

## **Winter 2020 – SYSC 4106 – Term Project on Reading and Writing – [10% of the final grade]**

The project is based on the book: “The Adventures of an IT Leader” by Robert D Austin et al.

### **Introduction**

1. Form a sub-group of two to three people (maximum) within your assigned group. You can only form a sub-group with people in your group. **That is, you cannot form a sub-group outside of your grouping.**
2. It is expected that every student in the course will read the entire book.
3. Specifically and in addition to the chapters allocated to each group, all groups must read the **Introduction, Chapter 1, Looking Forward, and Epilogue** of the book. This is very important in order to familiarize yourself with the book main characters and the setting.
4. Each member of a sub-group should read the allotted chapters for each group in the table below and:
  - a. Write a three-page summary for the chapters and another three-page to respond to the questions in column 3 of the table. In addition, a one-page [maximum] reference list is required. A total of 7-page document in pdf will be submitted for assessment. **→ 10%.** Please, see instructions on page 4 for the report document.
  - b. Note that all the two (or three) members in the sub-group are expected to participate fully in the reading of the chapters and in writing of the report.
5. The deadline for the 7-page [maximum] report document (in pdf) is **11:55 pm, Friday March 13, 2020;** to be submitted on cuLearn in **pdf format – one single pdf file.**

Group(s)	Readings	Questions
Group One  Challenges facing the new CIO  <b>TA for the group is Luke Newton</b>	Chapters 1, 2, 3, and 4	<ol style="list-style-type: none"><li>1. Consider the exhibits at the end of Chapter 1, what do they tell you about the IVK Corporation’s business situation?</li><li>2. How do you interpret the Kid’s advice to Barton: “You need to know what you don’t know?”</li><li>3. Would you bet money on Davies’ prediction that Barton will be gone in a year? Why? Why Not? Do Maggie’s notes (exhibit at the end of chapter 2) shed any light on Davies’ assertion?</li><li>4. Do you think Barton is approaching his new job in the right way by beginning having an off-site meeting with his direct reports? What would you do? Why?</li><li>5. Do you agree with Ruben that IT is a “unique” or different business function?</li><li>6. Do you think that having the “sidekicks” is necessary for having the kind of meeting that Barton wants? Explain.</li><li>7. Why do you think the previous CIO, Davies was fired? Explain.</li><li>8. What do you think of the organization structure vis-à-vis the chart on page 54? Explain</li></ol>

<p>Group Two</p> <p>The value of IT and managing project</p> <p><b>TA for the group is Rajat Bansal</b></p>	<p>Chapters 1, 5, 6, and 7</p>	<ol style="list-style-type: none"> <li>1. If you were Jim Barton, would you accept the CIO job offered by the new CEO? In your opinion, if he accepts, what should be his plan of action? What should he do first? Second?</li> <li>2. What are the key components of IT value?</li> <li>3. What insights about IT value did you garner from Maggie's and Ruben's thoughts on the subject?</li> <li>4. What is the "right" amount for a company to invest in IT? How should Jim Barton respond to the CEO when he asks: "What is the 'right' amount for IVK to spend on IT?"</li> <li>5. What are "legacy" systems, and what should be done about of them?</li> <li>6. Do you see the Internet as the natural evolution of IT, or more of a watershed shift in use of IT in business?</li> <li>7. What is the nature of IT application development in respect of effective project management?</li> <li>8. Compare and contrast the "traditional" vs. the "agile" approach to IT application project management.</li> <li>9. What approach would you recommend to Jim Barton?</li> <li>10. What are the root causes leading to the Infrastructure Replacement (IR) initiative?</li> <li>11. Putting yourself in Jim Barton's shoes, what action would you take on the IR initiative?</li> </ol>
<p>Group Three</p> <p>Prioritization, Governance, and Crisis</p> <p><b>TA for the group is Venkata Srinivas Kumar</b></p>	<p>Chapters 1, 8, 9, and 10</p>	<ol style="list-style-type: none"> <li>1. What would be your best single piece of advice to Barton if he decides to take the job? What should he watch out for? Where should he be careful?</li> <li>2. Why do you think the previous CIO, Davies, created slush fund slack for budgeting IT projects?</li> <li>3. Under Davies, whose neck is in the noose if a project goes bad?</li> <li>4. Do you think Barton's approach of providing the best information at the time is a better approach than Davies' approach?</li> <li>5. Under Barton, whose neck will be in the noose if a project goes bad?</li> <li>6. Would you recommend that IVK form a board level IT committee? Why? Why not?</li> <li>7. What should be the role of the Board of Directors in respect to IT oversight? Suggest a list of IT oversight questions for the Board.</li> <li>8. As Jim Barton, what would be the impressions and experiences in the first few minutes after telephone rings?</li> <li>9. What principles or recommendations might we follow during a crisis situation like this one to avoid some of the problems inherent in such situations?</li> <li>10. What are the Jim Barton's and IVK Corp's priorities at this stage?</li> </ol>

