

COURSE CATALOG DESCRIPTION

In this course, we will explore the intersection of business and information systems-how are business decisions and strategies influenced by our increasingly digital and interconnected world? The course has two objectives: First to understand the relationship between information technology and business strategy and second to understand effective management of the IT function within the organization.

COURSE DETAIL

Information is often an organization's most valuable resource. Information systems are the fundamental means by which organizations gather, organize and convert data into the information needed to support decision making and control. The deftness of organizations in applying these systems can directly impact their competitiveness. In this course, we will examine literature and practice to cultivate insights and perspectives on how information systems can be leveraged to realize operational and strategic goals. We will discuss the management issues and organizational challenges associated with their use. The aim of this course is to make you an informed business partner to the IT function within your organization – someone who can actively and knowledgeably participate in discussions and decisions about information systems and information technologies and assess their strategic potential. To accomplish this, we will undertake three tasks:

- (1) We will explore, analyze and discuss real-world cases from the text which illuminate important ideas and issues associated with utilizing and managing organizations information resources. Our case analysis will consider the computing technologies employed, the complementary resources they require, how organizations enlist these technologies in the accomplishment of their strategic goals, and the management challenges/tactics implicated in their failure or success.
- (2) You will conduct an interview with IT personnel at a local firm to learn how IT has transformed their organization and how management has addressed the topics being considered in class. In summarizing this interview, you will describe the interviewees' approach, as well as your own strategies to handle similar challenges.
- (3) You will develop an information systems proposal aimed at addressing the management challenges and ambitions of an organization whose information I will provide. You will provide the business rationale which motivates your proposal and its strategic drivers. You will describe the resources required and the expected value to the organization as well as the underlying assumptions on which your proposal stands. Lastly, you will provide a strategy for implementation of the proposed solution.

Together, the case research, personal interviews and project proposal will help you cultivate a strong conceptual foundation from which to evaluate the strategic potential of any information system investment and make you a better-informed business partner to the IT function in your organization.

BEFORE TAKING BUS 754 YOU SHOULD BE ABLE TO:

1. Analyze business cases and develop written summaries grounded in the salient facts.
2. Prepare oral and written presentations suitable for an executive audience.
3. Describe the elements which comprise a complete information system (people, technology, data, networks, etc.).

AFTER TAKING BUS 754 YOU WILL BE ABLE TO:

1. Demonstrate the managerial skills and techniques necessary to organize, maintain and optimize the IS function within an organization (learning objectives 1 and 2**).
2. Demonstrate managerial skills and techniques to maximize the fit between business strategy and information technology architecture (learning objectives 1 and 2).
3. Apply key frameworks and best practices in developing appropriate strategies to maximize the contribution of IS/IT to the accomplishment of an organization's goals (learning objective 2).
4. Evaluate the risks, feasibility and potential contribution of a proposed IT/IS project. This includes assessing the hard and soft benefit of the proposal, as well as the organizational, technical, and resource challenges the project might present (learning objective 3).
5. Develop an information systems proposal in support of a set of strategic goals which includes; descriptions of the business rationale and strategic drivers for the proposal, the hardware, software and complementary resources required, the expected ROI, expected soft benefits, feasibility and risks associated with the project, the underlying assumptions on which the proposal is based, and the strategy for its implementation (learning objectives 2, 3, 4 and 5).
6. Identify disruptive technologies and articulate appropriate strategies to mitigate risk and maximize their potential benefit to an organization (learning objective 2).
7. Evaluate IS use in a given context and write a persuasive analysis which distills salient facts and recommends the plan of action you would take as a manager (learning objective 4).

**Approved learning objectives for the UW Oshkosh Professional MBA Program

- 1: Establish organizational goals and develop approaches for achieving those goals through socially responsible and ethical decisions in a variety of contexts.
- 2: Develop, manage, and execute strategies to achieve organizational objectives.
- 3: Make effective resource allocation decisions to solve complex problems.
- 4: Communicate complex business issues in a precise and succinct manner for the purpose of informing, persuading and/or engaging the communication recipient.
- 5: Develop and work within a systems view of the organization and its areas of functional expertise

GRADING

Scale:

	B+: 90-92.4%	C+: 80-82.4%	D+: 70-72.4%	F: 0-62.4%
A: 95-100%	B: 85-89.9%	C: 75-79.9%	D: 65-69.9%	
A-: 92.5-94.9%	B-: 82.5-84.9%	C-: 72.5-74.9%	D-: 62.5-64.9%	

