MIS 302F: Intro to Information Technology Management (Foundations)
Fall 2012 – Unique Numbers: 03955, 03960 - Tuttle

Instructor	Clint Tuttle – clint.tuttle@mccombs.utexas.edu
	Information, Risk and Operations Management (IROM) Department
Class Time	T TH: 11:00-12:30pm (03955), 12:30-2:00pm (03960)
Class Location	UTC 2.112A
Office	CBA 3.404 (on the south side of the wide escalators on 3rd floor above the Hall of Honors)
Mailbox	IROM Department, CBA 5.202
Phone	(512)-232-8197
Office Hours	M 10:30-11:30am, W 2-3pm, or by appointment (if you work or have class during the these hours please send me an email 2-3 days ahead of time and I'll try to accommodate)
Teaching Assistants	David Shim – huisubshm875@gmail.com (office hours to be posted on BB)
Class Website	Announcements, assignments, course schedule, additional readings, and other information are available on Blackboard at http://courses.utexas.edu

Course Description

Information Technology (IT) has transformed all aspects of 21st century business and everyday life. New IT investments continue to be staggering. Worldwide, over $2.5 trillion has been invested in IT. In the U.S., over 50% of capital expenditures are related to IT. IT has triggered new forms of organizations; transformed business process innovation; and impacted organizational structure, culture, politics, decision-making and society as a whole. IT is also transforming how physical products are designed, how services are bundled with products, and how individuals interact with businesses and with other individuals. A silent transformation of physical items is occurring as more and more products use embedded IT to improve customer experience and product performance. The pervasiveness of IT is expanding global trade and changing how and where work is performed.

The availability of vast amounts of searchable data is changing the nature of the learning required to succeed in traditional business disciplines such as finance, accounting, and marketing. It is vital that future managers – from all majors – have a working knowledge of modern IT, practical experience in its use, and management perspectives on how IT is used to reshape products, services, and organizations.

MIS 302F will focus on three broad issues: (1) IT for strategic competitive advantage, (2) IT core skills and management and (3) IT at the intersection of functional business areas. Topics covered include complexity, strategy, the IT ecosystem, using information systems (IS) for competitive advantage, databases, networking and data communications, enterprise software such as CRM, SCM and ERP, e-commerce, business process management, data mining, business intelligence and knowledge management, Web 2.0 technologies, user-generated content (UGC), social networks, media digitization, online advertising, and IT security. While students are introduced to the practical business uses of some technology tools (Excel in particular), the real value that students gain from MIS 302F comes from understanding the strategic possibilities inherent at the intersection of business and technology.

Academic Rigor and MIS 302F Workload

Welcome to The McCombs School of Business. In order to challenge you and truly add to your education, the McCombs School is committed to rigorous classes. This means that you can expect a *substantial* in many of the weeks during the semester. This course, while for non-business majors, is in no way a "business light" class and will require significant reading, outside homework, and learning new critical thinking processes.

Required Textbook   *Information Systems: A Manager's Guide to Harnessing Technology*
by John Gallaugher, Flatworld Knowledge, Inc., Version 1.3,
eISBN 978-1-4533-3272-6; available online for free through the following website:
http://students.flatworldknowledge.com/bookhub/reader/5425?cid=880571

IMPORTANT NOTE: The textbook can be read online FOR FREE! You do NOT need to purchase a hardcopy of the book or the digital products. However, if you dislike reading on a screen, you may want to invest in a "dead-tree" version. Visit the website above for more information.

Required Readings   *Course Packet* – available at UT Co-op (Hardcopy) OR at
http://cb.hbsp.harvard.edu/cb/access/14712610 (Digital Copy) - *may be slightly cheaper*

Other Articles – Various free articles and videos that will be post on Blackboard

Required Excel Site   In response to recruiter feedback about the poor Excel skills of recent graduates, the McCombs School has adopted SAM 2010. This software package is a self-paced online tool to help you learn the Microsoft Office Suite. If you don't have a SAM license from another McCombs class, you will need to purchase access to the SAM tool through Cengage's website at http://www.cengagebrain.com/micro/utacampus. A separate document with detailed instructions for accessing this site is available on Blackboard.

