MIS 302F: Intro to Information Technology Management (Foundations) Fall 2013 – Unique Numbers: 03970, 03975 - Tuttle



Instructor Clint Tuttle – clint.tuttle@mccombs.utexas.edu

Information, Risk and Operations Management (IROM) Department

Class Time T TH: 11 am-12:30 pm (03970), 12:30-2 pm (03975)

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 1pm-2pm, W 10-11am, or by appointment if needed by appointment (if you work or

have class during the these hours please send me an email $\underline{\text{2-3 days ahead of time}}$ and I'll

try to accommodate but also please be sure to utilize office hours with TA's as well)

Teaching Assistants Cameron Crump – <u>cameron.crump@utexas.edu</u> (office hours posted online)

Liz Miller – elizabeth.miller@utexas.edu (office hours posted online)

We also have a group email that we all check throughout the day for any questions,

comments, and concerns: mis302FTA@gmail.com

Class Website Announcements, assignments, course schedule, additional readings, and other info are

available on Canvas, not Blackboard, at https://utexas.instructure.com/courses/1028411

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 innvotation, data mining, business intelligence, Web 2.0 technologies, user-generated content (UGC), social networks, media digitization, online search business, outsourcing, risk management, and more. While students are introduced to the practical business uses of some technology tools (e.g. Excel, HTML/CSS, SQL), the real value that students gain from MIS 302F comes from understanding the strategic possibilities inherent at the intersection of business & 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 workload* in many of the weeks during the semester. This course, while for non-business majors, is in no way a "business lite" class and will require significant reading, participation (in and out of class), assignments (in and out or class), learning new concepts, and learning new critical thinking processes.

Required Materials for this Class

Required Textbook Information Systems: A Manager's Guide to Harnessing Technology by John Gallaugher, Flatworld Knowledge, Inc., Version 1.4 (ver 1.3 should be fine too) eISBN 978-1-4533-4580-1; only available online through the following website: https://students.flatworldknowledge.com/course/1450987

IMPORTANT NOTE: The textbook can be read online for \$19.95. You do **NOT** need to purchase a hardcopy of the book or any of the upgraded products like the "All-Access Pass" or "VIP Pass". However, if you dislike reading on a screen or want an ebook version you can do so by visiting the website link above for more information.

Required Readings Course Packet – available online at https://cb.hbsp.harvard.edu/cbmp/access/20647345 or if you prefer a slightly more expensive hardcopy you can go to UT CO-OP

Other Articles – Various free articles and videos that will be posted on Canvas

Required Excel Trainer 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 setting up SAM is available on the "Getting Started" module in Canvas.

Required Software You will also need access to recent version of Excel (at least version 2010). 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. NOTE: 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.

Grading

Your grade in the course will be based on the following distribution.

Deliverable	Weight
Exams - Three non-cumulative exams worth 15% each	45%
Homework – 10 assignments worth 3% each - lowest score dropped	27%
Quizzes - 6 quizzes worth 2% each - lowest score dropped	10%
Participation (in-class groups) - 10 in-class exercises worth 1% each. Lowest group grade is dropped. Credit only given if in class.	9%
Participation (individual) - Includes initial class survey worth 1% and a number short exercises to measure understanding and allow contribution	9%

The letter grade will be based on a curve. The grade distribution and expected class GPA average will be according to departmental guidance (Guideline for class average GPA is about 3.25).

Exams

There will be three non-cumulative exams in this class. All exams can be expected to cover material presented in class lectures, assigned readings, group assignments, and homework assignments. Exams will be multiple choice or selection questions. There are no exceptions to the exam date schedule and there will be no makeup exams. You must take the exam in the section for which you are registered. Only in rare situations (e.g. extreme medical issues) will I consider letting an exam be missed. In this case Exam 3 will count double but counting one exam twice is a gutsy move and not recommended so don't miss an exam. We do not drop the lowest exam grade.

Homework

SAM Excel Trainer – 5 assignments will be done through a tool called "SAM". SAM is a great tool that allows you to do step-by-step tutorials along with any SAM assignment. These trainings <u>are optional</u> and worth no grade but can be very helpful when you're stuck. The other great feature with SAM is that you can learn by failing early and often. Each SAM assignment can be submitted up to 5 times. In the end we only look at the grade on your last submission so our tips for these assignments is to start them early, don't be afraid to miss one on your first try, and utilize the reports in SAM to "download your submitted project" to view what you missed so you can correct it and resubmit. The way you run these reports is explained on the "Getting Started" module in Canvas.

