

I also plan to invite two or three speakers from industry to class. Each of you will be asked to write a short summary of their presentations.

All assignments are due before or at the beginning of the 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.
12. Analyze Internet related technologies and current trends in the use of Internet for business purposes.
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:

1. IT Strategy, 2nd Edition, by James D. McKeen and Heather Smith, 2012, Prentice Hall.
ISBN-10: 0132145669; ISBN-13: 9780132145664. You can get hard copy from UNCG bookstore or Amazon. The online eBook is also available.
2. Learning Area materials: See BB for link ((login to BB and choose MBA 705).
3. Selected chapters from "Managing the Digital Enterprise," by Dr. Michael Rappa, NCSU. It can be accessed at <http://www.digitalenterprise.org/index.html>.

4. Additional readings from CIO.com, Information Week, journals in the Information Systems field, etc. will also be posted on Blackboard.

Please refer to the tentative course schedule in this syllabus for other readings required for each class meeting. Additional readings will be available on Blackboard.

Attendance:

Class attendance is required, just as attendance is expected in business! Much of what we will do in class will involve student discussion. You cannot participate and learn from this discussion if you do not attend. Please plan to arrive on time (a few minutes before 6:30 p.m.) and stay the entire period. Late arrivals are unprofessional and distracting. I will take attendance randomly several times during the semester. It may occur at the beginning, end, or anytime during class. Note that each student is responsible for all the information and announcements that are made in class. Material covered in a previous class will not be repeated in a subsequent class. Any student missing the first two classes without notifying me will be administratively dropped from the course. Any student missing three or more classes (excused or not) may have the grade dropped by a letter grade. Attendance will also count toward your participation grade.

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>

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 exams will be returned for review but will be collected back and kept by the instructor.

Tentatively, it is planned that course grade will be based on the following distribution. It is possible I may make minor changes.

1. Class contribution (discussion, preparedness, questions, peer review)	20 points
2. Wiki assignment	5 points
3. Summary of industry presentations	10 points
4. Case analysis assignment (group)	25 points
5. Quizzes	20 points
6. Mid-term exam	40 points
7. Organizational project (group)	30 points
8. Final Exam	<u>50 points</u>
TOTAL	200 points

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

186-200 = A	180-185 = A-	174-179 = B+	166-173 = B	160-165 = B-
154-159 = C+	146-153 = C	140-145 = C-	Below 140 =F	

Keep a record of all points possible and earned on each item. This will make it easy for you to determine your grade status throughout the course and you will not have to ask me.

All students are required to follow the provisions of the UNCG Academic Integrity Policy in completing course work (see above). If you do not know provisions of the Integrity Policy, make time to study it.

Class Contribution

The course is designed to be highly interactive and students are expected to participate in all discussions related to lectures, articles and cases. This portion of the grade is based on “class contribution” rather than “class participation.” I am interested in input that contributes to overall learning, stimulates discussion and thought, and associates class material with real-world experiences, rather than simply meeting a quota of comments. Every student has an equal chance of being called upon in class to answer specific questions pertaining to an article or case. So, come prepared with your assigned readings.

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.

Electronic Mail and BlackBoard Accounts: You should check your UNCG email and BB Course link regularly as I will send email updates or add new info on BB on an ongoing basis. You will be responsible for any information or announcements contained in the email messages or updates on BB. If you send an email to the instructor outside of BB, start the subject line with MBA705-Fall2013. Include your full name in your email.

Assignments and Exams:

Details of all assignments will be posted on BlackBoard. All assignments are due before or at the beginning of class on the due date. Assignments submitted after the due date will generally not be

accepted but, if they are due to valid reasons, there will be a minimum of a 20% penalty for each day late. Also, any assignment requiring rework will be assessed at least 20% penalty.

Reading assignments posted for a week must be completed before the class meeting (and not after) so that you can intelligently contribute in the class discussion and have a better understanding of the material presented in class.

Each assignment that needs to be turned in must be printed (use a word processor and laser printer with good ink). Include a cover page with the title of the assignment and your name(s). 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. Use appropriate sub-headings for each part where applicable.

Your exams will be made up of mostly questions that require short descriptive answers. I may also include some multiple-choice questions. For descriptive answers, I want several fully formed sentences that reflect your understanding of the material. No cryptic answers, please. Also the answers should be in your own language and not memorized reproduction of class material. Cryptic and memorized answers, even if correct, will receive only partial credit.

Tentative Class Schedule:

The following schedule provides only guidelines. It may be necessary to spend more time on some topics (and less on others) which could change our plans. A detailed schedule prior to the beginning of each week will be posted on BB. It will include the week's readings, assignments, instructions, etc.

Week	Topic	Readings and Assignments	Activities
Aug 20	Overview of course, Key IT issues, Business strategy, IT value, Information Technology (IT) and Business	Key Issues for IT Executives 2012 – MISQE article, “IT Doesn’t Matter” by Carr McKeen Smith (MS) Book chapter 1, Online Learning Area (OLA) - Unit 0	Complete Wiki by 10 PM, August 25. Form groups for case and paper
Aug 27	Business Processes and organizations, Business Process Improvement	OLA Unit 1 - Organizational structures OLA Unit 2 – Business priorities and processes Readings	Finalize groups
Sept 3	Information technologies Enterprise applications and integrated systems	OLA Unit 3 – Process Enabling Technologies. OLA - Unit 4 - Integrated Systems and Processes	Group Paper Proposal due, Case 1 due and discussion
Sept 10	IT strategy and planning	Quiz 1 – materials covered through September 3 MS Book chapter 2, Strategy and the Internet; Michael E Porter, HBR article, other readings	
Sept 17	IS and business alignment	MS Book chapters 3 and 4 Readings	Case 2 due and discussion
Sept 24	Online Business models and opportunities, eCRM, multichannel marketing	OLA Unit 5 – eBusiness and Virtual Organizations; Rippa book: http://digitalenterprise.org/models/models.html http://digitalenterprise.org/channels/channel.html http://digitalenterprise.org/markets/markets.html	
Oct 1	Midterm Exam	Covers materials through September 24	
Oct 8	Interim project report	Interim report presentations	Interim report due
Oct 15		FALL BREAK	
Oct 22	Technology roadmap, IT architecture, IT capabilities, IR processes and standards	MS Book chapters 8 and 17 Readings	Case 3 due and discussion; Mattel CIO Paul Rasmusson
Oct 29	IT management, IT organization, governance, budgeting, staffing	MS Book chapters 6, 7, 11	
Nov 5	IT innovation, strategic applications, digital dashboards	MS Book chapters 12, 13, 14	Case 4 due and discussion
Nov 12	Delivering IT value, IT sourcing, offshore models, global IT	Quiz 2 – material covered October 9 to November 6 OLA Unit 7; MS Book chapters 9, 10	
Nov 19	IT Ethics, Security and Privacy, Other topics (cloud computing, virtualization)	OLA Unit 6 More readings	Case 4 due and discussion
Nov 26	Final paper, Review	Final paper presentations	Final paper due
Dec 3	Final Exam		

Important:

We will cover some technical terms throughout the class and you will encounter many terms in your readings. If you come IT 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.

The Tech Encyclopedia - <http://www.techweb.com/encyclopedia/> site is another resource when you need to learn more about a term or a concept that you have read about. The definitions and descriptions are very good and current. As you read through cases or other reading materials and terms come up that you don't understand, there is a good chance you can get the understanding you need from this website.

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

Bryan School Requirement: No Food or Drinks in recently renovated classrooms.