



***The Ohio State University Fisher College of Business  
AMIS 4670: IT Planning and Management (Section 5017)  
Course Description -- Spring 2024***

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**Class Information**

<u><b>Time</b></u>	<u><b>Room</b></u>
Mon/Wed 8:00am – 9:20am	Schoenbaum Hall – Room 200

**A Few Very Strongly Suggested 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 \$59.50 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 Spring 2024”***

**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 innovation 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 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 provably 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**

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 a 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:	
o In-Class Assignments	6%
(Must Be Present To Score)	
o Professionalism Rating	4%
Team Assignments (2)	25%
Individual Assignments (4)	25%
Exams (3)	40%

## 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.

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 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 other team members, which in turn may have a direct 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 (as subsequently chosen by the instructor) 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.

## 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 textbook. You will have only a fixed amount of time to complete each examination.

***Note that 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):** Unless I specifically mention otherwise (and in writing), the use of any AI-generated content in any deliverables in this course will **NOT** be used. Tools are available to the instructor to help determine if that has been the case, and thus if that 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. You need to complete the assignments using your own brain and your own thinking...which will lead to more of your own learning!

### **Academic Misconduct**

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.

### **Detailed Schedule Follows**



**The Ohio State University Fisher College of Business**  
**AMIS 4670: IT Planning and Management (Section 5017)**  
**Course Syllabus -- Spring 2024**  
**Schoenbaum Hall #200**  
**MoWe 8:00am to 9:20am**

***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 1/21/2024 (\*\* Subject To Change \*\*)**

<b><u>Date</u></b>	<b><u>Topical Coverage</u></b>	<b><u>Reading</u></b>	<b><u>Submission Due*</u></b>
Mon 1/8	Course Introduction		
	<b><i>Module One - Assessing The Current Situation</i></b>		
Wed 1/10	<ul style="list-style-type: none"> <li>Looking Out On The Horizon – Preparing For What Is To Come</li> <li>Influencing Factors and Trends</li> <li>Intro to Individual Assignment #1</li> </ul>	“The Only CIO Resolution That Matters”; Thornton May; CIO Magazine, 12/26/2023 “My Body, My System”; Article by Vince Kellen 010624 ( <b>Posted In Carmen</b> ) HBP; "Finding A Job When You Don't Know What You Want To Do Next"; Mimi Aboubaker, 2022	
Mon 1/15	<b><i>Martin Luther King Holiday (NO CLASSES TODAY)</i></b>		
Wed 1/17	<ul style="list-style-type: none"> <li>Organizational Responses To Disruptive Trends</li> </ul>		<b>Ind. Assignment #1 Due Date (1/14 @ 5pm)</b>
Mon 1/22	<ul style="list-style-type: none"> <li>Introduction to Traditional Organizational Structures and Their Limitations</li> <li>Potential In-Class Assignment</li> <li>Intro to Individual Assignment #2</li> </ul>	HBP; "How Do You Manage An Off-Site Team?"; Maruca, 1998	
Wed 1/24	<ul style="list-style-type: none"> <li>Understanding Mental Models</li> <li>Upskilling The Workforce</li> </ul>	<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>	<b>Ind. Assignment #2 Due Date (1/24 @ 11:59pm)</b>

