



Course: INFS 6330 Information Systems for Managers
SYLLABUS
Fall 2021

Course Modality:

Online Asynchronous Courses (OASYNC)

INSTRUCTOR INFORMATION:

Instructor Name: Dr. Sunyoung Cho

Phone: (956) 665-3360

E-Mail: sunyoung.cho@utrgv.edu

Office location: EMAGC 3.334

Office hours: : Thursdays (10:00 am – 11:30 am) on Zoom office in Blackboard course site or in person in EMAGC 3.334
All other times by appointment

If the fixed office hours does not fit your schedule, send me an email to arrange a meeting.

COURSE DESCRIPTION, PREREQUISITES & MODE OF LEARNING

Alternative approaches to managing the resources (computers, networks, software, data, & people) that organizations utilize in applying information systems. The roles of the user/manager identifying opportunities, obtaining computer applications, and creatively using information technology to improve operational, tactical, and strategic planning and performance. Topics include enterprise systems, managerial support systems, decision support systems, e-commerce applications.

Prerequisite: None.

The main purpose of this class is to show that Information Technology (IT) is not merely a department, but rather it is an essential part of every aspect of a business and serves as the platform for business operations. Understanding what IT can and can't do has become a core competency that every business manager, regardless of his/her background, must have. If a business manager is leading a team or a business project without this competency, the project is very likely to fail. People are using IT everywhere in business. Businesses that can't utilize IT to create competitive advantage will likely perish.

This class will present a step-by-step guide to analyze and understand the role of IT in the organization where the business manager is employed, and how to derive value from IT for the business. This course will help a business manager acquire an appreciation for the possibilities created by IT-based solutions, and to understand how to turn IT into a strategic asset. In addition to providing the general knowledge about IT, this class will help you to understand how your IT department is organized. It is important that you, as managers, are aware of and understand the key IT trends that will most likely influence businesses in the next few years.

COVID-19 RESOURCES: Required on all syllabi. Do not modify.

Please visit the [UTRGV COVID-19 protocols web page](#) for the most up-to-date COVID-19 campus information and resources. The [COVID-19 Frequently Asked Questions \(FAQs\) web page](#) offers additional guidance to specific questions. To submit a question for the FAQ, please email WelcomeBack@utrgv.edu.

UTRGV VACCINE PORTAL Required on all syllabi. Do not modify.

UTRGV Students are eligible to receive the COVID-19 Vaccine. Students may access and complete their vaccine profile via the [UTRGV Vaccine Portal](#). For additional information on the COVID-19 Vaccine, please visit the [UTRGV Vaccine web page](#).

LEARNING OBJECTIVES/OUTCOMES FOR THE COURSE

At the conclusion of this course, students will be able to:

- Describe and evaluate emerging information technologies.
- Analyze and evaluate the use of information systems as a strategic weapon.
- Explain what it means to be IT savvy and how to build an IT savvy organization
- Describe and link key performance measures to the IT systems that support them
- Explain the complexities of current IT systems
- Apply MIS capabilities:
 - Using sales and distribution modules of SAP (ERP) system
 - Analyzing and visualizing data
- Apply MIS knowledge to transform IT into a strategic asset in business organizations

The Robert C. Vackar College of Business Entrepreneurship (VCOBE) and Information Systems Department have adopted the following learning goals and objectives that each student should achieve while in the degree program. Not all goals and objectives are covered in each course; however, all goals and objectives should be addressed throughout the degree program.

VCOBE MBA Learning Goals	This course contributes to the following College of Business and Entrepreneurship learning goals:	How measured
Leadership	☒	Leader role in group assignments
Demonstrate effective business communication skills	☒	Project and assignment reports and reading summary and discussions
Critical analysis and decision making	☒	Assignments
Ethics	☒	Assignments and discussions
Demonstrate the ability to critically analyze business issues.	☒	Assignments and Tests

Information Systems Major Learning Objectives	This course contributes to the following Department of Information Systems learning objectives:	How measured
Students will understand the role of the Information Systems department is to align Information Systems projects to the strategic goals of the company and to enhance organizational effectiveness.	☒	Assignments and Tests
Students will be able to communicate effectively orally and in writing.	☒	Assignments and Tests

LEARNING OBJECTIVES FOR CORE CURRICULUM REQUIREMENTS (if applicable)

INFS 6330 serves UTRGV Student Learning Outcomes in the following.