Grading Rubric:

Case Analyses (4 @ 7.5 points each)	30 points
Trending Topics Presentation	15 points
Participation	10 points
IT Interview	15 points
Project Proposal	20 points
Final Exam	10 points
	<hr/>
	100 points

Case Analyses (4 @ 7.5 points each, 30% of final grade):

During the semester we will explore eight cases. The cases begin on pg. 373 in the text. You will select a total of four cases for which to submit a written case analysis (two from group 1 and two from group 2). Eligible cases are as follows:

Group 1

- a. Chapter 2: Troubleshooting Information Systems at the Royal Hotel
- b. Chapter 4: Online Education
- c. Chapter 5: TripIt: The Traveler's Agent
- d. Chapter 6: Outrigger Hotels and Resorts

Group 2

- e. Chapter 11: Project Management at ModMeters
- f. Chapter 13: Giant Foods
- g. On D2L (not in text): WestJet Airlines
- h. Chapter 10: IT Planning at ModMeters

Your analyses should synthesize the salient events/challenges/issues/opportunities that present themselves in the cases. Successful analyses *will incorporate materials gleaned from the current and prior chapters* to develop specific and actionable recommendations to the case organization which would improve their likelihood of a successful outcome. You must make a case for why your recommendations are important and worthy of consideration. Your argument should take the form of a narrative which encompasses these areas:

1. **Current Situation** (facts) - A brief description of the circumstances, factors, and/or conditions impacting the case organization which are relevant to your analysis and recommendations. Remember, your audience (top management at the firm) will already know the organization's background and history. Do not repeat it here.
2. **Problems and Opportunities** (factual analysis) – Analyze the evidence in the case to identify key challenges/opportunities. The distinction between opinion and analysis

lies in your use of facts, published frameworks, and citations to justify your rationale. Your analysis and recommendations should stand on the frameworks and concepts discussed in the text and course content where appropriate.

3. ***What Actions Should be taken*** (recommendations) – Recommend specific actions management should take to address the challenges/opportunities you have identified. Justify your recommendations. Please note, your recommendations should be focused and actionable (rather than generalizations).

Each analysis should be no more than two pages in length. Writing quality counts. You may complete your analyses at any time prior to their due date. However, I will not grade them till the due date has passed. It is my strong recommendation that you first cover the associated course content before authoring your analyses. Due dates are listed in the course schedule and on D2L. Additional detail regarding expectations is also available in the “Course Deliverables” section on D2L.

Trending Topics Presentation (15% of final grade):

In this course you will develop a 10-15-minute video presentation on a trending topic or technology which is shaping future thought regarding the organizational use of IS/IT. Your goal should be to educate an executive audience on the implications surrounding the topic or technology. A sign-up sheet with available topics will be posted online in the discussion area of D2L. Your presentation should cover:

- 1) Strategic relevance (big picture): why is this important to industry
- 2) Key concepts/knowledge needed to be conversational on the topic
- 3) Current impact: how is it currently used by, or impacting, business (w/examples)
- 4) Complementary assets required to leverage the technology or respond to change
- 5) Current limitations regarding its use or adoption (if any).
- 6) Expectations regarding future impact: what will be the state of things in 5 years

Be sure to incorporate class material into your presentation where appropriate!

Participation (10% of final grade):

Participation is an important component of any online course. One of the best ways to appreciate the nuances of management strategies toward information systems is to talk them out through thoughtful discussion and deliberation. Each week we will discuss (on D2L) questions/topics related to the course. Recognizing we all have a finite amount of time with which to read the discussion threads, the quality of your posts is more important than quantity. You should limit your posts to two per week – one which substantively addresses the questions posed, and one which extends the conversation of a classmate.

In addition to the discussions, you must evaluate the Trending Topics video presentations developed by your colleagues. An electronic evaluation form is available online which includes a simple rubric to help you score their effort. Your critique will influence the grade of the presenter. Your

willingness to make an honest and accurate assessment of their work will influence your own participation grade as well.

