Course Syllabus

Version 1 – May 20th, 2021

Course Information

Course Prefix, Number, Section	MIS 6313.5U1
Course Title	Managing IT in the analytics Age
Term	Summer 2021
Days & Times (Remote-MS Teams)	Wednesday 6:00PM - 10:00PM

Professor Contact Information

Professor	Tony Fuller
Email Address	Tony.Fuller@utdallas.edu
Office Location	MS Teams (JSOM 3.604 (Office temporarily closed))
Office Hours	By appointment
Teaching Assistant	Dicle Yagmur Ozdemir yagmur@utdallas.edu

Course Pre-requisites, Co-requisites, and/or Other Restrictions

None

Course Description

MIS 6313 Managing IT in the Analytics Age (3 semester credit hours) This course explores the role of information technology and systems in today's business transformation, information for decision making, managing information resources, cloud computing, cybersecurity, business analytics for managerial decision making, and current information systems technology issues.

Student Learning Objectives/Outcomes

1. Applying an understanding of the strategic role that information technology (IT) plays in the firm to make business decisions.
2. Understanding emerging issues in IT management and applying them in a real-world managerial context.
3. Understanding and applying some of the theoretical models that are used to design and operate information systems so that you can become better informed consumers of IT resources.

Required Textbooks and Materials

Required Texts

We will be using selected chapters from the book "Guiding the Digital Transformation of Organizations (Second Edition)" by Vallabh Sambamurthy and Robert W. Zmud. Please ensure you have the Second Edition, as this text was extensively updated in the second edition.

The course textbook is available in electronic and print format directly from the publisher. The URL for the course textbook is: http://ldpress.dreamhosters.com/publications/guiding-the-digital-transformation-of-organizations-second-edition/ . You may purchase just the chapters that we will be using; or you may purchase the entire book.

Required Materials
In addition to the textbook, other required materials include cases and other readings. We will be utilizing a number of cases throughout this course. Details about these cases and how to obtain them can be found in eLearning.

- Cases –
    - Selected cases will be provided in a Coursepack from Harvard Business Publishing and others will be provided in eLearning.
        - A Coursepack has been created Harvard Business Publishing for selected cases and it includes a simulation that will be used. The URL for this Coursepack is: Link will be provided in eLearning.
        - Some cases will be provided in eLearning.
- Readings – Selected required readings are provided in eLearning.

Suggested Course Materials
Suggested Readings/Texts
None

Suggested Materials
Additional enrichment materials can be found in each Module in eLearning under the heading "Supplemental Resources". These resources are provided to supplement the required textbook and readings. These are provided to allow students to do a deeper dive into the course topics, if they choose to do so.

Technical Requirements
In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage.

Course Access and Navigation
This course can be accessed using your UT Dallas NetID account the eLearning website.

Please see the course access and navigation section of the Getting Started with eLearning webpage for more information.

To become familiar with the eLearning tool, please see the Student eLearning Tutorials webpage.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The eLearning Support Center includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

Communication
This course utilized online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the Student eLearning Tutorials webpage for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

Distance Learning Student Resources
Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student Accessibility, and many other. Please see the eLearning Current Students webpage for more information.

Course Modality
Instructional Mode

This course will be taught in a remote/virtual instructional mode.

For more information on instructional modes, visit https://www.utdallas.edu/fall-2020/spring-2021-registration-information/.

eLearning and Course Platforms

This course can be accessed using your UT Dallas NetID account on the eLearning website. Please see the course access and navigation section of the Getting Started with eLearning webpage for more information. To become familiar with the eLearning tool, please see the Student eLearning Tutorials webpage.

Expectations

This course is divided into multiple Modules, which you can find in eLearning. We will go through these modules in order. Many modules have discussions or written assignments. There will be a take home midterm and final exam that will be conducted using eLearning and Honorlock.

Many of you will attend classes a scheduled. Some of you will have personal or professional commitments that prevent you from doing that or choose to attend asynchronously. In those cases, a recording of the class will be posted in each Module. If you are missing a class or attending asynchronously, it is your responsibility to notify the instructor.