Core Objectives	UTRGV Student Learning Outcome Statement	Core Area Requiring this SLO
Critical Thinking	Students will demonstrate comprehension of a variety of written texts and other information sources by analyzing and evaluating the logic, validity, and relevance of the information in them to solve challenging problems, to arrive at well-reasoned conclusions, and to develop and explore new questions.	All Core Areas
Communication Skills	Students will demonstrate the ability to adapt their communications to a particular context, audience, and purpose using language, genre conventions, and sources appropriate to a specific discipline and/or communication task.	All Core Areas
Empirical & Quantitative Skills	Students will be able to make and communicate informed conclusions and predictions based on the interpretation, manipulation, and analysis of empirical and quantitative data.	Math, Life & Physical Sciences, Social & Behavioral Sciences
Teamwork	Students will collaborate effectively with others to solve problems and complete projects while demonstrating respect for a diversity of perspectives.	Communication, Life & Physical Sciences, Creative Arts
Social Responsibility	Students will recognize and describe cultural diversity, the role of civic engagement in society, and the link between ethics and behavior.	Language, Philosophy, & Culture; Creative Arts; American History; Government & Political Science; Social & Behavioral Sciences
Personal Responsibility	Students will demonstrate an awareness of the range of human values and beliefs that they draw upon to connect choices, actions, and consequences to ethical decision-making.	Communication; Language, Philosophy, & Culture; American History; Government & Political Science

TEXTBOOK, TECHNOLOGY, AND/OR RESOURCE MATERIAL

- Peter Weill and Jeanne W. Ross "IT Savvy: What Top Executives Must Know to Go from Pain to Gain", Harvard Business Press, ISBN 978-1-4221-8101-0
- Gene Kim, Kevin Behr, and George Spafford "The Phoenix Project: A Novel About IT, DevOps, and Helping Your Business Win", T Revolution Press, Portland, Oregon, ISBN 978-1942788294
- Other Articles & Reports (to be assigned on the Blackboard course site)

We will also use software tools including SAP ERP system for class assignments, for which the instructor will give account information during the semester.

GRADING POLICIES

Graded Item	Description	% Of Final Grade	Date Due
Discussions	You need to post your written discussion on Blackboard. Also, you need to add comments to at least two other postings.	30	To be announced in Blackboard
Quizzes	A simple quiz will be due before each unit based on assigned reading	15	To be announced in Blackboard
Assignments	A series of assignments are scheduled regarding course materials	15	To be announced in Blackboard

SAP ERP assignment	This assessment will require research and hands-on exercises using SAP ERP/HANA.	20	To be announced in Blackboard
Project	A group of 3 or 4 students will do a project together. Details will be announced on Blackboard. I will form and announce student groups.	20	To be announced in Blackboard
	Total	100%	

Grading scale:	Letter Grade
Equal to or more than 90% of the semester total	A
Equal to or more than or equal to 80% and less than 90%	B
Equal to or more than or equal to 70% and less than 80%	C
Equal to or more than or equal to 60% and less than 70%	D
Less than 60%	F

Discussions

Each week or each unit, you will be asked to summarize your reading and each discussion submission is due by 11:59 pm on the announced date. You need to post your discussion and add comments to at least two other postings. Failing to add comments to others will result in 20% point-deduction.

I expect thorough responses. This mode of learning is a key indicator of your understanding and application of course materials, and discussions also build on your ability to provide feedback and support to classmates, key skills for managers.

Quizzes

To get the most out of this class, it is imperative that you read the assigned readings. Unit quizzes are based on the assigned reading and are designed to help you get a good understanding of the basic concepts introduced in the material that will be further discussed in class. ***Quizzes will be available only for 24 hours and close at 11:59pm CT on the announced due date.***

Assignments

A few assignments will be given (other than SAP assignment) to summarize and process given reading materials. They are separate from discussion activities.

SAP ERP

SAP is a leading vendor in the ERP market and in business analytics tools market. You will have opportunities to get exposed to SAP products through this individual assignment, which accounts for 20% of the semester total points.

Project (tentative – topic may change)

A group of 3 or 4 students picks an innovative technology, does research about it, and write a research paper. Each group needs to choose a firm which has strategically implemented the chose technology in a successful way. If you want to do the project by yourself, send me an email. The paper should include description of technology, its applications or uses, and analyzes how the firm has successfully/strategically implemented the technology and how the technology becomes strategic assets to the firm reshaping its business model and operations. Use the Peter & Weil book's framework as much as possible (if possible).

