ISM 677-01: Information Systems Management
Fall 2021, Online Class
The University of North Carolina at Greensboro
Information Systems and Supply Chain Management Department

Professor: Dr. Prashant Palvia  Email: pcpalvia@uncg.edu  Website: canvas.uncg.edu
Online class: Thursdays, 7:30 PM to 8:45 PM by UNCG Zoom, first class meets on August 19.
Office Hours: The best way to contact me is by email. We will set up Zoom appointments as necessary. In case of an emergency, please call my mobile: 336.324.1708.

Prerequisite: Admission to any graduate program at UNCG.

Catalog Description:
Examines 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 address 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 the book, class notes, PP slides, journal articles, web conferences, case studies, research paper, quizzes, and exams. Please note that we will meet every week online on Thursdays from 7:30 PM to 8:45 PM. Please make every effort to attend these online classes. The first class meets on August 19.

Required Texts/Readings:

1. **Information Systems for Managers in the Digital Age, with Cases, Edition 5.0, 2021.**
   Piccoli & Pigni, Published by Prospect Press.
   
   You must purchase this exact edition 5.0, 2021. Older editions are not acceptable for this course. You can buy either the Ebook or the Paperback.

   Paperback: ISBN: 978-1-943153-84-8; $91.35 plus shipping

   Available for purchase at:

2. Additional readings provided on Canvas.

Course Participation:
This is an online course. We will meet online every Thursday from 7:30 PM to 8:45 PM. Much of what we will do online 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, and group projects.

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. Please check Canvas postings and your email at least once a day.

There will be an online session every Thursday, each 75-minutes long, from 7:30 PM to 8:45 PM. The first session is on Thursday, August 19. Before attending the session, you must complete the reading assignments for that week so that I can address difficult concepts and answer specific questions during the session.

Note: In order to encourage class participation, we will use the Discussion forum in Canvas. Based on the assigned material for the week, either post one question or provide an answer to an existing question two days before the online session, i.e., by Wednesday. When you go to the discussion forum and if you see an unanswered question, then answer the question. At most, there may be two answers to a question. If there is no unanswered question, then pose a new question. Note only one question or one answer per student. I will address some of the discussion points in the online session.

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 IT infrastructure and 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.

Attendance:
Attendance is encouraged at all Thursday online sessions. 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.

The course grade will be based on the following distribution:

1. Weekly questions/discussion points 40 points
2. Group Case Assignment 40 points
3. Group Term Paper 40 points
4. Peer Assessment (for group member contributions) 20 points
5. Two Quizzes 60 points
6. Mid-term Exam 100 points
7. Final Exam 100 points

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

<table>
<thead>
<tr>
<th>Points Range</th>
<th>Grade</th>
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<tbody>
<tr>
<td>372-400 (&gt; 93%)</td>
<td>A</td>
</tr>
<tr>
<td>360-371 (90%-93%)</td>
<td>A-</td>
</tr>
<tr>
<td>348-359 (87%-90%)</td>
<td>B+</td>
</tr>
<tr>
<td>332-347 (83%-87%)</td>
<td>B</td>
</tr>
<tr>
<td>320-331 (80%-83%)</td>
<td>B-</td>
</tr>
<tr>
<td>308-319 (77%-80%)</td>
<td>C+</td>
</tr>
<tr>
<td>292-307 (73%-77%)</td>
<td>C</td>
</tr>
<tr>
<td>280-291 (70%-73%)</td>
<td>C-</td>
</tr>
<tr>
<td>Below 280 (&lt; 70%)</td>
<td>F</td>
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Please keep a record of the maximum points possible and points earned on each item. You can total both and then compute a percentage yourself to determine your running grade. This is fairly simple to do and you should not have to ask the professor for your running grade.