Required Software   You will also need access to the most recent version of Excel (2010 for PC/2011 for Mac). You can purchase a license for this software from the campus computer store in the FAC for around $33. Here is a link: http://bit.ly/OavLzY. Use of Open Office or Apple Numbers is not endorsed at this time. If purchasing Office is a problem you can use the lab computers in libraries which some students using Numbers and Google Docs did in past.

Required i>clicker   This class, like most BFP classes, requires the use of an **i>clicker** (ISBN 0-716779390) which is a remote device that allows you to respond to questions that I pose during class. NOTE: Just the basic i>Clicker will suffice. You do not need to buy the high-end model. If you have a "hand-me-down" iClicker from someone that that was in the class before that should be fine too.
Also if you want to use the "web" clicker which utilizes an app on your iPhone, Android, or Blackberry we are piloting that version of the clicker this fall as well.

Attendance
I expect you to attend class. You will learn more and do better if you attend class regularly, take notes, ask questions, and contribute to discussions. I make a commitment to you that I will do my best to prepare engaging lectures. In return I expect you to be present and prepared at all classes. I also recommend coming to office hours as people who tend to do this improve their chances in doing better in the class. Also see notes below on *i>clicker* and *participation*.

i>clicker
As noted above, this class requires the use of an i>clicker. You must get your i>clicker and bring it to class on the 1st class day (Aug 30th) and use it to respond to least one question. After that, you must register your i>clicker remote by 5pm on Aug 31st on Blackboard (Under Blackboard Tools) or at http://www.iclicker.com/support/registeryourclicker/.

Complete the fields with your first name, last name, student ID, and remote ID. Your student ID must be your UTEID; the remote ID is the series of numbers and letters found on the back of your i>clicker remote. Your i>clicker will be used regularly in class and you are responsible for bringing it to every class session and ensuring that it is functioning properly. During the semester, if you lose your i>clicker or for any reason have to get a different remote, you should notify the instructor as soon as possible.

Readings and Class Participation

Participation through class is worth 6% of your final evaluation in the class so come to class ready to join the discussion on the reading and lecture material. Your knowledge and experience will add to class learning, making the discussion informative and productive.   High-quality class participation includes:

- Attending class regularly
- Doing assigned readings **before** class to be sure you answer questions correctly
- Making useful and succinct contributions to class thinking
- Offering insightful analysis of topics supported by facts from class/outside readings or from own experience
- Adding constructive disagreement to the class conversation
- Contributing when called on
- Letting others speak, and, in fact, encouraging them to speak
- Posting questions, comments, and information on the Blackboard class Discussion Board

How participation points work: During the semester you will be asked to participate in various exercises and questions while in class. The majority of participation related questions will require the use of your i>clicker; as such, you are responsible for bringing it to every class session and ensuring that it is functioning properly and has batteries. Each class day we will usually have about 3 participation points possible which you earn by both answering questions and getting correct answers. By the end of the semester a total of around 75 participation points will be possible. Although there is no way to make-up participation points that are missed for any reason, you will only need about 50 points (~66%) to get full credit for participation points. The reason I don't require 100% is to allow for sick days/lost/forgotten clickers, religious holidays, etc…

Developing as Critical Thinkers

All these career paths have something thing in common: to succeed in a constantly changing business world, you must constantly seek new information from your environment, make sense of it with your colleagues and business partners, and act on it to develop and implement your business strategy. You must be able to think critically and solve problems. It is because of this that we expect all students in this class to properly escalate questions and issues to the TA only after researching solutions (whether this be on homework, concepts, or general questions) yourself. Out in the real world it's the people who say "No I don't know BUT I'll get right on that and figure it out for you" that will succeed and be reward most.

