FISHER
COLLEGE OF BUSINESS

The Ohio State University Fisher College of Business
AMIS 4670: IT Planning and Management
Course Syllabus -- Autumn 2016

This syllabus is subject to change—changes will be posted on Carmen and announced in class.

Questions concerning any of the following topics or lectures should be directed to the instructors noted for those topics or lectures.

Class Syllabus

Date	Topical Coverage	Reading	Submission Due*
Wed 8/24	Course introduction *(Barnes)* Intro to Individual Assignment 1 *(Barnes)*		
	Module One - Assessing The Landscape		
Fri 8/26	Debrief of Individual Assignment 1 *(Barnes)* Introduction to Organizational Structures *(Whittington)* Intro to Individual Assignment 2 *(Whittington)*		Ind Assignment 1: Future of IT
Mon 8/29	Debrief Individual Assignment 2 *(Whittington)* Introduction to Organizational Structures *(Whittington)*		Ind Assignment 2: Org Structure Research
Wed 8/31	Understanding Systems and Processes *(Barnes)* Understanding IT Mental Models *(Barnes)* Intro to Team Project 1 (Lenox Insurance) *(Whittington)*	"Do You Know Where You Want To Go?", Computerworld 7/14/2004 "Save The Suits From Themselves", Computerworld 3/10/2004 "Success With Word, Mind and Deed", Computerworld 7/12/2004 Information Revolution, Book Foreword	
Fri 9/2	Introduction to Professional Writing *(Whittington)* Intro of Individual Assignment 3 *(Whittington)* IT Cultures and Perspectives *(Barnes)*	HBR Case, "The IT System That Couldn't Deliver"; Bryon Reimus 1997 "Mark Sullivan, "The Most Anti-Tech Organizations In America", PC World 12/2/2007	

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Mon 9/5	**Labor Day - No Classes**		
Wed 9/7	Team Presentations (Lenox)		Team Project 1
Fri 9/9	De-Brief of Individual Assignment 2 *(Whittington)* IT Strategy and Planning *(Whittington)* Intro to Team Project 2 (Otisline) *(Whittington)*	California Mgmt Rev., "Blue Ocean Strategy", Kim and Maubrogne 2005 HBR, "Strategic Intent", Hamel and Prahalad 1989 HBR, "Understanding Industry Structure", Porter 2007 HBR, "What is Strategy?", Porter	Ind Assignment 3 – Lexox/Writing
Mon 9/12	Strategy & Planning Mechanics *(Whittington)* Change Management *(Barnes)*		
Wed 9/14	Team Presentations Intro to Ind. Assignment 4 *(Barnes)*	HBR Case; "Otisline"	Team Project 2: Otisline
	Module Two - Setting A Course of Action		
Fri 9/16	Organizational Maturity *(Barnes)* Balancing Resources and Needs *(Barnes)*	HBR, "Stages Theory"; Nolan 1993 HBR, "Managing The Four Stages of Growth", Gibson &Porter 1974	Ind Assignment 4: Strategies by Growth Stage
Mon 9/19	**<u>Guest Speaker</u> – Alberto Ruocco CIO, AEP** Intro to Team Project 3: VW/RCCL *(Barnes)*		
Wed 9/21	Balancing Resources and Needs (Part Two – More Tactical) *(Barnes)* Assessing Performance *(Barnes)*	HBR, "The Balanced Scorecard; Measures That Drive Performance"; Nolan and Kaplan, 1992 HBR, "Using the Balanced Scorecard as a Strategic Management System", Nolan and Kaplan "IT's Role In The New Model Of Marketing"; Computerworld (7/31/2000) "Going Long"; John Cassidy (7/10/2006) "CIO Habitat Report"; <u>CIO Decisions Magazine</u> (January, 2007) "CIO Habitat Report"; <u>CIO Decisions Magazine</u> (February, 2007)	

Fri 9/23	Team Presentations – VW and RCCL *(Barnes)*	HBR Case; "Volkswagen of America; Managing IT Priorities"; Austin , 2007 HBR Case; Royal Caribbean Cruises Ltd."; McFarlan and Massoni; 2003	Team Project 3
Mon 9/26	IT Financial Management (Whittington)		Ind. Assignment 5: Balanced Scorecard and RCCL/VWoA
Wed 9/28	Mid-Term Exam One (Covering Modules One and Two)		
	Module Three - Managing The IT Ecosystem		
Fri 9/30	Session Review *(Barnes)* IT Branding, Marketing and Influence *(Barnes)*	HBR Blog; "What Do Your Customers Want To Become?"; Schrage, 2012 HBR Blog; "Don't Confuse Engagement With User Experience"; Schrage, 2012 HBR; "What Makes A Leader"; Goleman	Ind Assignment 6: Leadership Traits
Mon 10/3	People, Politics, Influence and Leadership *(Barnes)*		Ind Assignment 7: IT Global Opportunities
Wed 10/5	Global Influences and Opportunities *(Barnes)* Vendor Management Strategies (Part One) *(Barnes)*	"Technology Portfolio Management"; Cutter Consortium Sourcing & Vendor Relationships Advisory Service Executive Update Vol. 8, No. 8; 2007 "What CIOs Need From Suppliers"; Computerworld; 2/10/2003 "Don't Outsource Program Management"; Computerworld; 1/16/2006 "Outsourcing; First Ask Why?"; Computerworld; 11/8/2004 "Divide, Conquer, Save"; Computerworld; 8/12/2004 "More Isn't Better"; Computerworld; 5/13/2002	Ind Assignment 8: IT Sourcing Strategies

