

Syllabus

SCHOOL OF BUSINESS & MANAGEMENT **MBA 520: Managing with Technology**

3 Credits
Effective: Term/Year

*Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.*

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

Information systems and technology have become the key to running effective businesses. Students and future business leaders will learn: how to co-evolve new and innovative business and IT strategies in the face of emerging and disruptive technologies, how technology is applied in their particular industry, and how to assess and measure the business value of technology. In addition, this course will help business leaders develop strategies for collaborating with technologists and manage business risk from technical vulnerabilities.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity
- Strong communication and interpersonal skills
- Critical thinking and information literacy
- Commitment to ethical practice and service
- Diverse and global perspectives

COURSE OUTCOMES

In this course, learners:

- Explore how, in the face of technical innovation and disruptive technologies, business and technology strategies co-evolve to create new capabilities.
- Develop a capacity to effectively collaborate with technology and technologists.
- Analyze governance, financial and risk mitigation considerations in information technology.

- Research and evaluate how technology, information systems and applications contribute to business success.
- Recognize the interplay among technology, business, legal, cultural and ethical issues.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Analyze issues related to Information Integration Management.
- Anticipate methods for recognizing and assessing potential disruptors.
- Assess the impact of Master Data Management on an organization.
- Assess the need for re-baselining an IT budget.
- Compare and contrast approaches to technology governance structures.
- Compare and contrast roles, responsibilities and approaches for risk of Chief – Information Officers, Financial Officers, Information Security Officers, and Risk Officers.
- Compare and contrast the customer service experience when adequate customer information is immediately available.
- Compare having technology available with having the knowledge, skills and processes to maximize its capabilities.
- Comprehend the competitive advantage of using technology to support strategy over using technology without the link.
- Conduct a risk assessment.
- Debate how to assess, measure and improve data quality.
- Define agility and describe its role in technology enabled businesses.
- Define and explain the four critical dimensions of business technology management.
- Define risk management.
- Demonstrate how a superior customer experience accomplishes its goals in a cost-effective, scalable, flexible and sustainable manner that leads to profitability.
- Describe an integrated technology foundation and why it is essential.
- Describe factors such as globalism, mass customization, digital engagement, mobile web, social media and others that have empowered customers and the effect of their empowerment.
- Describe how culture and attitude affect technology to enhance the customer experience.
- Describe how Enterprise Information Management and Business Technology Management provide complementary approaches to issues in applying technology to business needs.
- Describe how IT projects compete for capital expenditures in the organizations budget.
- Describe how raw data can be transformed into information products.
- Describe organizations in an organization that drive and support technology strategies.
- Describe the 80/20 law of IT spending and why it causes problems.
- Describe the five key enablers for agility.
- Describe the purpose and positioning of the Business Technology Management framework.
- Describe ways technology is changing customers and customer behavior.
- Describe why a superior customer experience is difficult for competitors to replicate.
- Determine how underfunding affects IT projects.
- Develop risk profiles based on the CIA model.
- Differentiate between agility and ad hoc chaotic change.
- Differentiate business technology alignment and business technology convergence.
- Discuss appropriateness, ethical, cultural, privacy, and social issues related to technology.
- Discuss how different personas contribute to an innovative environment.
- Discuss how the Business Technology Convergence Index relates to company financial performance.

- Discuss IT budgeting based on ROI.
- Discuss IT security risks.
- Discuss potential benefits of EIM.
- Discuss shortfalls of using segmented systems to support business processes.
- Discuss the levels of governance involvement in an organization.
- Envision how integrated technology foundations can support rich interactions, data-based decisions and operational excellence.
- Envision the future of business and technology.
- Evaluate an organization's risk appetite or criteria.
- Evaluate approaches to risk including tolerate/accept, treat/mitigate, transfer, and terminate/avoid.
- Evaluate how disruptive technologies and capabilities can enhance the customer experience.
- Evaluate the size of maintenance costs of IT investments.
- Evaluate the strategic roles of technology in automation, empowerment, control and transformation and their associated metrics.
- Evaluate the value of proper Meta-Data Management.
- Examine how an EIM strategy supports the organization's information management capability.
- Examine how disruptors can be problematic because the dangerous ones are rarely obvious.
- Examine how financial goals need to be front and center in the customer experience initiative.
- Examine how innovation is supported by cultural diversity.
- Examine Sources of Information Risk.
- Examine the Confidentiality, Integrity and Availability risk model.
- Examine the effects of availability on the cost of technology.
- Examine the importance of supporting agility with technology systems.
- Examine the importance of understanding the full cost of systems prior to implementation.
- Examine the key components of Enterprise Information Management.
- Examine the unique characteristics of data and information assets and compare them to traditional assets.
- Explain how a superior customer experience can differentiate a company from its competitors.
- Explain how data and information have become core assets of businesses.
- Explain how the majority of costs of an application are not in the interface.
- Explain how the Strategic Enterprise Architecture defines the organizations business model and the technology environment needed to support it.
- Explain the basis of agility.
- Explain the concept of risk mitigation.
- Explain the purpose of an Information Policy.
- Explain the roles of foundational technology used to run the business and disruptive technologies used to meet or exceed customer expectations.
- Explain the term "Black Swans".
- Explain the three principles for binding people in productive collaboration.
- Explore the common disconnect between business and technology.
- Explore the concept of using technology to reorient the organization to focus on the customer.
- Explore ways to achieve an integrated technology foundation through ERP, Best of Breed, Service Oriented Architecture and other approaches.
- Express how Business-to-business is becoming more like Business-to-consumer through technology.
- Express how technology strategy and planning are shaped by the enterprise's strategic intent and technology influences that intent.
- Focus on the importance of a personal touch supported and integrated with technology.