The course will utilize the following platforms:

• Announcements, written lecture materials, assignments and grades will be posted in the course's eLearning site. It is the students' responsibility to regularly check their UTD email accounts and the eLearning page for this course.
• Recorded (and annotated) lectures and other communications will be available on Microsoft Stream

Class Participation

Regular class participation is expected regardless of course modality. Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class. It also includes engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures (and/or labs). Class participation is documented by faculty. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

Class Recordings

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student Accessibility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student Accessibility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

Class Materials

The Instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course; however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class or uploaded to other online environments except to implement an approved Office of Student Accessibility accommodation. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

Active links to Blackboard Collaborate, Teams and Stream will be available in the eLearning web site.

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the Getting Started with eLearning webpage.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The eLearning Support Center includes a toll-free telephone number for immediate assistance: (1-866-588-3192), email request service, and an online chat service.

Server Unavailability or Other Technical Difficulties

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage; or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online eLearning Help Desk. The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

Assignments & Academic Calendar

Topics, Reading Assignments, Due Dates, Exam Dates

WEEK/ DATES	TOPIC/ LECTURE	READING	ASSESSMENT/ ACTIVITY	DUE DATE
1 May 25	Module 0 - Course Introduction	Course Syllabus	Discussion Board 1 – Introductory Post	Sunday May 30 11:59 PM
1 May 25	Module 1 – Using IT for Competitive Advantage	Sambamurthy and Zmud GTDO textbook: • Chapter 1, Digital Innovation and Disruption • Chapter 2, Digital Strategy Fundamentals • Chapter 4, Digital Strategy Formulation for Pipeline Organizations McAffee and Brynjolfsson, "Investing in IT that makes a competitive difference, "Harvard *Business Review*, August 2008. HBR R0807J-PDF-ENG	Discussion 2 – Competitive Advantage	Sunday May 30 11:59 PM
2 Jun 2	Module 2 – Introducing Digital Transformations	Sambamurthy and Zmud GTDO textbook: • Chapter 22, Digital Platforms	Discussion 3 – Digital Transformations & Center-Edge	Sunday Jun 6 11:59 PM

		Berman, "Digital transformation: opportunities to create new business models", *Strategy & Leadership*, 2012		
3 Jun 9	Module 3 – Business Platforms	Sambamurthy and Zmud GTDO textbook: • Chapter 19, Business Processes • Chapter 20, Business Platforms Brynjolfsson and McAfee "Winning the race with ever-smarter machines, "MIT *Sloan Management Review*, Winter 2012 Case – J. Cajiao and E. Ramirez, *Surviving SAP Implementation in a Hospital*, HBR Case HEC132-PDF-ENG	Discussion 4 – Business Platforms	Sunday Jun 13 11:59 PM
3 Jun 9	Module 4 – Achieving Digital Transformation	Westerman & Davenport, "Why So Many High-Profile Digital Transformations Fail", *Harvard Business Review*, 2018, HBR H047J1-PDF-ENG Case – Digitalization at Siemens, HBR Case 717428-PDF-ENG Case – Digital Transformation at GE: Shifting Minds For Agility, HBR Case IM1007-PDF-ENG	Assignment 1 - Individual Case – Siemens/GE	Sunday Jun 13 11:59 PM

4 Jun 16	Module 5 – Managing Change	Sambamurthy and Zmud GTD0 textbook: • Chapter 15, Implementation Planning • Chapter 17, Executive Mandates: Digital Investment Case – MK Taxi: Private Chauffeur Service, HBR Case 605029-PDF-ENG	Discussion 5 – MK Taxi	Sunday Jun 20 11:59 PM
5 Jun 23	Module 6 – Competing in Digital Markets / The Digitized Enterprise	Sambamurthy and Zmud GTDO textbook: • Chapter 3, Pipeline Ecosystems • Chapter 6, Network Ecosystems • Chapter 7, Strategy: Network Organizations Weill and Woerner, Optimizing Your Digital Business Model, *MIT Sloan Management Review*, 2013 Driving Digital Transformation: New Skills for Leaders, New Role for the CIO (Harvard Business Review Analytic Services Report), 2015 Case – GasBuddy: Fueling Its Digital Platform for Agility and Growth, HBR Case BAB420-PDF-ENG	Assignment 2 - Group Case – GasBuddy	Monday Jul 5 11:59 PM
6 Jun 30	Module 7 - Investing in IT	Sambamurthy and Zmud GTDO textbook: • Chapter 10 – Digital Investment Enigma • Chapter 11 – Strategic Focus	Discussion 6 – Tale of Two Banks	Monday Jul 5 11:59 PM

