



***The Ohio State University Fisher College of Business***  
***ACCTMIS 4670: IT Planning and Management (Section 2858)***  
***Course Description -- Autumn 2025***

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### **Class Information**

	<u>Time</u>	<u>Room</u>
Mon/Wed	9:35am – 10:55am	Schoenbaum Hall – Room 319

### **A Few Very Strongly Suggested (Optional) Readings**

The New Know; Thornton A. May; Wiley and Sons  
Dealing With Darwin; How Great Companies Innovate At Every Phase Of Their Evolution; Geoffrey Moore  
Zone To Win; Geoffrey Moore  
The Day Before Digital Transformation; Phil Perkins and Cheryl Smith; Smith and Associates

### **Required Course Reading Materials**

There is no assigned textbook for this course per se. However, there are assigned/test-able readings, and all of which are listed in the course syllabus, which is posted on-line on Canvas. Any updates to that syllabus that may occur during the semester will also appear on Canvas.

**\*\*\* Note that ALL assigned HBP case studies and articles are ONLY accessible from Harvard Business Publishing**, and a course pack containing those materials has been established. All associated HBP downloads from that course pack (...as identified by a "HBP" prefix in the syllabus listing...) can be secured through discounted pricing (i.e., **\$4.25 per item download**).

All of the specific HBP material may be purchased as a group, (i.e., **approximately \$96.75 for the entire group**). Note again that **ALL HBP readings remain test-able in terms of their content**.

For additional information on access to these materials, go to the additional document listed in the **Course Introduction** section: **"AMIS 4670 Course Reading Access Autumn 2025"**

### **Course Objectives**

Today's modern businesses are different, as wave after wave of next-generation technologies are continuing to transform the landscape. This is true inside the tech sector, where new ideas and enabling products are germinated, as well as everywhere else outside of it, where those new enabling products are being consumed. Yet whether an organization is trying to catch that next wave, or instead currently trying to fend off its disruptive effects, it is being faced with a strategic crisis that has stumped the very best of our top companies.

Dealing with a potential disruption is a like form of elective surgery, because choosing when to engage it is purely voluntary. Yet regardless, successful companies still need to be driven toward a chosen destination, as well as be guided by a definitive map that is intended to lead them there. That is what strategy and planning is all about.

While executives are often well aware of the need to match their planning and management processes to the specific demands of their competitive environments, in practice many unfortunately still rely on approaches that are better suited to predictable, stable environments, even though today's environments are more volatile. A new playbook is often needed.

This course will take a closer look at more systematic ways of developing strategies and fostering innovations that are better suited to the times we are in. It intends to provide a clearer understanding of the strategic components, considerations and management styles available to make strategy effective and strategic once again.

To successfully respond to these issues leaders must acquire and effectively apply the critical thinking, leadership and decision-making skills necessary to both accurately anticipate and quickly respond to economic, technological, political and social changes within their corporate environments. These are probably the skills that on-their-game companies are looking for today. While simultaneous day-to-day operational pressures make it increasingly difficult to stay prepared for these challenges, IT leaders must still respond in order to achieve the corporate differentiation and advantage required to stay ahead.

This course will potentially include guest speakers and other subject matter experts, as well as diverse readings, case studies, and classroom discussions.

***The objectives of this course are to have its students develop a more complete understanding of***

- (a) How IT creates corporate value,***
- (b) The influencing trends, perspectives and management needs related to all integral components of that value equation having significant roles in that delivery – e.g., the CIO, the vendor/supplier, the data miner, consultants and the enterprise executives,***
- (c) The overall business context within which all of this occurs.***

The broader objective of this course, also vital, is to help students develop higher level thinking as a basis for becoming future professional leaders in their field. Here, students will be asked to not only apply different perspectives to the content material, but also demonstrably extend themselves through actively and repeatedly engaging the instructor(s), their fellow students, as well as invited guest presenters in a way that enriches the educational experiences for all involved.