We use SAM to get you acclimated to Excel without the worry of the grade or being new to the tool. If you have no background in Excel I would strongly urge you to utilize with the step-by-step tutorial on SAM and if problems persist use Hoot.me group OR come into office hours with TA or Clint. 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.

Other Assignments – The other 5 assignments will include some introduction into HTML5/CSS3, using SQL to manipulate data in a database, and some additional Excel assignments outside of SAM. On these assignments you'll only receive one attempt but they'll be based on concepts you've learned along the way in the class.

NOTE: On most homework assignments you'll have a week to work and complete it. **We'll drop your lowest** homework at the end of the semester.

Quizzes

The plan is to have about 6 short multiple-choice quizzes on class readings dispersed throughout the course. All quizzes will be posted on Canvas and completed individually before the next class day. 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.* In the end we'll drop your lowest quiz grade so if you if you forget or miss one don't fret.

Late Assignments and Responsibility of Turning in Work Properly

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 critical. 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 you should start assignments early.
- Deliverables will not be accepted more than 24 hours after the due date.
- PLEASE double-check deliverables submitted through Canvas to make sure your assignment file is attached. If your file is not attached, you will not receive credit for the assignment

Class Website - Canvas

For this class we'll be using Canvas and not Blackboard. NOTE: There are known browser issues with Canvas. UT's Technical Support advises that you for the optimal experience on Canvas you should use Firefox, which is available for free at http://www.mozilla.com. It will save you lots of trouble. At the least make sure you use the most updated version of your browser. If you have technical issues with Canvas, first make sure you're using Firefox. If problems persist then send an email to Canvas Support at canvas@utlists.utexas.edu

Attendance

I make a commitment to you that I will do my very best to prepare engaging classes that encourage learning and are fun. In return I hope you commit to being engaged in the class and focused on learning. I want you to attend class. Data shows that on average people who attend more and ask questions do better. People who attend less and do not engage in the class tend to not do as well overall. That all being said I do <u>not</u> take attendance in the class and do not expect 100% perfect attendance. Please do your best though to come to class and also please make an effort to come to office hours and study sessions we hold. Your participation in and out of class is important to me

Participation

I want each of you to bring your "A game" this semester and help make this class a great learning experience. Participation is very important and that's why it's worth almost a fifth of your grade in this class (18% to be exact). The 18% of participation points is broken up into two parts: pre-class participation and in-class participation, which consists of group and individual contribution. Pre-class participation points are earned by completing the assigned reading before your class section and answering the appropriate pre-class assessments. Doing so allows me to see what topics are difficult for students to comprehend and allows me to clarify or go over more examples during class.

In-Class Group Participation - During the semester you will also be asked to participate in various exercises and questions as part of an assigned group in class. There will be 10 group projects (usually on Thursdays) that will apply the lessons and theories learned the previous class day. We anticipate that perfect attendance will be difficult which is why **we drop the lowest group exercise grade**

NOTE about Individual Participation – We don't have an exact amount of points that we'll offer but by the end of the semester let's just say that many opportunities to earn participation points will be offered. Although there is **no way to make-up participation points** that are missed for **any reason**, you will only need earn ~70% of the total participation offered get full participation credit. That way if you're sick one day, need to take a religious holiday, etc..., it's okay. So if you miss a few days of participation points don't fret or ask "if there's anyway you can get credit" because the answer is "**NO**" and it likely wont make a difference.

Good participation is considered:

- Asking questions in class and also outside of class on Hoot and in office hours
- Contributing to Hoot discussion board to help coach and mentor others in the class struggling with a concept
- Filling out daily reading assessments and occasional quizzes, which are critical to better understand where your comprehension of the material is before class.
- Coming to Exam Reviews with lots of questions and comments
- Speaking up in class with questions or comments
- Working effectively within groups and contributing with your talents and gifts to better your learning for all

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://hoot.me/y4xnhPY3x). Hoot.me is a Facebook-based question-and-answer platform specifically designed to get you answers fast by leveraging social media and the concept of "crowdsourcing". The quicker you begin asking questions on Hoot.me (rather than via individual emails to the TA or professor), the quicker you'll benefit from the collective knowledge of your classmates, TAs, and instructor. All questions should be routed through Hoot.me unless it is of a personal nature. We insist on this because if one person has a question, it's likely one of the other 800 will too and it allows for a more efficient way of handling questions. NOTE: Hoot.me groups are not restricted to only students therefore it is not yet fully endorse by UT. If you have any concerns about using this tool please make them known to the professor or TA.

