skills and use of internet for research.
- Heavy emphasis upon teamwork and interpersonal skills especially as related to the group project.

**Required Texts/Readings:**
2. Learning Area materials: See Canvas for link.
4. Additional readings from CIO.com, Information Week, journals in the Information Systems field, etc. will also be posted on Canvas.

There are several additional readings and will be made available on Canvas.
Netiquette:
The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

Policy on Server Unavailability or Other Technical Difficulties:
The university is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact 6-tech@uncg.edu to report the problem. Provide as much details about the situation in your communication to help resolve it soon.

Attendance:
While no face-to-face meetings are planned due to the online nature of the course, you should make every effort to attend all web conferencing sessions. Extra credit will be given if you attend six or more sessions (see above). In addition, you should do all readings and assignments on or before time. You should also try to meet face-to-face with at least a few students in your class, in order to study together and discuss class materials. This is all the more important as some work will be accomplished as group assignments.

Performance Evaluation:
All individual assignments must be done by only you - individuals should not work on these assignments together. Likewise, group assignments must be done based on collaboration among students assigned to a particular group. Individuals or groups may seek the general advice of others (any student or faculty), but at no time should a student or group seek or accept the answer to an assignment exercise from anyone else. A single failure to follow this policy will result in a grade of 0 on that assignment; subsequent violations of this policy will result in a grade of F for the course.

Note that graded exams and assignments will be available for review, but will be kept by the instructor.

The course grade will be based on the following distribution:

1. Self-introduction Assignment 10 points
2. Discussion Forum Answers 36 points
3. Discussion Forum Comments 24 points
4. Group Case Assignment 40 points
5. Group Term Paper 40 points
6. Peer Assessment (of group member contributions) 20 points
7. Two Quizzes 50 points
8. Mid-term Exam 80 points
9. Final Exam 100 points

TOTAL 400 points
The grade scale is based on the total points earned, and is as follows:

- 372-400 (> 93%) = A
- 360-371 (90%-93%) = A-
- 348-359 (87%-90%) = B+
- 332-347 (83%-87%) = B
- 320-331 (80%-83%) = B-
- 308-319 (77%-80%) = C+
- 292-307 (73%-77%) = C
- 280-291 (70%-73%) = C-
- Below 280 (< 70%) = F

Please keep a record of maximum points possible and earned on each item. You can total them and then compute a percentage yourself in order to determine your running grade.

All students are required to follow the provisions of the UNCG Academic Integrity Policy in completing course work (http://academicintegrity.uncg.edu). If you do not know the provisions of the Integrity Policy, make time to study it.

**Assignments:**
Details of all assignments will be posted on Canvas.

Assignments turned in late will be assessed a grading penalty. Assignments submitted after the due date will not be accepted except for medical emergencies and there will still be a penalty of 20% reduction in grade for each day late. Also, any assignment that requires rework will be assessed at least 20% penalty.

Use software features to check spelling and grammar. However, do not assume that the software will catch all errors. Please proofread your work carefully. Poor organization of written document, spelling, sentence structure and grammar errors will reduce your grade. Be sure to cover all assignment parts and use appropriate sub-headings for each part.

**General Evaluation and Grading Criteria:**
The following criteria will apply to the grading of assignments.

- **A:** Work that demonstrates not only a clear understanding of the material under study, but also a superior ability to utilize that material in the assignment. All criteria are met. The student’s work goes beyond the task and contains additional, unexpected or outstanding features.
- **B:** Work that demonstrates a good understanding of the material under study, and utilizes the material well in the assignment. The student meets the assignment criteria, with few errors or omissions.
- **C:** Work that minimally demonstrates a basic or technical understanding of the material under study, and uses some relevant material in the assignment. Work may not address one or more criteria or may not accomplish what was asked.
- **F:** Work that is incomplete, inappropriate and/or shows little or no comprehension of the material under study.
Academic Integrity Policy:
Students are responsible for becoming familiar with the Academic Integrity Policy in all its aspects and for indicating their knowledge and acceptance of the Policy by signing the Academic Integrity pledge on all major work submitted for the course. Specific information on the Academic Integrity Policy may be found on the UNCG web site at http://academicintegrity.uncg.edu.

Electronic Mail and Canvas Accounts:
You should check your UNCG email and Canvas regularly (at least once a day) as I will send email updates and add new information on Canvas on a regular basis. You will be responsible for any information or announcements in the email messages or updates on Canvas. Do not use Canvas to send email to the instructor; instead use your own email system to send it (e.g., UNCG mail or gmail) You’re your email, start the subject line with ISM 677- Spring 2016 and include your full name in the email.
Tentative Class Schedule:
The following schedule provides general guidelines and is subject to change. A detailed schedule prior to the beginning of each week will be posted on Canvas. It will include the week’s readings, assignments, instructions, etc.

Specific weekly reading assignments will be posted on Canvas. You should complete reading assignments by Tuesday 6 PM of the week they are assigned.

All grading assignments are due by 11:59 PM on the Sunday of the week they are assigned. Discussion answers are due by Sunday as well; however, discussion comments are due by Thursday following the Sunday.