## **General Expectation on Workload**

AMIS 4670 is a three (3) credit hour course. The University and College expectation is that in order to earn at least the average grade of "C" in this course, students should prepare to spend two hours outside of class for every hour spent in class. Since this class will meet for three (3) hours per week, you should thus expect to spend an average of six (6) hours per week outside of class on course-related work.

## **Class Attendance**

**This is an in-class course.** You should make every effort to attend all class meetings. At The Ohio State University, attendance at scheduled class meetings is required, and grading activities will be conducted during each class period. The university application, TopHat, will be used as the attendance taking vehicle, and students will be responsible for recording their attendance during each class period.

You are expected to arrive in class prior to the announced start time, as a courtesy to others and as good practice for effective learning. **\*\*\*NOTE: All cell phones and other audible electronic devices**

**must be turned OFF and put away during class.** Students who violate this policy may be required to leave the classroom immediately and may not return until the next class meeting.

## Active Participation

**This class is designed to be, as well expected to be, highly participative.** Your ability to succeed in this class will be highly dependent in part upon the quality and frequency of your actual **proactive** classroom interaction. **This course is not intended to be a memorization exercise.** Your ability to think and subsequently (and proactively) offer perceptive comments and insights based upon the topics being discussed will not only be a critical component of your ultimate success in this class, but also in your effective application of the knowledge gained here once you leave this program.

## Format

Classes will include a broad mixture of lectures, interactive exercises, team assignments and guest presentations from acclaimed industry experts and practitioners.

## Evaluation (***Weightings Subject To Change***)

Professional Engagement	10%
- Comprised Of:	
○ In-Class Assignments (Must Be Present To Score)	6%
○ Professionalism Rating	4%
Team Assignments (1)	15%
Individual Assignments (5)	25%
Exams (4)	50%

## Professional Engagement

The purpose of this class is to help prepare you for the professional world that awaits you. As a result, the conduct of the class, as well as the measures against which you will be critically assessed within it, are structured to closely reflect that environment and its expectations.

More specifically, your level of overall professional engagement will be quantifiably (and **individually**) assessed on the basis of two (2) specific items:

- Quality of any/all in-class exercises, which will comprise approximately 60% of this category. and
- Overall level of class attendance, active participation and overall class discussion engagement, which will comprise the remaining approximate 40% of this category.

Once again, this class is designed (and expected) to be highly participative, and **much of that responsibility will fall directly upon you.** Do not simply/passively wait to be called upon. Extend yourselves and become involved.

Quite simply, those that score the highest overall in this category will be those who distinguish themselves by standing out above the norm. This will be an **individual** assessment (i.e., it is not “curved” based class averages).

Students that simply show up, occasionally participate in class discussions, and only infrequently have deeper topic-related conversations with the professor (in or out of classes) and other students themselves (in class) will be considered as meeting **only baseline expectations**, and such performance will only be worthy of a median (e.g., “C”) mark in this specific category. On the other hand, students that “up” their game and their intellectual/conversational initiatives will receive a higher score, and those in the assessment of the instructor who do not meet baseline expectations in this area will receive a grade lower than the median.

It is up to each student to seek to differentiate themselves by standing out in this class, just as it will be in the professional worlds you are about to enter as you leave this program.

## Teams

The class will be sub-divided into a series of teams. Questions concerning all team assignments will be presented to all teams simultaneously, and subsequently the members of each respective team are expected to work together to collaboratively derive their team's answers to the problems given. Individual team membership is expected to change during the course of the semester, and the work done by a team on any assignment is expected to be the work of the team only,....no exceptions.

All submitted answers (i.e., one per team) will be provided in POWERPOINT format (unless otherwise specifically stated), and the team grade given for each assignment will then be assigned to all members of that team (with one exception as stated below).

The methods/logistics/schedules needed for any given team to work together will be left to the individual teams to decide among themselves.