We also encourage you all to become teachers/tutors yourself by not only posting questions but hints and tips too. In case you're wondering, don't worry – you don't have to "friend" a TA or Clint to use this too. Lastly, please make sure you are asking clear questions with lots of detail 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.

Manage Your Grades Proactively

Asking questions after your exams and assignments have been graded reinforces learning and helps you to understand your strengths and weaknesses in the course. Therefore, I encourage you meet with TA or me to discuss your assignments. You can meet with either a 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 Canvas. **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 versus checking grades right before the final exam.

Developing as Critical Thinkers

All career paths have something thing in common: to succeed in a constantly changing job market, you must constantly be able to locate using information and recognize all your available resources so you can better solve problems. When opportunities or crisis arises you must be someone that can make sense of the situation with your colleagues or business partners and then react with a sound 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 take on a "figure it out" attitude and only after searching own your own should you then properly escalate questions/issues to the TAs solutions (whether this be on homework, concepts, or general questions). Out in the real world, the people that are successful are not the ones with the answers, it's the ones that know where or how to find the answer.

In-Class Technology Use Policy

We will be leveraging technology throughout the course especially during in-class group days. However when students surf the web, answer email, check Facebook, play Candy Crush on their iPAD, and generally stray from the topic at hand, they do themselves and distracted peers a disservice. A favorite saying is to have a strategy before technology. But when the strategy is used for non-class purposes and is distracting to other students we will simply ask you to remove it and deduct participation points. 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 outside. At the end of the day be respectful to your peers during class.

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.

Information Privacy

Password-protected class sites, such as Canvas, 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 Canvas.

Communicating in this class

Email is recognized as an official mode of university correspondence; therefore, <u>you are responsible for reading your email for University- and course-related information and announcements</u>. You are responsible for keeping the university informed about changes to your email address. You can find UT Austin's policies and instructions for updating your email address at http://www.utexas.edu/its/policies/emailnotify.php.

The teaching assistants and I have regularly scheduled office hours every week, which are posted on Canvas. 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 to: mis302fta@gmail.com 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.

We cannot discuss specific grades over email. Students must discuss grades specifics during office hours or appts. 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.

Lastly, Canvas's email functionality is useful for contacting people within the class including teacher or TAs but no abuse or spamming will be tolerated. If you abuse the Canvas mail feature, it will result in points being deducted from your grade.

Online Office Hours

TA's and I will regularly hold offline office hours. If there is a need, such as exam reviews, online office hours will be held. These reviews will be announced in class or on Canvas and will be done through Adobe Connect or posted Google Hangouts.

How have others been successful in this class?

- Read before class. You can't build on anything in class if you don't read beforehand. If you read beforehand you can build on what you known and ask better questions.
- Bring the course objectives, study questions, and terms to class to help you take better notes. This also prevents you from just writing everything down and helps you focus your efforts in the right place.
- Check your Email and Canvas regularly. All dates and instructions are posted there on a calendar, which you can download to your phone or web calendar. Don't rely on just your memory to do assignments.
- Power point slides will be posted after class. I find that students are often constrained by power point slides during the class but they can be helpful to review material after class. If you feel an absolute need for them before class, please come and talk to me and we can discuss it.
- Don't just memorize for the exam. Focus on learning the theory and examples that help you apply it.
- Quizzes are usually open book and participation is not that much effort so these should be easy for you.
- Regarding homeworks, the data shows that if you start it within the first few days of it being posted you have
 a better chance of completing it. If you start it in the last 24-48 hours you're more likely to have issues so
 start it early. SAM assignments give you all the training and 5 attempts so you should get 100's on these. My
 assignments that are not in SAM are building on skills SAM teaches so you should be fine on these but
 again...start them early and you'll increase odds of success.

University of Texas Honor Code & Scholastic Dishonesty

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.

I take cheating 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.