Fri 10/7	Vendor Management Strategies (Part Two)
	Guest Speaker –
	    Mr. David White
	    CIO
	    Battelle Memorial Institute		

Mon 10/10	IT Constituencies *(Whittington)* CIO Perspectives on Consumer Engagement: Social Media and Mobility *(Whittington)* Intro to Team Assignment Four *(Whittington)*	HBR Case; "LinkedIn; 2008"; Yoffi, Slind and Achsaf, 2009	

Wed 10/12	Consumer Engagement: Social Media and Mobility *(Whittington)*
	
	 Guest Speaker –
	    Ms. Kim Bartley
	    Chief Marketing Officer
	    White Castle		

Fri 10/14	**Autumn Break: No Classes**		
Mon 10/17	Team Presentations		Team Assignment Four
Wed 10/19	Competing on Analytics *(Barnes)* Intro to Team Assignment Five *(Barnes)*	HBR; "Competing On Analytics"; Davenport; 1998 HBR Blog; "What Executives Don't Understand About Big Data"; Schrage, 2012 "Entering The Age Of Big Information"; Computerworld 4/9/2001 HBR Blog; "The Real Reason Organizations Resist Analytics"; Schrage, 2012	
Fri 10/21	Team Presentations *(Barnes)*	HBR Case; "Business Intelligence Software at SYSCO"; McAfee and Wagonfeld; 2006	Team Assignment Five

Mon 10/24	**Guest Speaker –**
	    Mr. Ty Henkaline
	    Chief Analytics Innovator
	    Columbus Collaboratory		

Wed 10/26	Mid-Term Exam Two *(Module Three)*		
	Module Four - Service, Support and Risk		
Fri 10/28	Enterprise Systems and Systems Implementation *(Whittington)* Intro to Team Assignment Six *(Whittington)*	HBR; "Mastering The Three Worlds Of IT"; McAfee; 2006 HBR; "Radically Simple IT"; Upton and Staats; 2008	

Mon 10/31	Enterprise Systems Implementation (Part Two)
	
	 Guest Speaker
	    Mr. Dave Kieffer
	    Sr. Director; Ent. Applns
	    The Ohio State University		

Wed 11/2	Team Presentations *(Barnes)* Intro to Individual Assignment Eight *(Barnes)*	HBR Case; "Enterprise IT At Cisco (2004)"; McAfee, McFarlan and Wagonfeld; 2007	Team Assignment Six

Fri 11/4	Life In The IT Wheelhouse
	Guest Speaker –
	    Mr. Thomas Martin
	    CIO
	    GE Digital
	De-Brief of Individual Assignment Eight *(Barnes)*
		Thought Leader Transcript; Jeff Wacker ; Futurist, EDS (December, 2007)
		HBR; "Darwin and the Demon"; Geoffrey Moore
			Ind Assignment Nine: First 90 Days Memorandum

Mon 11/7	Systems Reliability and Security (Part One) *(Whittington)*		
Wed 11/09	Systems Reliability and Security (Part Two) *(Whittington)*	CMR; "Governing IT Risk"; Parent and Reich	
Fri 11/11	**Veterans Day - No Classes**		

Mon 11/14	Systems Reliability and Security
	Guest Speaker –
	    Ms. Nancy Edwards
	    Former Chief Information
	     Security Officer
	    State Auto Insurance		

Wed 11/16	Transaction processing and the internal controls framework – Part One *(Whittington)*		
Fri 11/18	PCI Transaction processing and the internal controls framework – Part Two *(Whittington)*		
Mon 11/21	IT Risk and Compliance *(Barnes)* Enterprise Information Architectures *(Barnes)* Intro to Individual Assignment Ten *(Barnes)*		
Wed 11/23	**Thanksgiving – No Classes**		
Fri 11/25	**Columbus Day – No Classes**		
	Module Five - The Future Of IT		
Mon 11/28	Internal Controls		Ind Assignment 10: Fraud and Collusion

	Guest Speaker
	    Mr. Matt Curtin
	    Founder
	    Interhack Corporation		

Wed 11/30	Managing Life In The Cloud *(Whittington)*
	
	Guest Speakers
	    Mr. Steve Gruetter
	    Mr. Brent Meadows
	    Expedient Corporation
		HBR; "What Every CEO Needs To Know About The Cloud"; McAfee
		
		HBR Blog; "Don't Get Stuck In The Cloud"
		HBR Blog; "Cloud Economics"	

Fri 12/2	Building The Next Generation Of Leadership *(Barnes)* Future of the IT Organization *(Barnes)*	HBR; "Meeting The Challenge Of Disruptive Change"; Christensen and Overdorf HBR; "Leading Change; What Transformation Efforts Fail"; Kotter	Ind Assignment 11: Project Leadership
Mon 12/5	Influencing Technology Adoption *(Barnes)* Managing Innovation *(Barnes)* Future of IT *(Barnes)*	HBR; "Innovation; The Classic Traps"; Kanter HBR; "Employ HEROes and Their Projects"; Bernoff and Schadler HBR Blog; "Should You Bribe Your Colleagues To Innovate With You?"; Schrage, 2012 "'Future' As A Verb", Computerworld 7/16/2012 "Is The Future Knowable", Computerworld 4/8/2013	Ind Assignment 12: IT World in 2020
Wed 12/7	**Final Day of Class and Send-Off** AMIS 4670 Final Examination *(Barnes and Whittington)*		
Fri 12/9-Thurs 12/15	**OSU Scheduled Finals Week**		