Discussion Board on Facebook

You know how two minds are better than one? Well 800 minds can be quite amazing if we pool our collective knowledge. We'll be conducting all class-related discussion on Hoot.me (https://app.hoot.me/?sid=5HVfZUwf4) this term. Hoot.me is a Facebook-based question-and-answer platform specifically designed to get you answers fast. They support LaTeX, code formatting, embedding of images, and attaching of files. The quicker you begin asking questions on Hoot.me (rather than via individual emails to a classmate or one of us), the quicker you'll benefit from the collective knowledge of your classmates and instructors. While Clint and the TA are happy to accept questions via email these will take longer to receive answers due to the sheer size of the class. We encourage you to ask questions when you're struggling to understand a concepts. If you're not struggling we encourage you to answer questions! Don't worry – you don't have to "friend" the TA or me to use this. Lastly, please make sure you are asking clear questions that get quality conversations started. I don't consider *"i'm so lost on this homework! Where do I even start?"* to be a meaningful contribution to the discussion group.

Deliverables

In most business settings, a deliverable is the product of your work that can be conveyed to and assessed by someone else. A deliverable does not have to be a tangible document, but it does serve as the evidence that you have completed an assigned task. Deliverables for MIS 302F consist of critical thinking assignments, skills assignments, class participation, reading quizzes, and exams. The critical thinking assignments will push you to think strategically about using IT in business. The skill assignments emphasize IT capabilities you will use in your careers.

Homework assignments will require <u>independent</u> learning and thought to be completed. Homework assignments will be introduced in class with minimal discussion. All assignments will be turned in via Blackboard. It is your responsibility to submit your work by the deadline. Deadlines for all assignments are **strictly enforced**. I suggest submitting assignments on BB well ahead of the deadline to ensure that you have time to resolve any potential technical issues that you may have, which is your sole responsibility. Missed deadlines due to technical issues are not acceptable.

Known browser issues with Blackboard: UT's Technical Support advises that you NOT use the Safari and Chrome browsers to upload your assignments on Blackboard. Please, please, please use Firefox, which is available for free at http://www.mozilla.com. It will save you lots of trouble.

Instructions for Mac Users
You should not be required to have Windows but if you choose to do so you can address this issue in two ways:
   a) Install Windows 7 on your Mac. You can run both Mac OS and Windows using Bootcamp, VMWare Fusion or Parallels. Bootcamp comes with your Mac but in order to switch from Mac OS to Windows you will have to reboot. VMWare or Parallels will let you run both OSs at the same time and switch instantaneously. However, running this software can slow your Mac down considerably.
   b) Or, you can choose to download Windows Remote Desktop Connection for Mac and use any of the programs without installing Windows OS. Check out the following link for information. http://www.utexas.edu/its/wts/answers/rdc-macintosh.php.

Excel Training
If you have no background in Excel I would strongly urge you to start with the step-by-step tutorial on SAM and if problems persist use Hoot.me group OR come attend office hours. When all else fails Google is a tremendous resource. Please note that class time will not be used to teach you basics of Excel. You are expected to learn on your own because employers want to hire people who are problem solvers and critical thinkers.

Class Participation, Quizzes
There will be several short multiple-choice quizzes on class readings. All quizzes will be announced and completed individually on blackboard or sometimes in class with iClickers. Because quizzes relate to assigned class reading, there are no make-ups if you miss. *READ the material prior to the day it is due, and you will do well on quizzes.*

Fairness, Deliverable Deadlines, and Time Management
Deliverables are assigned because they supplement and reinforce learning. Deliverables are also due at designated times and in specific formats, all of which will be described in assignment criteria. To be fair to everyone in class and to get assignments graded and returned in a timely fashion, the deadlines are important. Please turn things in on time.
   * Deliverables handed in *after* the due date/time but ***during the next 24 hours*** will receive half credit. This goes for assignments turned in even 1 minute after deadline so recommended to do assignments early.
   * Deliverables will not be accepted more than 24 hours after the due date.
   * PLEASE double-check deliverables submitted through Blackboard to make sure your assignment file is attached. If your file is not attached, you will not receive credit for the assignment
   * Quizzes are usually given online before class. ***These items cannot be made up***.