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 accommodations 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. <u>Please come to your assigned sections</u>. 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.

Getting overwhelmed or stressed?

We've all been there so don't worry. It's going to be okay. Keep in mind that student fees go towards providing free 24/7 counseling to all students. Just call 512-471-2255 to be directly connected to licensed counselors at any time.

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 any changes to the currently posted schedule or email out updates through Canvas. Therefore, pay attention to in class announcements and also check your email for updates.

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 around a 3.25. However, this average can be higher (or lower) based on overall class performance. I will use the plus/minus grading system listed below.

Grades will be announced and reported on Canvas. It is your responsibility to check Canvas 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 teaching assistants or instructor immediately. Questions or issues related to grades must be resolved <u>within one week</u> from the date the grade is announced. Otherwise, <u>no change</u> 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 <u>no</u> 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.

Dropped Grades - Please note that we drop the lowest quiz, homework, and group participation grade and that is all.

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 3.25 GPA then no curve will be implemented. If the average is below that then a curve **may** be implemented for the final grade. Rounding final grades is **not** 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 Canvas for each assignment. The assignment weights are detailed below.

UT Recommended Grade Distribution

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

	Tentative Class Schedule*					
CI	Day	Date	Class	Pre-Reads for Class **	Deliverables	
1	Th	29-Aug	Introduction to MIS	The Great Tech War of 2012 (Canvas) See video links online (Canvas)	Beginning of Class survey	
2	т	3-Sep	IT Evolution, Transformation, & Disruption	Innovators Dilemma articles (Canvas) Era of Discontinuity (Canvas) Creative Destruction (Canvas) See Canvas for additional Details	Complete class survey before 11am today.	
3	Th	5-Sep	Complex Adaptive Systems Theory (CAST)	Embracing Complexity (Packet) Ch. 7 - Section 7.7 - 7.8 (Flatworld Textbook)	Assignment 1 due before 11am	
4	T	10-Sep	Business Strategy - part 1 (RAS)	Robust Adaptive Strategies (Canvas)		
5	Th	12-Sep	Business Strategy - part 2 (Porters)	Ch. 2 - "Strategy and Technology" (Flatworld)	Pre-Reading Quiz Assignment 2 due before 11am	
6	Т	17-Sep	Network Effects	Ch. 6 - Sections 6.1 - 6.4 (Flatworld)	First group meeting in class	
7	Th	19-Sep	Software Ecosystem (Traditional vs Open Source)	Konana's Ecosystem (Canvas) Microsoft in 2005 (Packet) Ch. 10 - Sections 10.2 to 10.5 - "Software in Flux"	Assignment 3 due before 11am	
8	Т	24-Sep	Characteristics of the Ecosystem	Ch. 6 - Sections 6.5	In-Class Grp Exercise - MSFT & network effects Pre-Reading Quiz	
	Th	26-Sep	Exam #1			
	111	26-Sep				
9	Т	1-Oct	Internet History, Communication Ecosystem, & Wireless Convergence	See Canvas for additional Details		
9		•	Internet History, Communication Ecosystem, & Wireless Convergence Cloud and SaaS	Oracle vs. salesforce.com (Packet) See Canvas for additional Details	In-Class Grp Exercise - Buy/Build/Rent decision Assignment 4 due before 11am	
	Т	1-Oct	Internet History, Communication Ecosystem, & Wireless Convergence Cloud and SaaS Apple Case & Hardware Ecosystem	Oracle vs. salesforce.com (Packet) See Canvas for additional Details Apple in 2010 (Packet)	Buy/Build/Rent decision Assignment 4 due before 11am In-Class Group Exercise - Open vs Closed	
10	T Th	1-Oct	Internet History, Communication Ecosystem, & Wireless Convergence Cloud and SaaS Apple Case & Hardware Ecosystem Data & Databases	Oracle vs. salesforce.com (Packet) See Canvas for additional Details Apple in 2010 (Packet) Konana's Intro to Databases - pg 1-6 only (Canvas) Ch. 11 - Section 11.2	Buy/Build/Rent decision Assignment 4 due before 11am In-Class Group Exercise - Open	
10	T Th T	1-Oct 3-Oct 8-Oct	Internet History, Communication Ecosystem, & Wireless Convergence Cloud and SaaS Apple Case & Hardware Ecosystem	Oracle vs. salesforce.com (Packet) See Canvas for additional Details Apple in 2010 (Packet) Konana's Intro to Databases - pg 1-6 only (Canvas) Ch. 11 - Section 11.2 Ch. 14 - Sections 14.3-14.4, 14.7 See Canvas for additional Details (Movies, Fiber, & Cars)	Buy/Build/Rent decision Assignment 4 due before 11am In-Class Group Exercise - Open vs Closed Pre-Reading Quiz Assignment 5 due beofore 11am	
10 11 12	T Th T	1-Oct 3-Oct 8-Oct	Internet History, Communication Ecosystem, & Wireless Convergence Cloud and SaaS Apple Case & Hardware Ecosystem Data & Databases Google: Search as a business Optimizing Search Marketing	Oracle vs. salesforce.com (Packet) See Canvas for additional Details Apple in 2010 (Packet) Konana's Intro to Databases - pg 1-6 only (Canvas) Ch. 11 - Section 11.2 Ch. 14 - Sections 14.3-14.4, 14.7 See Canvas for additional Details (Movies, Fiber, & Cars) Air France Internet Marketing (Packet)	Buy/Build/Rent decision Assignment 4 due before 11am In-Class Group Exercise - Open vs Closed Pre-Reading Quiz Assignment 5 due beofore 11am	
10 11 12 13	T Th T Th	1-Oct 3-Oct 8-Oct 10-Oct 15-Oct	Internet History, Communication Ecosystem, & Wireless Convergence Cloud and SaaS Apple Case & Hardware Ecosystem Data & Databases Google: Search as a business	Oracle vs. salesforce.com (Packet) See Canvas for additional Details Apple in 2010 (Packet) Konana's Intro to Databases - pg 1-6 only (Canvas) Ch. 11 - Section 11.2 Ch. 14 - Sections 14.3-14.4, 14.7 See Canvas for additional Details (Movies, Fiber, & Cars)	Buy/Build/Rent decision Assignment 4 due before 11am In-Class Group Exercise - Open vs Closed Pre-Reading Quiz Assignment 5 due beofore 11am In-Class Group Exercise - SQL Assignment 6 due before 11am In-Class Grp Exercise - Search	

