CLASS MEETING TIME AND LOCATION
TUESDAYS (2:00 PM-4:50 PM) IN BRYAN 205

INSTRUCTOR INFORMATION
Nikhil Mehta, Ph.D.
Department of Information Systems and Supply Chain Management
Room 439, Bryan Building
n_mehta@uncg.edu (Preferred method of contact)
Phone: 336-334-4992 (Office)

OFFICE HOURS
Thursdays 11:00 am to 1:00 pm; and by appointment

REQUIRED TEXTBOOK (Textbook Details are also available on UNCG Bookstore site)
Business Driven Technological (7th Edition)
Author: Paige Baltzan
Year: 2018
Publisher: McGraw-Hill

CATALOG DESCRIPTION
The role of technology (including information technology, business intelligence and data analytics) in innovation. Students will develop a technology-based actionable plan for an organization.

COURSE DESCRIPTION:
Today’s turbulent environment requires organizations to constantly modify their traditional approach to succeed. Organizations have to transform themselves into ‘innovative enterprises’ in order to create sustainable value for their stakeholders. One way of achieving this goal is to use technology effectively. Technology has traditionally played a critical role in facilitating organizational functions - from marketing to customer support to production to accounting and human resource management. But, organizations are now realizing that strategic and innovative use of technology can also allow them to create competitive advantage. Technology also provides more innovative strategic choices so that businesses are able to effectively manage critical factors such as quality, time to market, cost, risk and an organization’s relationships with its stakeholders.

This course has a three-fold focus on: (1) various types of technology in contemporary organizations; (2) key aspects of organizing and managing technology in today’s organizations; and (3) how innovative organizations use technology to create value and competitive advantage. Managers must not only be aware of the challenges facing their organizations, but also understand which technologies could be employed innovatively to manage these challenges. Simultaneously, managers also need to understand that sometimes, technology itself may create challenges (e.g., information security) that need to be actively understood and managed.
Overall, this course exposes students to the relevance of contemporary technology in organizations, as well as to the futuristic issues that are emerging at the intersection of technology and innovation. These include data visualization, cloud computing, information security & privacy, and sustainable and responsible use of technology.

STUDENT LEARNING OUTCOMES (SLOs):
Upon completing the course, the student should be able to:

1. **Analyze** the organizational fit between strategy and technology
2. **Explain** the role of technology in creating a firm's competitive advantage
3. **Define** the role of technology/information systems and management of business processes
4. **Explain** the role of innovation in a firm's competitive strategy
5. **Explain** how firms' innovation strategy can help firms create value
6. **Define** the role of technology in a firm's innovation strategy
7. **Explain** the impact of organizational culture on its creativity and innovativeness
8. **Discuss** the role of various stakeholders in the process of innovation

TEACHING METHODS AND ASSIGNMENTS FOR ACHIEVING LEARNING OUTCOMES:
A mix of lectures, videos, article/case discussions, situation vignettes, and guest speaker presentations/organizational visits may be used. The assignments and assessment mechanisms are described below:

Article/Case Presentations and Discussions
Working with other students in a team, you will present 1 to 3 assigned articles/cases. Articles (and team presentation dates) will be assigned by the draw-of-lots. Some details are given below, for more detailed guidelines, see the Article Presentation Guidelines document on Canvas.

- The presentations should last between 30-35 minutes. Teams will be penalized for staying under 30 minutes, or going over 35 minutes.
- Every week, the presenting teams will need to e-mail their presentation to the instructor by the deadline mentioned in the Article Presentation Guidelines document. Late submissions will result in a penalty.
- As mentioned in the Article Presentation Guidelines document, teams that go above and beyond the "average" discussion of issues listed in that document, typically receive a much better score than the teams that just present the information in that document.
- Presenting teams should bring a printed and stapled copy of their presentations for me on the days they present. Please print the presentation back-to-back as a handout with three slides per page.
- All team members need to present to get a grade. Professional presentation skills are hallmark of effective managers.
- See the Article Presentation Evaluation sheet on Canvas for evaluation criteria. If you have any questions about presentation guidelines and evaluation criteria, consult with me BEFORE your team presents.
Team-Based Semester Project
Each team will also complete and present a comprehensive semester project. Details of the project are provided in the **Project Guidelines document** on Canvas.

- A 2-page (1.5 spaced) project proposal is due by **February 20th**.
  - Proposals may be denied if the team shows minimal grasp of the issues they intend to analyze, or if the learning scope of the project is too limited. To ensure timely approval of the proposal, it is recommended that teams discuss their project scope with me **prior to** submitting the proposal.
- Project deliverables include a comprehensive end-of-semester presentation.
- See **Project Presentation Evaluation sheet** on Canvas for presentation evaluation criteria.
- **Final presentations for all teams are due (via e-mail) by midnight of Sunday, April 15th.**

In-Class Quizzes, Mid-Term Exams, and Final Exam
This being an MBA class, it is your responsibility to read assigned textbook chapters to keep up with the foundational knowledge of technology, and its general application to business. Each week, we will have a brief discussion of the assigned textbook chapters in class. **You will have two practice quizzes from assigned chapters and the articles for that week.** Questions from textbook material will be a mix of multiple choice and true/false, while questions from the articles may be in short-answer format. Students may not make-up a missed surprise quiz without a valid official excuse. Please read the course make-up policy at the end of this document.

In-class written exams may include a mix of multiple-choice, essay-type questions, and short-answer questions. The exam content will be drawn from the textbook, other readings, vignettes, videos, articles/case analyses, visits to organizations, guest-speaker presentations, and class discussions. Any in-class exam is closed-book and closed-notes. Other details may be provided in time. Final exam may be in a take-home format at the sole discretion of the instructor.