Re-Learning on Assignments and Exams
Asking questions after your exams and assignments have been graded reinforces learning and helps you to understand your strengths and weaknesses with course material. Therefore, I encourage you meet with TA or me to discuss your assignments. You can meet with both TA or me to discuss exams. However, you need to contact us within ONE WEEK of the day the homework is returned or grades are posted on Blackboard. ***After the one-week window, your grade for that assignment is permanent.***   We do this to help keep the class moving forward and keep student engaged in monitoring their grades proactively.

Exams

There are three non-cumulative exams in MIS 302F. Two are in-class midterms, and the last exam is given during the final exam period. The final exam is **not** cumulative and covers the material included in class lectures and discussions, assigned readings, and homework assignments. Exams will be multiple choice and exact dates of exams are found on class schedule on BB. There are no exceptions to the exam date schedule and there will be no make-up exams. You must take the exam in the section for which you are registered. If you miss a midterm exam for an extreme emergency, you can have the final exam grade count for both the missed midterm and the final. That one exam will thus constitute a greater portion of your course grade. ***The extreme emergency must be approved by the instructor <u>BEFORE</u> the exam date.*** Counting one exam twice is a gutsy move and not recommended.

In-Class Technology Use Policy

Please turn cell phones, iPods, tablets, and other devices OFF during class time unless otherwise noted by professor. When a true need to communicate with someone outside of the class exists (e.g., a medical or family emergency, etc.), inform me before class and just sit closer to the door so you can quietly step out.

Based on strong feedback from previous students and agreement among all the MIS instructors, **the use of laptops is not allowed in class**. The rule applies to all McCombs MBA classes, so you are in good company. When students surf the web, answer email, check Facebook, play Angry Birds on their iPad, and stray from the topic at hand, they do themselves and distracted peers a disservice. For this reason, **texting in class is also a violation of the no laptop policy**. Thanks for respecting this simple rule.

Drop Policy

University policies permit you to drop this course without instructor approval by the withdraw/drop deadlines set by UT. After the Q-drop deadline you must comply with University policy and have professor sign a Q/F form in order to drop the course.

Blackboard Use & Class Learning

Access to Blackboard and your email (as listed with the Registrar) is **required** for this class. It is **your responsibility** to regularly check both the class website on Blackboard and your email account that is registered with Blackboard.

Adding questions, comments, and learning links to Blackboard's Discussion Board are **highly** valued professional class behaviors. PowerPoint slides will be available on Blackboard in time for you to bring hard copies to class. Use of Blackboard's email will be disabled and only useable to email TA's or Professor, not entire class body.

Information Privacy

Password-protected class sites, such as Blackboard, are available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging email, engaging in class discussions and chats, and exchanging files. In addition, class email rosters are a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on FERPA-related issues, see http://registrar.utexas.edu/students/records/ferpa/. **If you choose anonymity, please email your JDOE number to your instructor so she can post your grades on Blackboard.**

Scholastic Dishonesty Policy

I take this issue seriously. ***Any dishonesty—such as cheating, unauthorized collaboration on quizzes and homework, etc.—that comes to my attention will result in an F in the assignment in question. Also a report of the incident will be filed with Student Judicial Services.*** The University defines academic dishonesty as cheating, plagiarism, unauthorized collaboration, falsifying academic records, and any act designed to avoid participating honestly in the learning process. Scholastic dishonesty also includes, but is not limited to, providing false or misleading information to receive a postponement or an extension on an exam or other assignment, and submission of essentially the same written assignment for two different courses without faculty permission.