17	Т	29-Oct	Social Network Analytics	See Canvas for additional Details	In-Class Guest Speaker from SnapTrends
	Th	31-Oct	Exam #2		
18	T	5-Nov	Business Intelligence	See Canvas for additional Details	
19	Th	7-Nov	Extracting hidden knowledge	See Canvas for additional Details	Pre-Reading Quiz Assignment 8 due before 11am In-Class Group Exercise - Data Mining intro
20	T	12-Nov	Business Process Mapping, Improvement, & Innovation	Deep Change: How Operational Innovation(Packet)	
21	Th	14-Nov	Creativity at the Margins	See Canvas for additional Details	Assignment 9 due before 11am Guest Lecturer In-Class Group Exercise - class innovation
22	Т	19-Nov	Zara, Fast Retailing & IT in SCM	Ch. 3 - "Zara: Fast Fashion from Savvy Systems"	
23	Th	21-Nov	Software Project Management & Org issues	See Canvas for video and additional details	Pre-Reading Quiz Assignment 10 due before 11am In-Class Exercise on SCM
24	Т	26-Nov	Global Sourcing (BPO)	"Offshorable" (pgs 1-9) See Canvas for video and additional details	
	Th	28-Nov	Thanksgiving Holiday - NO CLASS		
25	T	3-Dec	iPremier – Global Sourcing Risk and Security	iPremier: Denial of Service Attack (Packet) See Canvas for video and additional details	In-Class Group Exercise - iPremier
26	Th	5-Dec	Take-aways and Surveys	See Canvas for video and additional details	
	W	11-Dec	Exam 3 - 2:00 pm class (03970) - in TBD	Final will be on Wednesday, Dec 11, 9:00-12:00 noon	
	F	13-Dec	Exam 3 - 3:30 pm class (03975) - in TBD	Final will be on Friday, Dec 13, 2:00-5:00 pm	

^{*} Also note that schedule is subject to change at times.

^{**} Always be sure to check Canvas for other articles that may be assigned.

^{**} ALSO Note that most days before class you are required to fill out a short survey over reading or class material