- Identify and describe the dimensions of data and information quality.
- Illustrate the importance of all company systems being focused on the customer experience.
- Introduce Application Portfolio Management.
- Investigate how data and information assets influence the organization.
- Investigate Information Quality Management.
- Investigate the four capabilities that comprise Governance and Organization.
- Investigate the question of how to use technology to deliver more value to customers.
- Organize elements to create a business technology strategy and technology investment plan.
- Outline approaches to developing and managing IT budgets.
- Outline concerns the CFO may have about IT projects.
- Outline different types of innovation networks and their contribution to success of the organization.
- Outline how a superior customer experience is built using well-designed foundational and disruptive technologies.
- Outline the Business Technology Management Framework functional areas, capabilities and critical dimensions.
- Outline the concept of multichannel harmonization as it applies to technology systems.
- Outline the goals of EIM and why they are important.
- Outline the risk management process.
- Outline the trends that make data a core resource.
- Outline trends that may indicate new disruptive technologies.
- Prioritize an organization's treatment of risk based on the risk assessment and criteria.
- Prioritize the importance of a flexible culture to attract and empower a wide variety of talent.
- Prioritize the importance of information availability in the B-to-B relationship and explain why.
- Recognize the role of social networks in the customer experience.
- Relate, define and describe the three pillars of customer experience.
- Review a variety of potential disruptive technologies and the context in which they have been successfully implemented.
- Review and assess capability maturity as it applies to business technology management.
- Review and define the four customer experience essentials of reliability, convenience, responsiveness and relevance.
- Review how asset portfolio management supports an organizations strategic investment management.
- Review how risk arises with data and information.
- Review the concept of Enterprise Information Management (EIM).
- Review the concept of using "strategic sandboxes" to nourish evolving new technologies.
- Review the critical items to include in an IT project proposal.
- Review the types of data that can be found in an organization.
- State the consequences of information risks.
- Study how venture capitalists manage risky technology.
- Study the importance of being selective in deploying potentially disruptive technologies.
- Summarize the importance of a solid technology foundation to be able to support disruptive technologies.
- Trace typical data life cycles.

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
IT Strategy and Implementation Plan	40%
Advanced Case Study	40%
Discussions and Instructor Determined Assignments	20%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

IT Strategy and Implementation Plan

In this course, students will be exposed to different IT-powered tools and solutions in parallel with frameworks and processes for the adoption of relevant technologies. For this assignment, students will select an organization to develop an enterprise IT strategy (i.e., solution) and devise a corresponding high-level implementation plan. Students should carefully study the internal systems, structure, culture, leadership, human resources, and other key building blocks of the selected firm along with the demands of its external environment. This information will help students identify a proper opportunity for the adoption of IT and devise an effective plan for executing the IT solution. The IT strategy and implementation plan document must address the following components:

- Problem statement
- The proposed IT solution (a technical description)
- The high-level implementation plan:
 - Proposed solutions for building an IT-ready culture
 - A list of required technical stakeholders to staff the IT initiative. This should include each stakeholder's specific roles and responsibilities.
 - Effective alternatives to hire IT talent
 - IT solution justification
 - Technical prerequisites: An evaluation to determine whether the identified problem needs the proposed IT solution.
 - A general outline of the data acquisition process
 - Alternative approaches to implement the proposed IT solution (build vs. buy) and assessing each using a cost-benefit analysis
 - Estimated schedule and budget summary
 - Risks, challenges, and relevant mitigation strategies

Adherence to APA formatting is required and the plan will be 10-12 pages (excluding cover page and reference page) and should include a minimum of six (6) professional references.

<i>Components</i>	<i>% of Grade</i>
Requirements for the IT Strategy & Implementation Plan	30%
Application of Strategic IT Fundamentals and Analysis	30%
Depth and appropriateness of research	20%
Style and Mechanics	10%
APA	10%
TOTAL	100%

Advanced IT Strategy Case

The purpose of a case analysis assignment is to provide students with an opportunity to apply concepts from the class to real-world situations. The case analysis should be brief and concise, no more than six to eight pages, double spaced, plus a title page and a reference page.

Two cases have been provided. Please select one and complete a case study analysis, including the following steps:

1. Introduction
 - a. Identify the key problems and issues in the case study.
 - b. Formulate and include a thesis statement, summarizing the outcome of your analysis in 1–2 sentences.
2. Background
 - a. Set the scene: background information, relevant facts, and the most important issues.
 - b. Demonstrate that you have researched the problems in this case study.
3. Evaluation of the Case
 - a. Outline the various pieces of the case study that you are focusing on.
 - b. Evaluate these pieces by discussing what is working and what is not working.
 - c. State why these parts of the case study are or are not working well.
4. Proposed Solution/Changes
 - a. Provide specific and realistic solution(s) or changes needed.
 - b. Explain why this solution was chosen.
 - c. Support this solution with solid evidence, such as:
 - d. Concepts from class (text readings, discussions, lectures)
 - e. Outside research
 - f. Personal experience (anecdotes)
5. Recommendations
 - a. Determine and discuss specific strategies for accomplishing the proposed solution.
 - b. If applicable, recommend further action to resolve some of the issues.
 - c. What should be done and who should do it?

Please be sure to incorporate theories or concepts from class or other resources and reference them appropriately.

<i>Components</i>	<i>% of Grade</i>
Clear explanation of key strategic issues	20%
Valid arguments; accurate financial data with relevant supportive detail	20%
Appropriate analysis, evaluation, synthesis for the specific industry identified	20%
Conclusions and recommendations are congruent with strategic analysis	20%
Proper organization, professional writing, and logical flow of analysis. APA format	20%
TOTAL	100%

Discussions and Instructor Determined Assignments

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor PRIOR TO the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to team projects.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

Support Services

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help students find the resources and information they need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.edu to request a user name and password.