**EVALUATION AND GRADING:**
The final course grade is based on the following assessments:  

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team presentations of assigned articles *</td>
<td>100</td>
</tr>
<tr>
<td>Team-Based semester project *</td>
<td>100</td>
</tr>
<tr>
<td>Two in-class practice quizzes</td>
<td>40</td>
</tr>
<tr>
<td>Two in-class mid-term exams</td>
<td>200</td>
</tr>
<tr>
<td>Final Exam</td>
<td>60</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>500</strong></td>
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</table>

*Team work may contain a team grade and an individual grade. The individual grade will be based on a within-team peer evaluation. It will be based on the average of peer-assessment grade x group grade. Final individual grade will be taken into account for calculating total points earned in the course. Members of the same team may end up earning different grade.

The grade scale is based upon percent of points earned, and is as follows:

- 96-100% = A  
- 90-95% = A-  
- 87-89% = B+  
- 84-86% = B  
- 80-83% = B-  
- 77-79% = C+  
- 74-76% = C  
- 70-73% = C-  
- 67-69% = D+  
- 64-66% = D  
- 60-63% = D-  
- Below 60% = F
Learning and Class Participation
Each student should be prepared for an insightful discussion of all the material assigned for each class session. Students should be prepared to answer questions and raise issues when called upon to do so in the class. Learning is typically improved by active class participation, which is influenced by:
• The depth of your understanding of the assigned material
• Perceptive analysis of the assigned material
• The quality of the observations and comments made by you in class, and
• Your ability to put across ideas with clarity and conviction.
• Non-class use of laptops, phones and tablets is prohibited and is a distraction for you and those around you. You may be given a warning if the professor notices inappropriate use of technology in the classroom. The professor reserves the right to penalize you if you continue unapproved use of technology-enabled devices during class meetings after a warning. Penalties may include grade deductions or dismissal from the course.

ACADEMIC INTEGRITY POLICY: Each student is required to sign the Academic Integrity Pledge on all major work submitted for the course. In signing the pledge, each student indicates his/her knowledge that the Academic Integrity Policy governs his/her academic activities at the University. The Academic Integrity Policy and Pledge can be found at: http://sa.uncg.edu/handbook/academic-integrity-policy/.

FACULTY AND STUDENT GUIDELINES: The faculty and students in the course are expected to adhere to the faculty student guidelines stated at the following web page: http://www.uncg.edu/bae/faculty_student_guidelines.pdf

ATTENDANCE POLICY: All students are expected to attend each class session. If a student misses a specific class session, it is her/his responsibility to cover the topics so missed. Material covered in a previous class will not be repeated in a subsequent class. The schedule of sessions on the syllabus contains a listing of topics to be covered and assignments in the respective sessions. The professor reserves the right to drop a student’s final grade one letter below, if the student has more than two unexcused absences in the semester.

MAKE-UP POLICY
As a rule, make-up quizzes and exams will not be held. Absence from the in-class written examinations due to illness, summons to jury duty, or any other compelling reason should be backed by the appropriate documents (e.g., doctors’ note, etc.) in order to qualify for a re-examination. If possible, meet/talk with the professor before missing the quiz/examination to discuss the circumstances.
**Tentative Course Schedule for Spring 2018**
(Subject to change depending upon class requirements and pace. Instructor may add/delete/modify any content in the schedule. Students will be notified if changes are made to the schedule.)

<table>
<thead>
<tr>
<th>Date</th>
<th>Class Agenda</th>
<th>Assigned Articles</th>
<th>Chapter Assignments/Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 9</td>
<td>Syllabus; Course Discussion; Team Assignment; Article Discussion</td>
<td>TBA</td>
<td></td>
</tr>
<tr>
<td>January 16</td>
<td>Lecture; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Chapters 1 &amp; 2</td>
</tr>
<tr>
<td>January 23</td>
<td>Lecture; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Chapters 3 &amp; Business Plug-in B2</td>
</tr>
<tr>
<td>January 30</td>
<td>Lecture; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Chapters 6 &amp; 7</td>
</tr>
<tr>
<td>February 6</td>
<td>Lecture; Quiz 1; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Chapters 8 &amp; 9</td>
</tr>
<tr>
<td>February 13</td>
<td>Mid-Term Exam – I; Team-Time</td>
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<tr>
<td>February 20</td>
<td>Lecture; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Chapters 10 &amp; 11; In-class deadline to submit proposal for team-based semester project</td>
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<tr>
<td>February 27</td>
<td>Lecture; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Chapters 12 &amp; 13</td>
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<td>March 6</td>
<td>Spring Break: No Class</td>
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<tr>
<td>March 13</td>
<td>Lecture; Quiz 2; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Chapters 17 &amp; 18</td>
</tr>
<tr>
<td>March 20</td>
<td>Lecture; Article Presentation &amp; Discussion</td>
<td>TBA</td>
<td>Business Plug-ins B6 &amp; B9</td>
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<tr>
<td>March 27</td>
<td>Mid-Term Exam – II; Tableau</td>
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<tr>
<td>April 3</td>
<td>Guest Lecture - I</td>
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<tr>
<td>April 10</td>
<td>Guest Lecture - II</td>
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<tr>
<td>April 17</td>
<td>Semester Project Presentations</td>
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<td>Deadline to e-mail team presentations by midnight Sunday (April 15th)</td>
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<td>April 24</td>
<td>Semester Project Presentations</td>
<td></td>
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<tr>
<td>May 3</td>
<td>Final Exam (Possibly Take-Home)</td>
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