**\*\*\* PLEASE NOTE:** As a means of providing improved self-governance, team members will also be allowed to confidentially formally comment (to the instructor) on the level of corresponding work put in by (or not put in by) other team members, which in turn may have a direct grading impact on those affected parties. In essence, teams will be afforded this level of self-governance to assure that no "free-riding" occurs among any of the respective team members. As in your future real-world settings, "free-riding" will have negative consequences.

Selected teams (whether subsequently chosen by the instructor or self-selected) will be further required to present and defend their findings to the overall class on the assigned presentation days. The instructor will announce in class which teams will be presenting on that given day.

## Individual Assignments

These assignments are intended to provide practice in understanding and applying concepts and skills. They will be subject to grading, and thus you are strongly encouraged to complete the homework problems. These materials may be used only by students enrolled in AMIS 4670 in this specific semester. You may not distribute any of these materials to others, and the work done by an individual on any assignment is expected to be the work of that individual only,....no exceptions.

## In-Class Assignments

These assignments are also intended to provide practice in understanding and applying concepts and skills; however, they are also intended to provide practice in working together collaboratively to derive team-based answers to the problems given. As a result, credit for In-Class Assignments will be given ONLY for work completed "in-class"....unless prior approval has been given by the instructor regarding extenuating circumstances. No exceptions.

## Assignment Deadlines

All reading assignments are expected to be completed by class time on the day for which they are listed on the syllabus. All prepared assignments (i.e., both individual and team assignments) that are to be turned in for full credit are due no later than 5:00pm ET on the day BEFORE the listed due date (unless otherwise indicated). All assignments must be submitted electronically to Canvas.

## Examinations

The exams will be designed to measure your knowledge and understanding of the material presented in the reading, team assignments, individual assignments, class lectures and discussions. Problems must be solved and presented utilizing appropriate formats as discussed in class or in the assigned text. You will have only a fixed amount of time to complete each examination.

**NOTE:** Exams will be given electronically (via Carmen access windows). Note also that during the execution of any exam, students are **NOT** permitted to vary from the window in which the exam is being accessed. Any deviation from that window will be assumed to be connected with academic misconduct, which could result in a grade of "zero" on that exam.

In the event that you miss an exam, you will receive a score of 0. However, exceptions will be made upon presentation of documented evidence indicating serious illness, family emergency or University-authorized absence. Contacting the instructor(s) **prior** to the exam is expected, if practicable. A make-up exam may be scheduled; alternatively, the weight of the remaining exams may be adjusted. The choice rests solely with the instructor. You are strongly urged to make every effort to take the exams as scheduled.

### **Use Of Artificial Intelligence (AI):**

Ohio State's new [AI Fluency Initiative](#) is working to embed AI education throughout the undergraduate curriculum. With AI quickly becoming mainstream, professors have already begun integrating AI into their courses. This course is no exception.

However, note that Ohio State has also stated this does **NOT** mean students will be able to use generative AI output to pass off assignments as their own. That is to again say, unless I specifically authorize the use of any AI-generated material as a source of additional discovery in responding to (and including within) class assignments, students are **NOT** authorized to use AI-generated content as a substitute for their own individually-generated work.

Tools are available to the instructor to help determine if/if not that has been the case, and thus if any such unauthorized use is detected it will be considered academic misconduct and will be acted on as such. Writing assignments will be turned in online, and I (again) will be using Turnitin and other applications that have AI detection algorithms. It is re-emphasized that you need to complete the assignments using your own brain and your own thinking...which will lead to more of your own overall learning!

### **Academic Misconduct**

Any form of academic misconduct will **NOT** be tolerated. According to University Rule 3335-31-02, **ALL** suspected cases of academic misconduct will be reported to the Committee on Academic Misconduct. For additional information on academic misconduct, see the code of student conduct—see below.