		• Chapter 12 – Value Pathways Sambamurthy and Zmud, "Capability Maps", 2012 Case – Does IT Payoff? Strategies of Two Banking Giants, HBR Case HKU753-PDF-ENG		
7 Jul 7	Module 8 – Planning the Digital Transformation	Sambamurthy and Zmud GTDO textbook: • Chapter 13, Persuasive Business Cases • Chapter 14, Monetizing Benefits Streams Case – Fahling, J., Kobler, F., Leimeister, J. et al. From products to product-service systems: IT-driven transformation of a medical equipment manufacturer. *Journal of Information Technology Teaching Cases* (2014) 4:20, HBR Case JIT062-PDF-ENG	Assignment 3 - Individual Case – Meditec	Sunday Jul 11 11:59 PM
8 Jul 14	Module 9 – Information Security	Sambamurthy and Zmud GTDO textbook: • Chapter 8, Digitalization Risks R.D. Austin and C.A.R. Darby, "The myth of secure computing," *Harvard Business Review*, 2003, HBR R0306J-PDF-ENG J. Yo-Jud Cheng & Boris Groysberg. Why Boards Aren't Dealing with Cyberthreats. *Harvard*	Discussion 7 – Information Security	Sunday Jul 18 11:59 PM

		Business Review, 2017. HBR H03GZ7-PDF-ENG *Combating the Insider Threat*. National Cybersecurity and Communications Integration Center, 2014. US CERT. C*ybersecurity Questions for CEOs*. United States Computer Emergency Readiness Team (US-CERT), Department of Homeland Security.		
9 Jul 21	Module 10 – Dealing with Information Security Challenges	H. Cavusoglu, B. Mishra, and S. Raghunathan, "The Effect of Internet Security Breach Announcements on Market Value: Capital Market Reactions for Breached firms and Internet Security Developers," *International Journal of Electronic Commerce*, Fall 2004 Bandyopadhyay, Tridib, Vijay S. Mookerjee, and Ram C. Bao. "Why IT managers don't go for cyber-insurance products." Communications of the ACM - Scratch Programming for All 52, no. 11 (2009): 68-73. Case - FedEx	Assignment 4 - Group Case – Information Security (FedEx) Data Analytics Simulation: Strategic Decision Making, HBR 7050-HTM-ENG	Sunday Jul 25 11:59 PM Run the Simulation before the Jul 28 class
10 Jul 28	Module 11 – Business Analytics	Davenport, "Competing on analytics, "Harvard *Business Review*, January 2006, HBR R0601H-PDF-ENG Loveman, "Diamonds in the Data Mine," *Harvard*	Discussion 8 – Business Analytics	Friday Jul 30 11:50 PM

		Business Review, May 2003, HBR R0305H-PDF-ENG McAfee and Brynjolfsson, "Big Data: The Management Revolution, "Harvard *Business Review*, October 2012 HBR R1210C-PDF-ENG Vidgen, Shaw & Grant, "Management challenges in creating value from business analytics, "European *Journal of Operational Research*, Volume 261, Issue 2, pp. 626-639, 2017 Alfaro, et al., "BBVA's Data Monetization Journey," *MIS Quarterly Executive* (18:2), pp. 117-128, June 2019 Case – Managing with Analytics at Proctor & Gamble, HBR Case 613045-PDF-ENG	Assignment 5 - Individual Case – Royal Bank of Canada: Using People, Strategy and Analytics to Drive Employee Performance, HBR Case HR44A-PDF-ENG	Friday Jul 30 11:50 PM
FINAL Aug 4	Module 13 – Final Project	Final Exam period. No class sessions scheduled. Instructor available by email/appointment to assist with your Take Home Exam (Project proposal) questions	Project Proposal	Wednesday Aug 4 11:59 PM

Grading Policy

Grading criteria: This class assumes the student is working in a business environment. It is understood that our business environment has changed in numerous ways in recent months, such as telecommuting, working from home, and social distancing. Considerable attention (and grading premium) will be given to following directions (both written and in class). All assignments will be graded based upon the appropriateness of its presentation, as well as on its content. The grade components for the course are listed in the table below.