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the Policy Statement on Scholastic Dishonesty for the McCombs School of Business:

By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course an/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at http://deanofstudents.utexas.edu/sjs/ or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

Students should refer to the Student Judicial Services http://deanofstudents.utexas.edu/sjs/ or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

Lastly, regarding the use of i>clickers for this class, since each i>clicker has a unique code, you are not allowed to share or borrow another i>clicker. Allowing another student to use your i>clicker, using another person's i>clicker or simply having more than one i>clicker in your possession will be considered academic dishonesty and will warrant a severe academic penalty.

University of Texas Honor Code
The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community.

Using Email for Official Correspondence to Students
Email is recognized as an official mode of university correspondence; therefore, you are responsible for reading your email for University- and course-related information and announcements. You are responsible for keeping the university informed about changes to your email address. You should check your email regularly and frequently – I recommend daily, especially the evenings before class – to stay current with University-related communications, some of which may be time-critical. You can find UT Austin's policies and instructions for updating your email address at http://www.utexas.edu/its/policies/emailnotify.php.

Documented Disability Statement
Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities, 512-471-6259, http://www.utexas.edu/diversity/ddce/ssd/. Please present the letter to me at the beginning of the semester so we can discuss the accommodations you need. Even if you don't think you'll need accomodations it's still a good idea to bring me a later and talk to me if you can. No later than five business days before an exam, you should remind me of any testing accommodations you will need so that I can make arrangements.

Changing Sections
Students cannot simply change sections because of a time preference. Please come to your assigned sections. There is a waitlist process in effect. Students with a bona fide time conflict, the UPO will do its best to accommodate them.

Religious Holidays
By UT Austin Policy, you must notify me of your pending absence at least 14 days before the date of observing a religious holy day. If you must miss a class, an examination, a work assignment, or a project to observe a religious holy day, I will give you an opportunity to complete the missed work within a reasonable time after the absence.

Lost & Found
All items left in class will be taken to GSB 2.104 (Dean's Office of Business School) and will remain there for about a week before they are picked up and taken to UTPD.

Behavior Concerns Advice Line (BCAL)
If you are worried about some who is acting differently, you may use the Behavior Concerns Advice Line to discuss your concerns about another individual's behavior. This service is provided through a partnership among the Office of the Dean of Students, the Counseling and Mental Health Center (CMHC), the Employee Assistance Program (EAP), and The UT Police Department (UTPD). Call 512-232-5050 or visit http://www.utexas.edu/safety/bcal.

Campus Safety
Please note the following recommendations regarding emergency evacuation from the Office of Campus Safety and Security, 512-471-5767, http://www.utexas.edu/safety/
- Occupants of buildings on The University of Texas at Austin campus are required to evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
- Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
- Students requiring assistance in evacuation should inform their instructor in writing during the first week of class.
- In the event of an evacuation, follow the instruction of faculty or class instructors.
- Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
- Behavior Concerns Advice Line (BCAL): 512-232-5050
- Further information regarding emergency evacuation routes and emergency procedures can be found at: www.utexas.edu/emergency.

Tentative Class Schedule
The class schedule is planned for the complete semester, as accurately as possible. However, it is tentative and may change. At the end of each class, I will announce what must be completed before the next class. I will also announce any changes to the currently posted schedule. Therefore, pay attention during the end of each class to understand the assignments due for the next class. The latest version of the class schedule will be posted on BB.

Communicating with the Professor and Teaching Assistant
The teaching assistants and I have regularly scheduled office hours every week, which are posted on BB. I encourage students to use this time to discuss any course-related issues or get additional help as needed.   If you are unavailable during scheduled office hours, please feel free set an appointment for an alternate day and/or time. To set an appointment, please send an email with several date/time options of when you will be available. The teaching assistants or I will choose from your options to give a specific date and time to meet.

Be aware that we cannot discuss specific grades over email. Students must discuss grades during office hours or an office appointment. Also, due to the large size of this class, it may be two to three days before you get a response to any email that you send. Please keep this in mind, particularly when scheduling an appointment.