IT Interview & Report (15% of final grade):

The first half of our semester will focus on the transformational role of information technology and information systems -- their impact on organizations and organizational strategies. In addition to our collaborative exploration, you will interview an IT manager in your own company (or a company you are familiar with) to understand how they have used information systems to transform their business, either by cutting costs significantly or by opening additional revenue streams. Find someone who was involved in a recent innovative project and conduct an interview. How was the project conceived? How was it evaluated? How was the project staffed and led? How was it managed? How do people on the team feel about the project now that it is completed? What would they do differently? What do you see as the main strengths and weaknesses of the project? Finally, include your own analysis of the project based on what you have learned in this class. You will develop a written summary which reflects the interview and your synthesis (3-4-page written summary).

Information Systems Project Proposal (20% of final grade):

This assignment requires that you develop a project proposal which advocates for an information systems solution to address the strategic needs of a fictional (but quite realistic) organization. Your proposal must help the organization achieve operational efficiencies and/or competitive advantage. Your author voice should be that of the project champion within the organization. Your proposal must include the following:

- A) Business rationale which motivates the project
- B) Description of the internal and external challenges facing the organization
- C) Detailed estimate of overall project cost and expected value (hard and soft benefits)
- D) Detailed description of the hardware/software/training required for your solution to be successful
- E) List of all internal and external stakeholders impacted by the project
- F) Business processes and management roles that will require re-description
- G) Timeline for completion, with stepwise funding contingencies tied to objectives

You will be provided details regarding a fictional organization and its current situation as the context for your project proposal. I will act as your IT consultant to help you develop an appropriate IT architecture to support your plan if requested. Your job is to *apply what you have learned in this course* to develop your strategic proposal. The final deliverable will be a written proposal suitable for an executive audience to make an informed determination regarding your funding request (*maximum length of written proposal 8 pages*).

Final Exam (10% of final grade):

The final exam will cover materials drawn from the reading, presentations and discussions. You will be asked to demonstrate your ability to apply key frameworks and concepts to solve common organizational challenges. The format will be multiple short-essay.

OTHER POLICIES AND EXPECTATIONS

Students are advised to see the following URL for disclosures about essential consumer protection items required by the Students Right to Know Act of 1990: <https://uwosh.edu/financialaid/consumer-information/>

Expectation for Deliverables:

All written work should be formatted with one-inch margins on all sides and single-spaced using a 12-point font. Clarity, grammar and spelling will count in the evaluation of your written assignments and e-mail communications. It is expected that all communications will be prepared and presented in a professional manner.

Written work should be submitted at the start of class on the day it is due. No assignment turned in later than 24 hours after the time due will receive credit. Late acceptance (prior to 24 hours late) will result in a reduction in the grade for that individual assignment.

Academic Misconduct:

As a UW Oshkosh student, it is your responsibility to be informed about what constitutes academic misconduct, how to avoid it and what happens if you decide to engage in it. Examples of academic misconduct include (but are not limited to):

- plagiarism (turning in work of another person and not giving them credit)
- stealing an exam or course materials
- copying another student's homework, paper, exam
- cheating on an exam (copying from another student, turning in an exam for re-grading after making changes, working on an exam after the designated time allowance)
- falsifying academic documents

Please refer to UWS Chapter 14 (University of Wisconsin Student Academic Disciplinary Procedures) for information on academic misconduct. Pay particular attention to UWS 14.03 (definition of academic misconduct) and UWS 14.04 (disciplinary sanctions). Please note that all incidents of academic dishonesty will be reported to the appropriate university authorities.

It is not acceptable for two or more students to work together and turn in the same work unless the assignment is specifically a group assignment. In the case of a group assignment, groups are treated as a unit and the sharing of work between groups is not permitted. Plagiarism is defined as the use of another's work without attribution. It is acceptable to use a published solution to a particular problem if the solution's source is documented. If you are using material from a published source or an organization's internal documents, that source must be documented or referenced. If proprietary materials are utilized, appropriate permissions must be obtained.

Students with Disabilities:

It is the University's policy (and my own) to create inclusive learning environments. If there are aspects of the instruction or design of this course that result in barriers to your inclusion, please notify me as soon as possible. You are also encouraged to contact Services for Students with Disabilities at 920-424-3100 or dean1@uwosh.edu. For more information, visit the Services for Students with Disabilities website at <http://www.uwosh.edu/deanofstudents/disability-services>.