Topics include but are not limited to the following:

- You can choose one of the emerging technology trends in the following documents
 - <https://www.gartner.com/smarterwithgartner/gartner-top-10-strategic-technology-trends-for-2019/>
 - <https://www.gartner.com/en/newsroom/press-releases/2019-10-21-gartner-identifies-the-top-10-strategic-technology-trends-for-2020>
 - 2021 report available on Blackboard
- You are not limited by the Gartner reports. When you choose a topic, please discuss it with the professor so that you avoid topic overlap with other teams.

Format

- APA format
- Double Space, 12-point font, 1 inch all around margins
- 10 references minimum. All references must be current. No references before the year 2008 will be accepted. References not used within the paper should not appear in the References Section.
- Must include Title Page, Table of Contents & References but these are not counted pages of the paper.
- Minimum number of words without bibliography is 2200 words, and maximum is 2700 words (The total number of pages does not matter if your word count is between 2200 and 2700).

Plagiarism for Submitted work:

All your submissions including discussion postings, assignments and project reports will be checked by the built-in plagiarism check software embedded in Blackboard. If the matching percentage is equal or more than 40%, you will get 0 points for your that activity. If you have two or more occasions of plagiarism violation with more than 40% matching, it will be reported to the university as academic integrity violation through [Vaqueros Report It](#). You need to lower your matching percentage below 40% by making sure that your answer has enough length and by rephrasing quoted sources. Short answers will easily increase your matching percentage given that question sentences being counted as matching. Check your matching percentage for your submission on Blackboard, if the matching percentage is high, you need to (and you can) resubmit after you lower it below 40%.

Late Submission Policy

Without an official document, the following rules will apply to late assignment submissions:

Within 24 hours	20 % penalty score deduction
Within 48 hours	40 % penalty score deduction
After 48 hours	You will get 0 for the assignment

Late submissions with acceptable official excuses will be given full credit. However, they must be submitted within a reasonable time-period. Assignments submitted late without documentation will be graded using the penalties indicated above. All assignments and group projects are required to be submitted through Blackboard.

ABSENCE/SICK POLICY

If you cannot complete course assignments and activities due to personal emergency and health issues, you need to notify the professor in a timely manner. If the student has a valid, documented reason, the student will be given a make-up work without penalty. If you sick with COVID and are unable to complete assignments or exams by the original due date, you need to report the university following the reporting protocol. Based on the student reporting protocol (to be shared separately), the student will be able to provide you documentation from the UTRGV COVID-19 response team.

BLACKBOARD SUPPORT

If you need assistance with course technology at any time, please contact the [Center for Online Learning and Teaching Technology \(COLTT\)](#).

Campus:	Brownsville	Edinburg
Location:	Casa Bella (BCASA) 613	Education Complex (EEDUC) 2.202
Phone:	956-882-6792	956-665-5327

Toll Free: 1-866-654-4555

Office Hours: Monday - Friday, 7:30 a.m. - 6:00 p.m.

Support Tickets Submit a Support Case via our [Ask COLTT Portal](#)

24/7 Blackboard Support

Need Blackboard assistance after hours? You can call our main office numbers, 956-882-6792 or 956-665-5327, to speak with a support representative.

ATTENDANCE: [Recommended on all syllabi](#);

Students are expected to attend all scheduled classes and may be dropped from the course for excessive absences. Attendance will be checked by log-in records on Blackboard as this course is online asynchronous. UTRGV's attendance policy excuses students from attending class if they are participating in officially sponsored university activities, such as athletics; have been provided such an accommodation by Student Accessibility Services (SAS); for observance of religious holy days; or for military service. Accommodations related to COVID-19 should also go through SAS. Students should contact the instructor in advance of the excused absence and arrange to make up missed work or examinations.

ABSENCE/SICK POLICY:

If you cannot complete course assignments and activities due to personal emergency and health issues, you need to notify the professor in a timely manner. If the student has a valid, documented reason, the student will be given a make-up work without penalty. If you sick with COVID and are unable to complete assignments or exams by the original due date, you need to report the university following the reporting protocol. Based on the student reporting protocol (to be shared separately), the student will be able to provide you documentation from the UTRGV COVID-19 response team. *Based on the student reporting protocol on the [UTRGV COVID-19 protocol web page](#) the student will be able to provide the instructor documentation from the UTRGV COVID-19 response team.*

ACADEMIC INTEGRITY: [Recommended on all syllabi](#).