Final Grading Policy
The final letter grade in the class will be based on a curve. Per McCombs policy, the average final grade in MIS 302F will be between 3.2-3.3. However, this average can be higher (or lower) based on overall class performance. I will use the plus/minus grading system. You may expect the following grade distribution: approximately 30-35% will receive an A or A-, about 15-20% a C+ or below, and 45-55% will receive a B+, B, or B-. However, if the overall class performance exceeds the instructor's expectations, the percentages of A, B, C, etc. could change.

Grades will be announced and reported on Blackboard. It is your responsibility to check Blackboard after each grade announcement to confirm that your grades are correct. Any grading issue or question that you have must be

discussed during office hours with the instructor or teaching assistant immediately. Questions or issues related to grades must be resolved **within one week** from the date the grade is announced. Otherwise, **no change** in a previously reported grade will be made.

Additional extra credit assignments **may** be offered to the <u>entire class</u> at the discretion of the instructor. There will be **no** opportunity to raise your course grade by doing individual extra credit work at any point during or after the semester, as this would violate University policy.   Also, I will not under any circumstance (including scholastic probation) curve a grade up to a higher grade that wasn't earned fairly. This would be unfair to the class and other students.   If you do have special circumstances that require you to get a higher grade in this class I recommend coming to class, office hours, and discuss the situation with your Instructor or TA's so we can ensure you prepared and truly earning the grade you need.

How to calculate your current grade in the class: The final letter grade in this class will be calculated by added up the total points earned (including extra credit) divided by the 805 potential points, then multiplied by 100 to get a grade percentage out of 100%.   Letter grades will then be assigned based on UT recommend grade distribution listed below

Curve Policy: The instructor does reserve the right to curve a final letter grade up but please note that there is no way to determine if there will be a curve in the class until all individual grades are finalized. Also there is also no way to determine the amount of curve that will occur until final grades are initially calculated. If the average in the class is above a 3.2 GPA then no curve will be implemented. If the average is below that then a curve may be implemented final grades. Rounding final grades is <u>not</u> automatic so if your final grade at the end of a semester is 89.5, this does not automatically become a 90 (i.e. move from a B- to an A). Any further questions on grading policy can be directed to professor or Teaching Assistants.

Detailed content and grading criteria will be posted on Blackboard for each assignment. The assignment weights are detailed below.

Deliverable Detail	Points	% Dist
Quizzes	**40**	**5%**
Homework	**225**	**28%**
Exams	**480**	**60%**
Class Participation	**50**	**6%**
Class Survey	**10**	**1%**
Total Available Points	**805**	

Quizzes – Approximately 4-5 quizzes will be assigned based on reading. These will be short and simple. If you do the reading you'll be fine. I'll also be dropping the lowest quiz grade

Homework – Approximately 10 homeworks will be assigned typically at the start of a week and you will be give usually a week to complete it. These will either be Excel Assignments through SAM tool or ad-hoc assignments I will give out based also on Excel, web designing, and case analysis. I will drop the lowest homework grade.

Exams – Three non-cumulative exams will be given through semester. These are usually multiple choice around 40 questions and are worth 160 points each. I will **not** dropping lowest exam score

Class Participation – I will give opportunity to earn up to 75 points of iClicker participation points. You only need to get 50 to gain full participation points.

Class Survey – This is a short survey that everyone must do to help provide a data set for one of the excel assignments and also helps me understand the class demographics better.