Grade Components

The grade components for the course are listed in the table below.

Component	Type	Maximum Score
Case Analyses: • 3 individual cases (100 points each) • 2 group cases (100 points each)	 Individual Group	 300 200
Final Exam (Project Proposal)	Individual	300
Engagement / Class Participation / Discussion Boards	Individual	200
Total		**1000**

Course Grade: The course grade will be determined using the scoring in the table below.

	B+ ≥ 86.7%	C+ ≥ 76.7%	F < 69.5%
A ≥ 93.0%	B ≥ 83.0%	C ≥ 69.5%	
A- ≥ 89.5%	B- ≥ 79.5%		

Grade changes: Grades can't be changed just because of student preference. Students must wait 24 hours after receiving a grade before discussing it with the professor, and then you have 7 days to question it. After seven days, grades stand as they were posted, and then grades will only be changed if the professor has made a mistake.

Course Policies

Email: The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. All official student email correspondence will be sent only to a student's UT Dallas email address and your instructor and the UT Dallas will only consider email requests originating from an official UT Dallas student email account. This allows the university to maintain a high degree of confidence in the identity of each individual's corresponding via email and the security of the transmitted information.

Please include ITSS4370 and descriptive words in your message's subject line. The instructor will respond to all student inquiries (emails, voice messages, etc.) within 48 hours (excluding holidays and weekends). It is the students' responsibility to regularly check their UT Dallas email accounts.

eLearning: eLearning will be used extensively throughout the course. Please make sure you are able to access and use eLearning effectively. For more details, please visit the eLearning tutorials webpage for video demonstrations on numerous tools in eLearning.

eLearning will be used for class content (e.g., class slides and assignment descriptions) and the recording of grades. Slides will be posited in eLearning class is held. Class announcements (e.g., change in assignment dates) will be posited in eLearning.

Assignments: All assignments, unless specifically marked as a Group Assignment, and all exams are to be individual efforts. You are not to collaborate with other students or to discuss individual assignments with other students prior to submission. Copying of homework, project assignments, or exams, in whole or in part, from other students or from assignments from previous semesters will be considered to be an act of academic dishonesty. Copying of materials for use in homework, programming assignments, or exams, in whole or in part and without proper use of citations, will be considered to be an act of academic dishonesty.

All assignments will be submitted through eLearning. Submission of assignments by email is not acceptable unless prior permission of instructor is obtained. Students are expected to submit all assignments on time. Assignments are due on the day and time noted in eLearning.

Late Work: Students are required to submit all assignments on time by the deadline specified in eLearning. Assignments submitted after the due date will be considered late. Without exception, late work (or work that is not submitted per the instructions) will result in a reduced score or a score of zero (0).

You may not submit late or incomplete work unless prior arrangements have been made with the instructor. If you find that an assignment may be late, please inform the instructor in advance of when it is due and negotiate any accommodations with the instructor. I will work with you if there are legitimate issues that arise.

Group Work: This course will have group assignments where you will have to work as part of an assigned group to complete the assignment. Peer evaluations at the end of each group project will be collected to make grading more equitable. Students will be allowed to quit a group or fire a member from the group with the knowledge that the student must find a new group. If this situation arises, the instructor must be notified before the assignment is due; preferably, as soon as possible.

Exams: The Exam schedule will be announced in class and posted in eLearning. Exams will be completed in eLearning using the Honorlock proctoring system.

Make-up exams
No make-up exams will be given, without an emergency situation or advance coordination with the professor. If you have questions, please ask.