<p>Group Four</p> <p>Damage, Communication, Managing Talents, and Risk Management</p> <p><b>TA for the group is Ahmed Raouf</b></p>	<p>Chapters 11, 12, 15, and 18</p>	<ol style="list-style-type: none"> <li>1. How well did Jim Barton prepare and present his recommendation to the CEO on the response to the DoS attack?</li> <li>2. Do you think that the CEO made the “right” decision?</li> <li>3. What are Jim Barton’s and IVK Corp’s priorities after the CEO has made his decision?</li> <li>4. What is your assessment of Jim Barton’s standing in IVK after the Saturday meeting on June 30?</li> <li>5. What do you think that Barton should do now?</li> <li>6. In working with the CEO, do you think that Barton should take Bill Davies’ advice in following “The Doctrine of Completed Staff Work”?</li> <li>7. Do you agree with Maggie’s assessment (“Yes, you are totally screwed.”) of Barton’s current situation?</li> <li>8. Should IVK have a management system for identifying its top value people assets? If so, how might such a system work? How should it interact with training and skills development?</li> <li>9. How would a company like IVK approach its cost and risk tradeoffs? How should company decide which IT risks are worth taking? How do you decide how much to spend to mitigate the risks you’ve opted to take?</li> <li>10. Why should a CIO pursue senior management participation and oversight when managing IT risk?</li> </ol>
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### Instruction for report Document

- Format
  - Final document should be in Adobe Pdf format.
  - 12-point New Times Roman, single column, single line spacing, 1-inch (2.5 cm) margins, and justified.
- Plagiarism:
  - Easy to detect, so don't do it! Can result in an academic penalty such as failing the course.
  - Restate ideas in your own words. *Short* quotes are OK. You cannot assemble your report as big blocks of text from other documents.
  - Put reference link (e.g. [22] or Smith [2013]) right after relevant material
  - Direct use of figures with reference is OK but there is a limit!

### Suggested Outline (The three two pages)

1. **Introduction** - A *short* overview of the main points in the chapters.
2. **Background** - A summary of *relevant* chapters information, actions, policy, etc...
3. **Discussion** - A discussion of the content of the chapters together with your opinion (in agreement or lack of agreement) and what you think (criticize the content), etc..
4. **Conclusions** – A brief statement confirming your position in the discussion section.

### Suggested Outline (The next three pages)

1. Respond to each question (column 3 in the table) point by point in a paragraph format starting with the context, then your opinion, and suggestion (agreement with the chapter or otherwise), and the way forward (if necessary).
2. Look for (i.e. google) references that might help you in responding adequately and intelligently to the questions.

## Referencing and Citation

- You can use a standard referencing format. Here are some examples:
  - Author names used as reference. This has the advantage of allowing you to insert references as they are found. The actual reference list at the end of the report is then alphabetized by first authors' last name. Examples:  
"The study by Hughes et al., (2009) showed that..."  
"Researchers have shown that risk analysis is very important in software development (Bruegge et al 20002)".

... then the following will be in your reference list:

Bob Hughes and Mike Cotterell, Software Project management, 5th edition, ISBN 9780077122, 2009, McGraw Hill

Robert T. Futrell et al., Quality Software Project Management, Software Quality Institute Series, 2002 Prentice Hall PTR, ISBN 0-13-091297-2

- Alternatively, you can also use the numbered reference format, e.g. [5], or any other consistent recognized referencing format.

If you are citing web source, make sure to include the URL, date accessed, and date last updated (if available). **Note that a good report should have at least 8 to 15 references.**