UT Recommended Grade Distribution

From	To	Grade	GPA
93	100	A	4.00
90	93	A-	3.67
87	90	B+	3.33
83	87	B	3.00
80	83	B-	2.67
77	80	C+	2.33
73	77	C	2.00
70	73	C-	1.67
67	70	D+	1.33
63	67	D	1.00
60	63	D-	0.67
0	60	F	0.00

CI	Day	Date	Class	Pre-Reads for Class *	Deliverables
1	Th	30-Aug	**Introduction to MIS** • How does technology cause destruction? • What is MIS about? • How can I be successful in this class?	*The Great Tech War of 2012 (BB)*	Get Course Packet, SAM tool access, and Register iClicker if you haven't already.
2	T	4-Sep	**IT Evolution, Transformation, & Disruption** • How has IT evolved over the years? • How does IT transform business? • What characteristics of digital products change the way businesses compete?	Ch. 1 - Sections 1.1, 1.3 - "Setting the Stage" *The Amazon Economy podcast (BB)*	
3	Th	6-Sep	**Complex Adaptive Systems Theory (CAST)** • What are characteristics of a CAS? • What can we learn from the study of CAS and how can we apply it to IT & business?	*Embracing Complexity (Packet)* Ch. 7 - Section 7.7 - Prediction Markets and Wisdom of Crowds	
4	T	11-Sep	**Robust Adaptive Strategy** • What's the different b/w theory & strategy? • What does IT disrupt the world?	*Robust Adaptive Strategies (BB)*	Assignment 1 due by 11:00am
5	Th	13-Sep	**Strategy and Technology** • How can firms create sustainable CA? • How does industry structure influence strategy?	*Thoughts on Case Analysis (BB)* Ch. 2 - Sections 2.1, 2.4 - "Strategy and Technology"	
6	T	18-Sep	**Strategy and Technology cont'd** • What is a value chain? • How can a value chain enable strategy?	Ch. 2 - Sections 2.2, 2.3 - "Strategy and Technology"	Assignment 2 due by 11:00am
7	Th	20-Sep	**Network Effects & Lock-In** • What are network effects? • How can companies compete in markets where network effects are present? • What are ways to gain network effects?	Ch. 6 - "Understanding Network Effects"	
8	T	25-Sep	**Hardware Ecosystem & Moore's Law** • What is Konana's ecosystem model and how does it affect the average computer user? • How does Konana's ecosystem model influence strategy for creators of IT?	*Apple in 2010 (Packet)*	Assignment 3 due by 11:00am
	Th	27-Sep	**Exam 1**		**NOTE: Reviews held Tues & Wed at 5:30-6:30pm in TBD**

CI	Day	Date	Class	Pre-Reads for Class *	Deliverables
9	T	2-Oct	**Software Ecosystem & Microsoft** • How is Apple's strategy different from MSFT? • What can companies (HW and beyond) learn from Apple's successes and challenges?	Microsoft in 2005 (Packet)	
10	Th	4-Oct	**Open Source Software & Movement** • If OSS is free, how does it make money? • How does TCO for OSS compare with traditional SW? • How has the OSS model changed the structure of the software industry?	Ch. 10 - Sections 10.2 to 10.5 - "Software in Flux"	
11	T	9-Oct	**Intro to Databases** • How are databases structured to allow data sharing across the value chain? • What are the tactical and strategic reasons for using databases?	Konana's Intro to Databases - pg 1-6 only (BB) Ch. 11 - Section 11.2 - "Data, Info, & Knowledge"	Assignment 4 due by 11:00am
12	Th	11-Oct	**History of the Internet** • Why study the history of the Internet? • What factors led to creation of the Internet? • What are the business implications of switching from analog to digital?	Nerds 2.0.1 (BB)	
13	T	16-Oct	**Data Communication - Comm ecosystem** • What makes the internet work? • How does understanding parts of a URL help explain the Internet? • How has the Internet changed SW industry?	Ch. 12 - "Manager's Guide to the Internet"	Assignment 5 due by 11:00am
14	Th	18-Oct	**Software & Hardware as a Service** • What are the benefits and risks for companies USING cloud computing? • What are the business models, benefits, and risks for companies PROVIDING SaaS?	Ch. 10 - Sections 10.6 to 10.12 - "Software in Flux" Oracle vs. salesforce.com (Packet)	
15	T	23-Oct	**Info Security** • What are the sources of info security threats? • What are the ways that companies can manage risk? • If information security increases costs without increasing revenue, what is the business proposition of information security?	Ch. 13 - "Barbarians at the Gateway"	Assignment 6 due by 11:00am