### **Standards of Integrity and Conduct**

Each student in this course is expected to be familiar with and abide by the principles and standards set forth in The Ohio State University's code of student conduct. You can view this document or download a .pdf version at:

[http://studentaffairs.osu.edu/resource\\_csc.asp](http://studentaffairs.osu.edu/resource_csc.asp)

It is also expected that each student will behave in a manner that is consistent with the Fisher Honor Statement, which reads as follows:

*As a member of the Fisher College of Business Community, I am personally committed to the highest standards of behavior. Honesty and integrity are the foundations from which I will measure my actions. I will hold myself accountable to adhere to those standards. As a future leader in the community and business environment, I pledge to live by these principles and celebrate those who share these ideals.*

While most students have high standards and behave honorably, like every academic institution, we sometimes encounter cases of academic misconduct. It is the obligation of students and faculty members to report suspected cases of academic and student misconduct. Students can report

suspected violations of academic integrity or student misconduct to a faculty member or to a program's leadership. All reported cases of academic misconduct are actively pursued, and confidentiality is maintained.

### **Permitted Study Materials**

Use of inappropriate study materials, including previously prepared solutions to projects and files containing tests used during previous terms, compromises the concept of equal opportunity for all students and therefore is prohibited. You may use materials that generally are available to all students provided that they maintain the spirit of the learning objectives.

### **Disenrollment**

University Rule 3335-8-33 provides that a student may be dis-enrolled after the third instructional day of the quarter, the first Friday of the semester, or the student's second class session of the course, whichever occurs first, if the student fails to attend the scheduled course without giving prior notification to the instructor.

### **Disability Services**

The Office of Disability Services develops strategies for students with verified disabilities to meet the needs of these students. All students with specific disability needs are strongly encouraged to contact the Office of Disability Services at 614-292-3307 to discuss potential accommodations that may be available to them. Students requiring accommodations based on identified disabilities should contact the instructor at the beginning of the quarter to discuss the student's individual needs. Also see [www.ods.ohio-state.edu](http://www.ods.ohio-state.edu) for more information about the Office for Disability Services.

### **NOTE: Weather Related Issues**

*Should in-person classes be canceled, I will notify you as to which alternative methods of teaching will be offered to ensure continuity of instruction for this class. Communication will be via [CarmenCanvas, email or other mode of communication].*

### **A Detailed Preliminary Schedule Follows:**



***The Ohio State University Fisher College of Business  
ACCTMIS 4670: IT Planning and Management (Section 2858)  
Course Syllabus -- Autumn 2025***

***Schoenbaum Hall #319  
MoWe 9:35am to 10:55am***

***This syllabus is SUBJECT TO CHANGE—changes will be posted on Canvas 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.***

***\* Submissions are due at 5pm on the day before the listed class in which they will be discussed unless otherwise indicated.***

**Class Syllabus - As of 10/20/2025 (\*\* *This Is Subject To Change* \*\*)**

<u>Date</u>	<u>Topical Coverage</u>	<u>Reading</u>	<u>Submission Due*</u>
Wed 8/27	Course Introduction		
Mon 9/1	<b><i>Labor Day Holiday (NO CLASSES TODAY)</i></b>		
	<b><i>Module One - Awareness of the Current Situation</i></b>		
Wed 9/3	<ul style="list-style-type: none"><li>• Looking Out Toward The Horizon – Preparing For What Is To Come</li><li>• Influencing Factors and Trends</li><li>• Competitive Forces</li><li>• Wave Theory and its Implications</li></ul>	<p>“The Only CIO Resolution That Matters”; Thornton May; CIO Magazine, 12/26/2023</p> <p>“My Body, My System”; Article by Vince Kellen 010624 (<a href="#">Posted In Carmen</a>)</p>	
Mon 9/8	<ul style="list-style-type: none"><li>• Organizational Responses To Disruptive Trends</li><li>• Intro to Individual Assignment #1</li></ul>	<p>HBP; "To Succeed In The Long Term, Focus On The Middle Term"; Moore, 2007</p> <p>HBP; "How Do You Manage An Off-Site Team?"; Maruca, 1998</p>	
Wed 9/10	<ul style="list-style-type: none"><li>• Introduction to Traditional Organizational Structures and Their Limitations</li><li>• Intro to Individual Assignment #2</li></ul>		Ind. Assignment #1 Due Date (9/11 @ 11:59pm)