Members of the UTRGV community uphold the [Vaquero Honor Code](#)'s shared values of honesty, integrity and mutual respect in our interactions and relationships. In this regard, academic integrity is fundamental in our actions, as any act of dishonesty conflicts as much with academic achievement as with the values of honesty and integrity. Violations of academic integrity include, but are not limited to: cheating, plagiarism (including self-plagiarism), and collusion; submission for credit of any work or materials that are attributable in whole or in part to another person; taking an examination for another person; any act designed to give unfair advantage to a student; or the attempt to commit such acts (Board of Regents Rules and Regulations, STU 02-100, and UTRGV Academic Integrity Guidelines). **All violations of Academic Integrity will be reported to Student Rights and Responsibilities through [Vaqueros Report It](#).**

ONLINE CLASS EXPECTATIONS

The following ground rules will help your work in this course to go much more smoothly. Please carefully review these expectations and follow them.

1. Online courses are typically just as time intensive and rigorous as face-to-face courses. Many students claim that online courses require more time and commitment. As you begin this course, you may need to schedule 9 or more hours per week to study course materials and complete assignments.

2. Academic integrity will be appraised according to the student academic behavior standards outlined in The University of Texas Rio Grande Valley Student Conduct and Discipline. See http://www.utrgv.edu/_files/documents/student-experience/student-rights-responsibilities/srr-hop-stu-02-100.pdf for further details.
3. Please be in time for assignment submissions. Late submissions will result in a point deduction in your grade.
4. Keep up with the reading. You have quite a few chapters, modules, discussion postings, and e-mail messages

EMAIL TIPS

E-mail will be an integral part of this course. Make sure you:

1. Use your UTRGV email account for communication with me. Using a personal account is technically against FERPA regulation and I may not respond to you by your personal email account.
2. Check your e-mail at least on a regular basis (Daily check is recommended).
3. Be patient. Don't expect an immediate response when you send a message. I will respond within 24 hours during weekdays.
4. Include "Subject" heading which starts with "INFS 6330 **section #** - your topic". I may teach multiple sections of the course in a semester. Section number in the email subject helps me locate your information easily.
5. Be courteous and considerate. Being honest and expressing yourself freely is very important but being considerate of others online is just as important as in the classroom.
6. Make every effort to be clear. Online communication lacks the nonverbal cues that is rich in face-to-face communication.
7. Do not use all caps. This makes the message very hard to read and is considered "shouting." Check spelling, grammar, and punctuation (you may want to compose in a word processor, then cut and paste the message into the discussion or e-mail).
8. Break up large blocks of text into paragraphs and use a space between paragraphs.
9. Thanks in advance for your email etiquette and following these common-sense based rules.

UTRGV POLICY STATEMENTS

STUDENTS WITH DISABILITIES: Required on all syllabi. Do not modify.

Students with a documented disability (physical, psychological, learning, or other disability which affects academic performance) who would like to receive reasonable academic accommodations should contact **Student Accessibility Services (SAS)** for additional information. In order for accommodation requests to be considered for approval, the student must apply using the [mySAS portal](#), and is responsible for providing sufficient documentation of the disability to SAS. Students are required to participate in an interactive discussion, or an intake appointment, with SAS staff. Accommodations may be requested at any time but are not retroactive, meaning they are valid once approved by SAS. Please contact SAS early in the semester/module for guidance. Students who experience a broken bone, severe injury, or undergo surgery may also be eligible for temporary accommodations.

Pregnancy, Pregnancy-related, and Parenting Accommodations

Title IX of the Education Amendments of 1972 prohibits sex discrimination, which includes discrimination based on pregnancy, marital status, or parental status. Students seeking accommodations related to pregnancy, pregnancy-related condition, or parenting (reasonably immediate postpartum period) should submit the request using the form found at <https://www.utrgv.edu/pregnancyandparenting> for review by **Student Accessibility Services**.

Student Accessibility Services:

Brownsville Campus: Student Accessibility Services is located in 1.107 in the Music and Learning Center building (BMSLC) and can be contacted by phone at (956) 882-7374 or via email at ability@utrgv.edu.

Edinburg Campus: Student Accessibility Services is located in 108 University Center (EUCTR) and can be contacted by phone at (956) 665-7005 or via email at ability@utrgv.edu.

MANDATORY COURSE EVALUATION PERIOD: Required on all syllabi. Do not modify.