Mon 1/29	<ul style="list-style-type: none"> <li>• Influencing Expectations -- Branding and Influencing</li> <li>• Business Systems Introduction</li> </ul>	HBP; "A Good Digital Strategy Creates A Gravitational Pull"; Bonchek, 2017	
Wed 1/31	<ul style="list-style-type: none"> <li>• Business Systems and Process Introduction (Part One)</li> </ul>		
Mon 2/5	<ul style="list-style-type: none"> <li>• Business Systems and Process Introduction (Part Two)</li> </ul>		
	<b><i>Module Two - Envisioning Your Goals</i></b>		
Wed 2/7	<ul style="list-style-type: none"> <li>• Frameworks and Architectures (Building A Context)</li> </ul>		
Mon 2/12	<b><i>Exam / Quiz #1</i></b> <b>Covering Module One</b>		
Wed 2/14	<ul style="list-style-type: none"> <li>• Review of Exam #1</li> <li>• Introduction to Organizational Maturity</li> </ul>		
Mon 2/19	<ul style="list-style-type: none"> <li>• Adaptive Digital Readiness and Customer Centricity</li> <li>• Digital Transformation</li> </ul>		
Wed 2/21	<ul style="list-style-type: none"> <li>• Outcome-Based Strategies</li> <li>• Potential In-Class Assignment</li> </ul>	HBP; "What Is Strategy?"; Porter, 1996 HBP; "The Big Lie Of Strategic Planning"; Martin, 2013 HBP, "Strategic Intent", Hamel and Prahalad 2004	
	<b><i>Module Three - Building The Path Forward</i></b>		
Mon 2/26	<ul style="list-style-type: none"> <li>• Making Choices (The Management of Priorities)</li> </ul>		
Wed 2/28	<ul style="list-style-type: none"> <li>• Assessing Performance</li> <li>• IT Financial Management</li> <li>• Intro to Team Assignment #1</li> </ul>	HBP, "The Balanced Scorecard; Measures That Drive Performance"; Nolan and Kaplan, 2005	
Mon 3/4	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Systems Implementation</li> </ul>		Team Project #1 Due Date (3/5 @ 5pm)
Wed 3/6	<b><i>Team Presentations – Team Assignment #1</i></b> <ul style="list-style-type: none"> <li>• TA #1 Post-Mortem Discussion</li> <li>• Introduction to Individual Assignment #3</li> </ul>		



Mon 3/11 – Wed 3/15	<b><i>Spring Break (NO CLASSES ALL WEEK)</i></b>		
Mon 3/18	<ul style="list-style-type: none"> <li>Managing Risk &amp; Uncertainty</li> </ul>	HBP; “Case Study: Protecting The Cheddar”; Berinato & Bochman, 2018	
Wed 3/20	<ul style="list-style-type: none"> <li>Managing Security, Reliability, Prevention and Response</li> <li>IT General Controls</li> </ul>		Ind. Assignment Three Due Date (3/19 @ 5pm)
Mon 3/25	<b><i>Exam / Quiz #2</i></b> <ul style="list-style-type: none"> <li>Covering Modules Two &amp; Three</li> </ul>		
	<b><i>Module Four - Preparing For The Journey</i></b>		
Wed 3/27	<ul style="list-style-type: none"> <li>Review of Exam #2</li> <li>Re-Shaping The Infrastructure (Cloud)</li> <li>Preparing Your Organization For The Cloud</li> </ul>		
Mon 4/1	<ul style="list-style-type: none"> <li>Data Management</li> <li>Intro to Analytics</li> <li>Artificial Intelligence</li> </ul>	<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 4/3	<ul style="list-style-type: none"> <li>Fostering Innovation</li> <li>Managing Change</li> <li>Intro to Team Assignment #2</li> </ul>	HBP; "Innovation; The Classic Traps"; Kanter, 2006 HBP; “Leading Change: Why Transformation Efforts Fail”; Kotter; 2007 HBP; "Too Far Ahead Of The Curve"; Glaser, 2007	
Mon 4/8	<ul style="list-style-type: none"> <li>Influencing Technology Adoption</li> <li>ERP and Other Game-Changing Technologies</li> <li>Intro to Individual Assignment #4</li> </ul>	HBP: “Darwin and The Demon, Innovating Within Established Enterprises; Geoffrey Moore, 2004 HBP; "The Cost Center That Paid Its Way"; Kirby, 2002	
Wed 4/10	<ul style="list-style-type: none"> <li><b><i>Team Presentations – “Peachtree and the Infrastructure”</i></b></li> </ul>		Team Project #2 Due Date (4/09 @ 5pm)
	<b><i>Module Five - Pulling It Together: Roles and Leadership</i></b>		
Mon 4/15	<ul style="list-style-type: none"> <li>Managing Your Supplier Environment</li> </ul>		Ind. Assignment #4 Due Date (4/14 @ 5pm)

Wed 4/17	<ul style="list-style-type: none"> <li>• Managing The Human Side</li> <li>• Preparing for Global Readiness</li> </ul>		
	<ul style="list-style-type: none"> <li>• The Future of IT Leadership</li> <li>• The Future of The IT Organization</li> <li>• Final Perspectives and Review</li> </ul>	HBP: "What Makes A Leader?"; Goleman, 2003	
Mon 4/22	<p><b><i>Final Day Of Class</i></b></p> <p><b><i>Final Exam - Quiz #3 - Covering Modules Four and Five</i></b></p>		