	<b><i>Module Two - Goals and Preparation</i></b>		
Mon 9/15	<ul style="list-style-type: none"> <li>Understanding and Adapting to Organizational Maturity</li> </ul>	<a href="https://en.wikipedia.org/wiki/Stages_of_growth_model#Summary">https://en.wikipedia.org/wiki/Stages_of_growth_model#Summary</a>	Ind. Assignment #2 Due Date (9/14 @ 5:00pm)
Wed 9/17	<ul style="list-style-type: none"> <li>Related Planning and Workforce Preparation</li> </ul>	HBP; "Rethinking the On-Demand Workforce"; Fuller et al, 2020 HBP; "Do We Re-Skill or Replace Our Workforce"; Kerr et al, 2025  <a href="https://www.businessinsider.com/gen-z-might-kill-middle-management-2023-11">https://www.businessinsider.com/gen-z-might-kill-middle-management-2023-11</a>	
Mon 9/22	<b><i>Exam / Quiz #1</i></b> <b>Covering Modules One and Two</b>		
	<b><i>Module Three - Understanding and Mitigating Risk</i></b>		
Wed 9/24	<ul style="list-style-type: none"> <li>Review of Exam #1</li> <li>Critical Points Within Business Systems and Processes (Part One)</li> </ul>		
Mon 9/29	<ul style="list-style-type: none"> <li>Critical Points Within Business Systems and Processes (Part Two)</li> </ul>		
Wed 10/1	<ul style="list-style-type: none"> <li>IT Architectures and Control Frameworks</li> <li>Intro to Individual Assignment #3</li> </ul>	HBP; "Case Study: Protecting The Cheddar"; Berinato & Bochman, 2018	
Mon 10/6	<ul style="list-style-type: none"> <li>Managing Risk and Uncertainty</li> <li>IT General Controls</li> </ul>	HBP; "Act, Don't React: A Leader's Guide To Cybersecurity"; Parent et al, 2019	Ind. Assignment #3 Due Date (10/7 @ 5pm)
	<b><i>Module Four - Building A Culture Of Adaptation</i></b>		
Wed 10/8	<ul style="list-style-type: none"> <li>Shaping Expectations -- Branding and Influencing (Part One)</li> </ul>	HBP; "Faulty Models: How Intangible Mental Infrastructures Lead Us Astray"; Austen (2013)	
Mon 10/13	<ul style="list-style-type: none"> <li>Shaping Expectations -- Branding and Influencing (Part Two)</li> <li>Change Management</li> <li>Intro to Team Assignment</li> <li>Intro to Individual Assignment #4</li> </ul>	HBP; "Leading Change: Why Transformation Efforts Fail"; Kotter, 2007 HBP; "The Cost Center That Paid Its Way", Kirby, 2002	
Wed 10/15	<ul style="list-style-type: none"> <li>Influencing Technology Innovation and Adoption</li> </ul>	HBP; "Innovation; The Classic Traps"; Kanter, 2006 HBP; "Darwin and The Demon, Innovating Within Established Enterprises; Geoffrey Moore, 2004	Ind. Assignment #4 Due Date (10/15 @ 11:59pm)