Students are encouraged to complete an ONLINE evaluation of this course, accessed through your UTRGV account (<http://my.utrgv.edu>); you will be contacted through email with further instructions. Students who complete their evaluations will have priority access to their grades. Online evaluations will be available on or about:

Fall Regular Term 2021

November 12- December 1, 2021

SEXUAL MISCONDUCT and MANDATORY REPORTING: Required on all syllabi. Do not modify.

In accordance with UT System regulations, your instructor is a “Responsible Employee” for reporting purposes under Title IX regulations and so must report to the Office of Institutional Equity & Diversity (OIED@utrgv.edu) any instance, occurring during a student’s time in college, of sexual misconduct, which includes sexual assault, stalking, dating violence, domestic violence, and sexual harassment, about which she/he becomes aware during this course through writing, discussion, or personal disclosure. More information can be found at www.utrgv.edu/equity, including confidential resources available on campus. The faculty and staff of UTRGV actively strive to provide a learning, working, and living environment that promotes personal integrity, civility, and mutual respect that is free from sexual misconduct, discrimination, and all forms of violence. If students, faculty, or staff would like confidential assistance, or have questions, they can contact OVAVP (Office for Victim Advocacy & Violence Prevention) at (956) 665-8287, (956) 882-8282, or OVAVP@utrgv.edu.

COURSE DROPS: Recommended on all syllabi

According to UTRGV policy, students may drop any class without penalty earning a grade of DR (drop) until the official drop date. Following that date, students must be assigned a letter grade and can no longer drop the class. Students considering dropping the class should be aware of the “3-peat rule” and the “6-drop” rule so they can recognize how dropped classes may affect their academic success. The 6-drop rule refers to Texas law that dictates that undergraduate students may not drop more than six courses during their undergraduate career. Courses dropped at other Texas public higher education institutions will count toward the six-course drop limit. The 3-peat rule refers to additional fees charged to students who take the same class for the third time.

STUDENT SERVICES: Recommended on all syllabi.

Students who demonstrate financial need have a variety of options when it comes to paying for college costs, such as scholarships, grants, loans and work-study. Students should visit the Student Services Center (U Central) for additional information. U Central is located in BMAIN 1.100 (Brownsville) or ESSBL 1.145 (Edinburg) or can be reached by email (ucentral@utrgv.edu) or telephone: (956) 882-4026. In addition to financial aid, U Central can assist students with registration and admissions.

Students seeking academic help in their studies can use university resources in addition to an instructor’s office hours. University Resources include the Advising Center, Career Center, Counseling Center, Learning Center, and Writing Center. The centers provide services such as tutoring, writing help, counseling services, critical thinking, study skills, degree planning, and student employment. In addition, services such as the Food Pantry are also provided. Locations are listed below.

Center Name	Brownsville Campus	Edinburg Campus
Advising Center AcademicAdvising@utrgv.edu	BMAIN 1.400 (956) 665-7120	EITTB 1.000 (956) 665-7120
Career Center CareerCenter@utrgv.edu	BINAB 1.105 (956) 882-5627	ESTAC 2.101 (956) 665-2243
Counseling Center Counseling@utrgv.edu Mental Health Counseling and Related Services List	BSTUN 2.10 (956) 882-3897	EUCTR 109 (956) 665-2574
Food Pantry FoodPantry@utrgv.edu	BCAVL 101 & 102 (956) 882-7126	EUCTR 114 (956) 665-3663

Center Name	Brownsville Campus	Edinburg Campus
Learning Center LearningCenter@utrgv.edu	BMSLC 2.118 (956) 882-8208	ELCTR 100 (956) 665-2585
Writing Center WC@utrgv.edu	BLIBR 3.206 (956) 882-7065	ESTAC 3.119 (956) 665-2538

DEAN OF STUDENTS RESOURCES:

The Dean of Students office assists students when they experience a challenge with an administrative process, unexpected situation such as an illness, accident, or family situation, and aids in resolving complaints. Additionally, the office facilitates student academic related requests for religious accommodations, support students formerly in foster care, helps to advocate on behalf of students and inform them about their rights and responsibilities, and serves as a resource and support for faculty and campus departments.

[Vaqueros Report It](#) allows students, staff, and faculty a way to report concern about the well-being of a student, seek assistance in resolving a complaint, or report allegations of behaviors contrary to community standards or campus policies.