REQUIRED TEXT

Information Systems for Managers with Cases Versions 3.0 or 3.1 by Gabriele Piccoli and Federico Pigni, Prospect Press 2016 ISBN: 9781943153053, 9781943153046.

This text is available from Redshelf Books at the following link:

<https://redshelf.com/book/574938/information-systems-for-managers-with-cases-edition-31-574938-9781943153046-gabriele-piccoli-federico-pigni>

CONTACTING ME

I routinely monitor my email and prefer you reach me at drheath2@gmail.com. While I make every effort to respond to emails as soon as possible, I teach multiple classes and am sometimes unable to respond in real-time. However, I will always respond to your emails within 24 hours. If it is urgent that you speak with me directly, my cell# is 336-456-5859. I will likely not answer this number after 9 p.m., but you can leave me a message or text and I will respond as soon as possible the following morning. I keep office hours in Sage 2446 on Tuesdays and Thursdays from 10 a.m. till noon or can meet by appointment on request.

<i>On or before: Section #</i>		<i>Your Responsibilities</i>
Thu., Feb. 7	1	Read chapters 1 & 2 in text and cover section material posted on D2L
		Post brief autobiography to D2L
Thu., Feb. 14	2	Read chapter 3 in text and cover section material posted on D2L
		Submit Case (a) - Troubleshooting Information Systems at the Royal Hotel (if this is one of the four cases you have selected for grading)
		Submit Trending Topic Presentation - "Data mining & NORA" (if this topic is assigned to you)
Thu., Feb. 21	3	Read chapter 4 in text and cover section material posted on D2L
		Submit Case (b) - Online Education Discussion (if this is one of the four cases you have selected for grading)
		Submit Trending Topic Presentation - "Augmented Reality" or "Virtual Reality" (if one of these topics is assigned to you)
Thu., Feb. 28	4	Read chapter 5 in text and cover section material posted on D2L
		Submit Case (c) - Triplt: The Traveler's Agent (if this is one of the four cases you have selected for grading)
		Submit Trending Topic Presentation - "Social Media Content Management Strategies" or "5g and the IoT" (if one of these is assigned to you)
Thu., Mar. 7	5	Read chapter 6 in text and cover the section material posted on D2L
		Submit Case (d) - Outrigger Hotels and Resorts (if this is one of the four cases you have selected for grading)
		Submit Trending Topic Presentation - "Mechanical Turk" (if this topic is assigned to you)
Thu., Mar. 14	6	Read chapter 7 in text and cover section material posted on D2L
		Submit Trending Topic Presentation - "AI and future business" (if this topic is assigned to you)
Thu., Mar. 21	7	Read chapter 9 in text and cover section material posted on D2L
		Submit Trending Topic Presentation - "Bitcoin/Blockchain" (if this topic is assigned to you)
Spring Break		
Thu., Apr. 4	8	Submit IT Interview Report
Thu., Apr. 11	9	Read chapter 11 in text and cover section material posted on D2L
		Submit Case (e) - Project Management at MM (if this is one of the four cases you have selected for grading)
		Submit Trending Topic Presentation - "GDPR" (if this topic is assigned to you)
Thu., Apr. 18	10	Read chapter 13 in text and cover section material posted on D2L
		Submit Case (f) - Giant Foods (if this is one of the four cases you have selected for grading)

		Submit Trending Topic Presentation - "Social Engineering" or "Defense in Depth" (if one of these topics is assigned to you)
Thu., Apr. 25	11	Read chapter 12 in the text and cover section materials posted on D2L
		Submit Case (g) - Westjet Airlines (case posted on D2L) (if this is one of the four cases you have selected for grading)
		Submit Trending Technology Presentation - "Hot-Sites & Business Continuity Planning" (if one of these topics is assigned to you)
Thu., May. 2	12	Read Chapter 10 in the text and cover section materials posted on D2L
		Submit Case (h) IT Planning at ModMeters (if this is one of the four cases you have selected for grading)
		Submit Trending Tech Presentations - "Managing and Cultivating IT Talent" or "Additive Manufacturing" (if one of these topics is assigned to you)
Thu., May. 9	13	Submit Trending Topic Presentations - "Ransomware" or "Understanding how Stolen Data is Monetized" (if one of these topics is assigned to you)
		Submit Project Proposal
Thu., May. 16	14	Final Exam

This schedule is tentative. Changes will be made as necessary and announced in the news section on D2L.