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

*All grading assignments are due by Sunday of the week they are assigned.* Assignments submitted after the due date will not be accepted except for medical or other 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.
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. Please do not use Canvas to send emails to me (as I do not always get them or able to check them); instead use your own UNCG email system to send me messages to pcpalvia@uncg.edu. Start the subject line with ISM 677-01 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. You should complete reading assignments by Tuesday of the week they are assigned. Note again that all grading assignments are due by Sunday of the week they are assigned.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Assignments for grading</th>
</tr>
</thead>
</table>
| 1.   | Aug. 19| Overview of course, Key IT issues, Information systems and managers | Chapter 1  
|      |        |                                                                      | Article: Key-Issues-2020          
|      |        |                                                                      | Global Key Issues               |
| 2.   | Aug. 26| Information systems and organizational context                      | Chapter 2, articles                |
| 3.   | Sept. 2| Organization information systems and their impact                   | Chapter 3, articles               
|      |        |                                                                      | Team Paper Proposal              |
| 4.   | Sept. 9| Competitive environment                                            | Chapters 4 and 7, articles           
|      |        | Value creation and strategic information systems                    | Quiz 1                        
|      |        | Quiz 1 – material covered through 3rd week.                         | Case 1 analysis                 |
| 5.   | Sept. 16| Value creation with information systems                             | Chapter 8, articles                |
| 6.   | Sept. 23| Sustaining IT value                                                | Chapter 9, articles                |
|      |        | Review for midterm exam                                            |                                          |
| 7.   | Sept. 30| Midterm Exam – material through 6th week.                          |                                          |
| 8.   | Oct. 7 | Strategic IS planning                                              | Chapter 6, articles                
|      |        |                                                                      | Case 2 analysis                 |
|      |        |                                                                      | Fall Break                      |
| 9.   | Oct. 14| IS governance, Funding and budgeting for information systems       | Chapter 10, articles               
|      |        |                                                                      | Team Paper Status Report          |
| 10.  | Oct. 21| eBusiness and eCommerce                                           | Chapter 5, articles                
|      |        |                                                                      | Case 3 analysis                 |
| 11.  | Oct. 28| Developing information systems, outsourcing, offshoring            | Chapter 11, articles               
|      |        | Quiz 2 – material from midterm exam to 11th week.                  |                                          |
| 12.  | Nov. 4 | Information system trends and organizations                        | Chapter 12, articles               |
| 13.  | Nov. 11| Special topics: social media, innovation with IT, project management, blockchains, Fintech, AI | Articles                             
|      |        |                                                                      | Case 4 analysis                 |
|      |        | Review                                                             |                                          |
|      | Nov. 25| Thanksgiving Holiday                                               |                                          |
|      |        | Final Exam                                                          |                                          |
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.

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.

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.

You may also look at IS related magazines and journals. While there are many academic journals, I recommend the following practitioner-oriented publications: MIS Quarterly Executive, Communications of the ACM, CIO magazine (cio.com), and Information Week (informationweek.com).

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 week to this class.
2. Arrive at each class on time and be 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”.
COVID Statement
Approved by Faculty Senate on July 29, 2021

As we return for Fall 2021, the campus community must recognize and address continuing concerns about physical and emotional safety, especially as we will have many more students, faculty, and staff on campus than in the last academic year. As such, all students, faculty, and staff are required to uphold UNCG’s culture of care by actively engaging in behaviors that limit the spread of COVID-19. Such actions include, but are not limited to, the following:

- Following face-covering guidelines
- Engaging in proper hand-washing hygiene when possible
- Self-monitoring for symptoms of COVID-19
- Staying home if you are ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill.

Instructors will have seating charts for their classes. These are important for facilitating contact tracing should there be a confirmed case of COVID-19. Students must sit in their assigned seats at every class meeting and must not move furniture. Students should not eat or drink during class time.

To make it easier for students to hear their instructor and/or read lips and if conditions permit, instructors who are fully vaccinated and who can maintain at least six feet of distance from students may remove their masks while actively teaching if they choose, but will wear a mask at all other times while in the classroom, including during the periods before and after class.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings will also be available for purchase in the UNCG Campus Bookstore. Students who do not follow masking requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow the basic requirements to uphold standards of safety and care for the UNCG community. Once students have a face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and other requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact OARS (336.334.5440) who, in consultation with Student Health Services, will review requests for accommodations.