Thurs 10/16 & Fri 10/17	<b><i>AUTUMN BREAK (NO OSU CLASSES ON THESE DAYS)</i></b>		Team Assignment Due Date (10/19 @ 5pm)
Mon 10/20	<b><i>Team Assignment Presentations</i></b>		
	<b><i>Module Five - Building The Path Forward</i></b>		
Wed 10/22	<ul style="list-style-type: none"> <li>• Adaptive Digital Readiness and Customer Centricity</li> <li>• Digital Transformation</li> </ul>	HBP; "3 Mistakes First-Time Managers Make with Digital Transformation"; Sunder M, 2023  Podcast; <a href="https://youtu.be/zAiFBD4ro74">https://youtu.be/zAiFBD4ro74</a>	
Mon 10/27	<b><i>Exam / Quiz #2</i></b> <b>Covering Modules Three and Four</b>		
Wed 10/29	<ul style="list-style-type: none"> <li>• Review of Exam #2</li> <li>• Defining and Organizing Responsive Strategy</li> <li>• Potential In-Class Assignment</li> </ul>	HBP; "The Big Lie Of Strategic Planning"; Martin, 2013 HBP; "A Good Digital Strategy Creates A Gravitational Pull"; Bonchek, 2017 HBP; "Your Strategy Needs A Story"; Reeves et al, 2023	In-Class Assign't #1 Due Date (10/29 @ 11:00am)
	<b><i>Module Six – Managing IT As A Business</i></b>		
Mon 11/3	<ul style="list-style-type: none"> <li>• Aligning IT and Business Strategy</li> <li>• Intro to Individual Assignment #5</li> </ul>	HBP; "Too Far Ahead of the Curve"; Glaser, 2007  <a href="https://www.cio.com/article/1249339/what-you-dont-know-about-data-management-could-kill-your-business.html">https://www.cio.com/article/1249339/what-you-dont-know-about-data-management-could-kill-your-business.html</a>	
Wed 11/5	<ul style="list-style-type: none"> <li>• Making Choices (The Management of Priorities)</li> <li>• Balanced Scorecards</li> </ul>	HBP, "The Balanced Scorecard; Measures That Drive Performance"; Nolan and Kaplan, 2005 HBP, "Too Many Projects"; Hollister and Watkins, 2018	Ind. Assignment #5 Due Date (11/7 @ 5pm)
Mon 11/10	<ul style="list-style-type: none"> <li>• IT Financial Management</li> </ul>		
Tues 11/11	<b><i>VETERANS DAY (NO CLASSES TODAY)</i></b>		

Wed 11/12	<ul style="list-style-type: none"> <li>• Navigating Contractual Relationships (Internal and External)</li> </ul>		
Mon 11/17	<p><b><i>Exam / Quiz #3</i></b>  <b>Covering Modules Five and Six</b></p>		
	<p><b><i>Module Seven – Assessments and Adjustments</i></b></p>		
Wed 11/19	<ul style="list-style-type: none"> <li>• Review of Exam #3</li> <li>• Utilizing Effective Analytics</li> </ul>		
Mon 11/24	<ul style="list-style-type: none"> <li>• Introduction To Artificial Intelligence</li> <li>• Possible In-Class Assignment</li> </ul>	<p><b><i>Pre-Read Before Class:</i></b>  HBP; "Should We Deploy A Gen AI Salesbot?"; Avery, 2024</p>	In-Class Assign't #2 Due Date (11/24 @ 11:00am)
Wed 11/26	<p><b><i>THANKSGIVING BREAK BEGINS (NO OSU CLASSES)</i></b></p>		
Mon 12/1	<ul style="list-style-type: none"> <li>• Implementing and Leveraging Artificial Intelligence</li> </ul>	HBP; "It's Time For Your Company To Invest In AI. Here's How."; Piscione, 2025 HBP; "The AI Revolution Won't Happen Overnight"; Hlivko, 2025	
	<p><b><i>Module Eight – Broadening and Enhancing Future Capabilities</i></b></p>		
Wed 12/3	<ul style="list-style-type: none"> <li>• Global Expectations and Influences</li> </ul>	HBP; "How Companies Can Navigate Geopolitical Risk"; Lee and Glosserman (2022) HBP; "Managing 21 <sup>st</sup> Century Political Risk"; Condoleezza Rice (2018)	
Mon 12/8	<ul style="list-style-type: none"> <li>• Future Leadership Challenges</li> </ul>	HBP; "What Makes A Leader?"; Goleman, 2003	
Wed 12/10	<p><b><i>Final Day Of Class</i></b>  <b><i>Final Exam - Quiz #4 - Covering Modules Seven and Eight</i></b></p>		