Cl	Day	Date	Class	Pre-Reads for Class *	Deliverables
16	Th	25-Oct	**Web 2.0 & Social Graph** • What is web 2.0 and was there a web 1.0? • How does web 2.0 change the way you build a website? • What are platforms and how do they contribute?	Ch. 7 - "Social Media, Peer Production, and Web 2.0" – Sections 7.1 & 7.8	
17	T	30-Oct	**Value in Social Data / Social Analytics** • Where is the value in social companies? • What is the use and value of social data?	Ch. 8 - "Facebook" – Sections 8.5, 8.7-8.9	Assignment 7 due by 11:00am
	Th	1-Nov	**Exam 2**		**NOTE: Reviews held Tues & Wed at 5:30-6:30pm in TBD**
18	T	6-Nov	**Zara & SCM with Info Systems** • Why is inventory mgmt so important to retailers? • How has Zara's strategic use of IT created CA? • How can IT reduce the bullwhip effect?	Ch. 3 - "Zara: Fast Fashion from Savvy Systems"	
19	Th	8-Nov	**Data Mining & BI (Market Basket & CRM)** • What is the relationship between transactional / operational data and Business Intelligence? • What are some problems with operational data? • What kinds of business intelligence systems exist? • What are some techniques for data mining? • How has data mining changed business and society	Ch. 11 - Sections 11.1; 11.3-11.8	
20	T	13-Nov	**Business Process Mgmt & ERP** • What are the five steps of BPM? • What is the importance of inherent processes? • When does it make sense to match the process to the SW? • When does it make sense to match the SW to the process?	Deep Change: How Operational Innovation…(Packet)	Assignment 8 due by 11:00am
21	Th	15-Nov	**Netflix using data & tech to gain CA** • What factors made Netflix so disruptive & profitable? • How does the long tail create competitive advantage for Netflix (and other digital companies)? • What is net neutrality? Who is for it? Against it?	Ch. 4 - "Netflix in Two Acts"	
22	T	20-Nov	**Google using data & tech to gain CA** • How has Google disrupted advertising business? • What is Google's business model to make money? • How does online advertising work?	Ch. 14 - "Google in Three Parts"	Assignment 9 due by 11:00am

CI	Day	Date	Class	Pre-Reads for Class *	Deliverables
	Th	22-Nov	**No Class - Thanksgiving**	**No Class - Thanksgiving**	**No Class - Thanksgiving**
23	T	27-Nov	**Software Project Management** • What are the phases of project management (PM)? What tasks are associated with each phase? • How does the project management triple constraint influence project planning? • What is scope creep? What are some strategies to prevent scope creep?	Reading assignment TBD	
24	Th	29-Nov	**Global Sourcing & Risks (BPO, ITO)** • How does outsourcing differ from offshoring? • Why do organizations outsource IT services? • What are the risks of outsourcing?	Reading assignment TBD	
25	T	4-Dec	**iPremier - Outsourcing & Security** • What could iPremier have done differently to recover more quickly from the denial of service attack? • How did iPremier's relationship with qData make it more difficult for iPremier to resolve the attack? • What do they do next? What is the future of the firm?	iPremier: Denial of Service Attack (Packet)	Assignment 10 due by 11:00am
26	Th	6-Dec	**Take-aways and Class Surveys**		**NOTE: Reviews held before Exam 3 in (CBA 3.404)**
--	W	12-Dec	**Exam 3 - 11:00 am class (03955)**	Final will be in **location TBD**: **Wednesday, December 12, 7:00-10:00 pm**	NOTE: Exam 3 is not cumulative
--	M	17-Dec	**Exam 3 - 12:30 pm class (03960)**	Final will be in **location TBD**: **Monday, December 17, 2:00-5:00 pm**	NOTE: Exam 3 is not cumulative

* Always be sure to check Blackboard for other articles that may be assigned if any