The Dean of Students can be reached by emailing dos@utrgv.edu, by logging into [Virtual Office hours](#) in which a representative is available Monday-Friday 9:00-11:00 a.m. and 1:00-4:00 p.m., or by visiting one of the following office locations: Cavalry (BCAVL) 204 or University Center (EUCTR 323). Phone: 956-665-2260.

CALENDAR OF ACTIVITIES:

The UTRGV academic calendar can be found on [My.UTRGV](#) at the bottom of the screen prior to login. Some important dates for Fall 2021 include:

Fall Regular Term

August 23	First day of classes.
August 26	Last day to add a class or register for Fall 2021 classes.
November 10	Last day to drop a class or withdraw.
December 2	Study Day – NO classes
December 3-9	Final Exams
December 13	Grades Due at 3 p.m.

COURSE SCHEDULE

The following schedule is tentative and subject to change. Any changes from the tentative schedule will be announced in class and posted on the Blackboard course site.

Unit	Week	Topic	Readings	Activities & Due Date
Pre	W1 8/23	<ul style="list-style-type: none"> Introduction Motivation: understand and relate IT/IS projects to business and my work 	<ul style="list-style-type: none"> Chaos report 25-years of software project 	<ul style="list-style-type: none"> Discussion: Self-introduction Discussion: Chaos report Discussion: Technology Trends
1	W2 8/30	<ul style="list-style-type: none"> Transforming IT from Strategic Liability to a Strategic Asset 	<ul style="list-style-type: none"> Weill & Ross – Chapter 1 The Phoenix Project (Part 1 – Chapters 1-8) 	<ul style="list-style-type: none"> Quiz1 Discussion
	W3 9/6	<ul style="list-style-type: none"> Transforming IT from Strategic Liability to a Strategic Asset 	<ul style="list-style-type: none"> Gartner Group – Top 10 Technology Trends 	<ul style="list-style-type: none"> Assignment 1 Discussion
2	W4 9/13	<ul style="list-style-type: none"> Defining Your Operating Model 	<ul style="list-style-type: none"> Weill & Ross – Chapter 2 The Phoenix Project (Part 1 – Chapters 9-16) 	<ul style="list-style-type: none"> Quiz2 Discussion
	W5 9/20	<ul style="list-style-type: none"> Defining Your Operating Model 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Discussion Assignment

3	W6 9/27	<ul style="list-style-type: none"> Revamping Your IT Funding Model 	<ul style="list-style-type: none"> Weill & Ross – Chapter 3 The Phoenix Project (Part 2 – Chapters 17-24) 	<ul style="list-style-type: none"> Quiz3 Discussion
	W7 10/4	<ul style="list-style-type: none"> Revamping Your IT Funding Model 		<ul style="list-style-type: none"> Assignment 2
	W8 10/11	<ul style="list-style-type: none"> SAP Sales and Distribution Assignment 		<ul style="list-style-type: none"> SAP ERP assignment due
4	W9 10/18	<ul style="list-style-type: none"> Building a Digitized Platform 	<ul style="list-style-type: none"> Weill & Ross – Chapter 4 The Phoenix Project (Part 2 – Chapters 25-32) Article 	<ul style="list-style-type: none"> Quiz4 Discussion
	W10 10/25	<ul style="list-style-type: none"> Building a Digitized Platform 		<ul style="list-style-type: none"> Discussion Assignment 3
5	W11 11/1	<ul style="list-style-type: none"> Allocating Decision Rights and Accountability and Security 	<ul style="list-style-type: none"> Weill & Ross – Chapter 5 The Phoenix Project (Part 2 – Chapters 33-35) 	<ul style="list-style-type: none"> Quiz5 Discussion
	W12 11/8	<ul style="list-style-type: none"> Allocating Decision Rights and Accountability and Security 		<ul style="list-style-type: none"> Discussion Assignment 4
6	W13 11/15	<ul style="list-style-type: none"> Driving Value from IT 	<ul style="list-style-type: none"> Weill & Ross – Chapter 6 Weill & Ross – Chapter 7 	<ul style="list-style-type: none"> Quiz6 Discussion
	W14 11/22	<ul style="list-style-type: none"> IT Savvy Evaluation 		<ul style="list-style-type: none"> Quiz7 Group project due
7	W15 11/29	<ul style="list-style-type: none"> Course reflection and evaluation 	<ul style="list-style-type: none"> Other reading 	<ul style="list-style-type: none"> Assignment – final reflection