Honorlock Proctoring System
NOTICE: Enrollment in this course requires the use of Honorlock for online exam proctoring. Your webcam is recording you during your test, but no one is watching you in real time. Honorlock uses technology to monitor your session, and, if it senses that something is wrong, it

will trigger a pop in by the live proctor. The proctor will assess the situation, help you get back on track, and document this for your instructor. After your test, exam proctors may review the exam session to look for any potential violations, and the recording will also be sent to your instructor along with any notes from our proctors. Your instructor or the teaching assistant will review these recordings.

To successfully take an exam, you must have a web camera with microphone, a laptop or desk top computer (not tables/phones), Chrome browser, a reliable internet connection and your photo ID. You will be prompted to install the Honorlock Chrome Extension (which you can remove after you finish the test). You will then access the exam within your eLearning course and go through the authentication process. Your microphone and web camera will be used by Honorlock to monitor you throughout your test or assessment. **YOUR ACTIVITIES ARE RECORDED WHILE YOU ARE LOGGED INTO OR TAKING YOUR ASSESSMENT(S). THE RECORDINGS SERVE AS A PROCTOR AND WILL BE REVIEWED AND USED IN AN EFFORT TO MAINTAIN ACADEMIC INTEGRITY.**

How is student data secured and privacy protected? Honorlock is FERPA compliant and uses securely encrypted protocols to save and view all test taker assets. All data, including photos and videos, is stored in an encrypted format on isolated storage system within Honorlock's private cloud in Amazon's AWS US data centers. Thy are SOC 2 Type, US Privacy Shield and GDPR compliant.

How long is student data stored? Honorlock retains data for a period of 6-12 months in accordance with the UT System/Honorlock MSA. Student data is deleted after the retention period. Only a request by a student's educational institution will extend the retention period if the school is investigating a case of academic integrity.

For more information about Honorlock, refer to https://ets.utdallas.edu/testing-center/honorlock

References, Copyright and Plagiarism: UT Dallas has a no-tolerance policy for plagiarism, copyright infringement, or scholastic dishonesty. I support and enforce that policy. Plagiarism is using another's work as your own without appropriate credit or attribution. For more details on this policy, please see the University policies at http://go.utdallas.edu/syllabus-policies .

Guidance on citations and references:

https://libguides.utdallas.edu/citation-resources
https://www.utdallas.edu/library/research-instruction/websites/#citations
https://owl.english.purdue.edu/owl/section/2/

Exams: There will be two exams.

Academic Integrity
The faculty expects from its students a high-level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrates a high standard of individual honor in his or her scholastic work. See https://www.utdallas.edu/conduct/integrity/.

Academic Dishonesty: Academic dishonesty can occur in relation to any type of work submitted for academic credit or as a requirement for a class. It can include individual work or a group project. Academic dishonesty includes plagiarism, cheating, fabrication, and collaboration/collusion. In order to avoid academic dishonesty, it is important for students to fully understand the expectations of their professors. This is best accomplished through asking clarifying questions if an individual does not completely understand the requirements of an assignment.

Additional information related to academic dishonesty and tips on how to avoid dishonesty may be found here: https://www.utdallas.edu/conduct/dishonesty/.

Accommodations for Students with Disabilities
It is the policy and practice of UT Dallas to make reasonable accommodations for students with properly documented disabilities. If you are a student with a disability and believe you will need academic accommodations for this class, you are encouraged to register with the Office of Student AccessAbility (OSA). Some aspects of the course, the assignments, the in-class activities, and the way the course is typically taught may be accommodated to facilitate your participation and progress. OSA will assist you in determining academic accommodations that are appropriate for your situation. Any information you provide is private and confidential and will be treated as such. To avoid any delay, please contact OSA as soon as possible. Please note that accommodations are not retroactive and disability accommodations cannot be provided until an OSA Letter of Accommodation has been given to the instructor. Students who have questions about receiving accommodations, or those who have, or think they may have, a disability (mobility, sensory, health, psychological, learning, etc.) are invited to contact OSA for a confidential discussion. OSA is located in the Administration Building, AD 2.224 They can be reached by phone at 972-883-2098, or by email at studentaccess@utdallas.edu.

Comet Creed
This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

"As a Comet, I pledge honesty, integrity, and service in all that I do."

UT Dallas Syllabus Policies and Procedures
The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus.

Please go to http://go.utdallas.edu/syllabus-policies for these policies.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.