<table>
<thead>
<tr>
<th>Week starting</th>
<th>Topic</th>
<th>Assignments for grading</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan. 11</td>
<td>Overview of course, Key IT issues, Business strategy, IT value</td>
<td>Complete self-introduction assignment.</td>
</tr>
<tr>
<td></td>
<td>Information Technology (IT) and Business; Make groups</td>
<td></td>
</tr>
<tr>
<td>Jan. 18</td>
<td>Business Processes and organizations</td>
<td></td>
</tr>
<tr>
<td>Jan. 25</td>
<td>Business Process Improvement</td>
<td></td>
</tr>
<tr>
<td>Feb. 1</td>
<td>Process Enabling Technologies</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Enterprise applications and integrated systems</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Quiz 1</strong> – materials covered through Jan. 31</td>
<td></td>
</tr>
<tr>
<td>Feb. 8</td>
<td>IT strategy and planning</td>
<td>Case 2 analysis due</td>
</tr>
<tr>
<td>Feb. 15</td>
<td>IS and business alignment</td>
<td></td>
</tr>
<tr>
<td>Feb. 22</td>
<td>Review</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Midterm Exam</strong></td>
<td></td>
</tr>
<tr>
<td>Feb. 29</td>
<td>Online Business models, eCRM, multichannel marketing</td>
<td>Case 3 analysis due</td>
</tr>
<tr>
<td>March 7</td>
<td><strong>Spring Break</strong></td>
<td></td>
</tr>
<tr>
<td>March 14</td>
<td>Technology roadmap, IT architecture, IT capabilities, IT processes and standards</td>
<td>Group Paper Status Report due</td>
</tr>
<tr>
<td>March 21</td>
<td>IT management, IT organization, governance, budgeting, staffing, application portfolio management</td>
<td>Case 4 analysis due</td>
</tr>
<tr>
<td>March 28</td>
<td>IT innovation, big data, business intelligence</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Quiz 2</strong> – material covered from Feb. 22 to March 27.</td>
<td></td>
</tr>
<tr>
<td>April 4</td>
<td>Delivering IT value, IT sourcing, offshore models, global IT</td>
<td>Case 5 analysis due</td>
</tr>
<tr>
<td>April 11</td>
<td>IT Ethics, Security and Privacy, other topics (cloud computing, virtualization)</td>
<td></td>
</tr>
<tr>
<td>April 18</td>
<td>Review</td>
<td>Final Group Paper due by April 24.</td>
</tr>
<tr>
<td>April 25</td>
<td><strong>Final Exam</strong></td>
<td></td>
</tr>
</tbody>
</table>
Important:
We will cover some technical terms throughout the class and you will encounter many terms in your readings. If you come across information technology terms you do not understand I suggest you explore the web site: www.whatis.com. If the term is not explained there please be sure to ask for clarification in class.

The Computer Technology Documentation Project - http://www.comptechdoc.org/index.html site provides a variety of tutorials on computer technology. If you know very little about computer technology, start with the “Basics for Beginners” materials. Then, navigate through the rest of the site as your need dictates. You may find the materials to be very basic but it will minimally provide a starting point for you as well as a place to find answers that you might have.

Other resources include http://www.webopedia.com, http://www.informationweek.com, and http://www.techrepublic.com. They provide definitions, reading materials, cases, and emerging trends in information technology. As you go through the course and there is something you don’t understand, chances are good that these web sites will be able to help you.

Another source is http://www.wikipedia.org, which is a crowd-source based encyclopedia on just about everything. Please realize that all information in wikipedia may not be accurate.

Statement of Students’ Rights and Responsibilities:
As a student in my class you have explicit rights and responsibilities. Your full understanding and acceptance of the following rights and responsibilities can lead to more effective learning and more productive use of our time together.

You have the right to expect:
1. Your professor to be prepared for each class, to start class promptly at the designated time and to end class at the designated time.
2. Your professor to teach all scheduled classes or arrange for a qualified substitute if it is necessary to miss class because of illness or University approved commitments.
3. Clear statements of course expectations, policies, testing and grading practices and student performance.
4. Your professor to hold a reasonable number of office hours to discuss assignments or to assist you with course matters.
5. Knowledgeable assistance from your professor regarding class assignments and course content.
6. Professional behaviors reflecting equitable treatment, ethical practices and respect for your rights.
7. Opportunities to challenge ideas and defend your beliefs in a professional manner.
8. To be challenged to grow both academically and professionally.
9. Information regarding career opportunities related to ISM programs.
10. Your professor to abide by University policies.
11. Fairness and clarity in evaluation of your performance.
12. Adequate opportunity to appeal any perceived violations of the above rights.
You have specific responsibilities to:
1. Plan your study and work schedule appropriately to allow sufficient time to do quality class work. I suggest you devote at least 6 to 8 hours per class period to this class.
2. Arrive at each class on time and prepared to discuss assigned readings and participate in discussions.
3. Complete assignments by due date and submit quality work.
4. Understand and follow course policies as explained in class and in the syllabus.
5. Commit yourself to grow both academically and professionally.
6. Work effectively and cooperatively as a team member on group projects if so assigned.
7. Practice ethical behaviors and display respect for rights of others.
8. Contact your instructor and discuss circumstances which may prevent acceptable performance and to make such contact on a timely basis.
9. Fully understand and abide by the UNCG Academic Integrity Policy and other University policies relating to student conduct.
10. Report observed violations of the UNCG Academic Integrity Policy.

Note: See the Student Section of the Bryan School website for additional information about “Faculty and Student Guidelines”. [http://www.uncg.edu/bae/faculty_student_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf)