Textbook: Baltzan, P. & Phillips, A. S. (2010). *Business Driven Technology, 4th Edition*. McGraw-Hill. Note that you do NOT need the Premium Access card or the Connect version, although there is no harm in acquiring them. The Premium Access (which can be purchased from the publisher for $15) allows you to register to use additional materials through the publisher website, e.g., Technology Plug-Ins (TPIs), some supplemental reading materials, sample and practice quizzes, review materials, etc. (Note: Much of the material in the TPIs can be found on the Internet, although it will not be as well organized nor as focused on the material from our textbook.)

There are several different versions of this text. A hardcover version and a looseleaf version are available in the bookstore. Each version has its benefits. An “International” version, i.e., softcover, can be found on the Internet through many on-line retailers, although it does not include some Business Plug-Ins. There is also an electronic version available through the publisher via the Internet. Finally, eBay has a free iPhone app called Half.com – take a picture of the book’s bar code and the software will “trawl” the web for the best price.) Any of these versions will work, as long as it is for the 4th Edition (i.e., w/ a 2010 copyright date).

This book, and others, may be ordered through Amazon.com at: http://www.amazon.com/gp/browse.html/ref=pe_161330_22323640_pe_hero?node=668781011. Amazon indicates that they have two-day shipping for students, so, if true, you can get your books relatively quickly. Of course, other on-line bookstores also are available.

Online Resources – Textbook – http://www.mhhe.com/bdt4e (Publisher’s website)  
Course – Blackboard 9.1 (see Course Materials section below)

Other Resources – Other reading materials may be assigned. Generally, these will be posted on Blackboard (either in their entirety, via a link to a website, or with instructions on how to find it through the library) or handed out in class. Refer to the schedule below for a list of reading materials that are already assigned. It is strongly recommended that you take notes in class.

PowerPoint slides will typically be posted for each chapter or Business Plug-In (BPI) prior to that class. These provide a high-level view of the material from the chapter, but they DO NOT necessarily include all details/definitions that you will need to master for the exams/quizzes.

Software – (PC versions of) Microsoft Excel and Microsoft Access will both be used in this class. If you don’t already own or have access to this software, they are available in the computer labs throughout campus (classtech.gmu.edu/computerlabs.cfm).

Further, Microsoft Access is available for download free of charge to registered School of Management (SOM) students through the Microsoft Developer Network (MSDN) agreement. (See next paragraph for additional information.) [Note that this download does not work and is not available for Apple Macs. Also note that there can be (generally minor) compatibility issues}
with the PC and the Mac versions of the software. It is your responsibility to make sure your assignments meet the required PC standards.]

During the first week of the semester you should receive an e-mail from the SOM providing you with instructions for downloading the Microsoft Access software. (Microsoft Excel is available for purchase in the Johnson Center computer store.) You will also likely need to use Microsoft Word and PowerPoint. George Mason and the School of Management currently use Microsoft Office 2007; if you are new to MS Office 2007, you can access online tutorials through the website transition.gmu.edu (click Tutorials on the left-hand menu). Additional IT-related training is available free to George Mason University students at ITTraining.gmu.edu.

Course Description – This course looks at the dynamic nature of the modern business environment and the impact of traditional and rapidly emerging information technologies (IT). The course will facilitate the learning of concepts, frameworks, and approaches that are essentially technology independent and will last long after a specific technology is obsolete.

We will explore the evolution of hardware, software, and communication networks and their impact on IT capabilities and organizational strategy. Information systems will be examined in terms of organizational competition, responsiveness, and decision making. Enterprise Resource Planning (ERP), Customer Relationship Management (CRM), Supply Chain Management (SCM), Business Process Reengineering (BPR), and Internet strategies are each relatively new opportunities for IT. Privacy and security issues are on-going challenges and raise new ethical concerns. Using both the material from the textbook and current events from the business press, we will look at how IT is enabling organizations to gain regional, national, and international reach. Cases from the world of technology and business will be used throughout this course to explore and reinforce IT concepts. (Note that a number of mini-cases are included with the textbook; others will be derived from current events and the business press.)

Businesses increasingly demand that their employees have proficiency with spreadsheets and databases. More specifically, business-related decision making increasingly utilizes spreadsheets and requires the ability to query databases to generate routine business reports and ask non-routine questions. The hands-on portion of this course will deal with Excel 2007 and Access 2007. You will learn to use different decision-making capabilities and tools available in Excel. And, you will learn basics on how to design, build, and query an Access database, including the creation of custom reports using data retrieved from databases.

Course Learning Goals:
- Apply knowledge of information technology, operations, and business functions, to assess, design, and improve business processes.
- Develop data organization, storage, and processing solutions to support organizational needs for information management. This includes awareness of and skill development in the area of business intelligence.
- Use knowledge of computer networks as part of the IT solutions for improving business processes. This includes knowledge of and skill development in networks and security.

SOM (School of Management) Undergraduate Program Learning Goals:
1. Our students will be competent in their discipline.
2. Our students will be aware of the uses of technology in business.
3. Our students will be effective communicators.
4. Our students will have an interdisciplinary perspective.
5. Our students will be knowledgeable about global business and trade.
6. Our students will recognize the importance of ethical decisions.
7. Our students will be knowledgeable about the legal environment of business.
8. Our students will be knowledgeable about team dynamics and the characteristics of effective teams.
9. Our students will understand the value of diversity and the importance of managing diversity in the context of business.
10. Our students will be critical thinkers.
Administrivia:

- Please arrive for class on time. Late arrivals are disruptive to the whole class. Traffic and parking can be a mess on the Mason campus, so please plan accordingly.
- If you are a student with a disability and you need an academic accommodation, please see me and contact the Disability Resource Center (DRC) at 993-2474. All accommodations must be arranged through the DRC and should be made during the first two weeks of the semester.
- Cell phones, PDAs, etc. should be turned off, muted, or turned to vibrate during class. Please do not send or receive (i.e., read) texts, tweets, e-mail, etc. or other communications during class. Unless otherwise noted, you will not be allowed to use your laptops, cell phones, PDAs, etc. during lecture. Use of the devices during class may lead to their confiscation.
- Read the assigned materials prior to the class session for which it is assigned. This will help you to understand and more easily retain the topics/concepts that are discussed. We will cover much, although not necessarily all, of the posted PowerPoint material in class; additional material is sometimes included to supplement the reading material and chapter-related PowerPoint slides. It is your responsibility to make sure you get any materials (i.e., notes, assignments, etc.) that are covered if or when you miss a class or part of a class.
- Notice will be given before each exam; review material may also be provided. (Note that PowerPoint slides for each chapter or Business Plug-In have already been provided well in advance of the exams.) Exams must be taken at their designated times and location. Barring unusual circumstances, no exceptions will be made for absence from exams. In case of absence, adequate proof needs to be provided to justify the absence. The decision regarding a make-up exam/quiz will be at the sole discretion of the instructor. Missed exams/quizzes will be assigned a score of 0 (zero). Late arrivals for quizzes may have only the time left for the particular quiz session or may forfeit the opportunity to take the quiz, therefore, please plan accordingly. Late arrivals for exams will typically have until the scheduled end of the class/exam session to complete the exam, i.e., no extra time.
- If you are having trouble with an assignment, please seek assistance. I am available for office hours and am usually available at other times. Help cans sometimes be found at various places in the computer labs on campus, but they may not be familiar with the specifics of the assignment, i.e., you may or may not get full, accurate information on how to do the assignment.
- Homework assignments are due on the date and time specified on the schedule. Late assignments will be accepted for up to a week; however there will be a 20% penalty for late assignments for each day late. All assignments are due via Blackboard unless otherwise noted. Please make sure assignments are appropriately formatted in the proper software prior to the due date and time. And, make sure you are familiar with the submission process in Blackboard. Refer to the assignments for specific details.
- You should keep all of your graded material that is returned to you until after the semester is completed and you have checked your final grade. (Also keep electronic files of all assignments until the end of the semester, just in case.) If there is a discrepancy between my records and the scores you believe should be recorded for your graded material, my scores will be altered only if you can produce the graded material that I have returned to you as evidence.
- There is no provision for extra credit.
- All exams and quizzes are closed book and closed notes. They will be based on information contained in the textbook (including assignments and cases), class notes, and/or in-class discussions.
- You may ask for a regrading of a quiz or exam. Any such request must be made by the end of the NEXT class after the material has been handed back. Reevaluation may result in an increase in your score, a decrease in your score, or no change in your score. After this period, the grade for the quiz or exam is final and may not be changed.
- Please use your GMU e-mail account for communications unless otherwise directed – I will.
• When sending an e-mail, include the course and section number as part of the subject header (or at least in the body of the message). It is also a good idea to include a specific reference to the item generating the e-mail, such as HW 1, Quiz 3, etc. Including all of this information will help me to respond more quickly. (Note that this approach closely aligns with standard business practice in most real world organizations).
• Please do NOT use the mail facilities in Blackboard unless directed to do so; I won’t typically look there for communications unless I know something is there that needs attention.
• GMU’s Honor Code is in effect. (See below.)

GMU Honor System and Code – George Mason University shares in the tradition of an honor system. Upon application to the university, students sign a statement agreeing to conform to and uphold the Honor Code. Students are responsible for understanding the provisions of the Honor Code. Plagiarism, cheating, lying, and stealing of academic work and related materials constitute Honor Code violations. Examples of on-line plagiarism and related matters may be found at: http://mason.gmu.edu/~montecin/plagiarism.htm. Please refer to the website for additional information on the Honor Code: http://www.gmu.edu/org/honorcouncil/guidelines.htm#chap2.

Reading Materials – Please read all assigned materials (e.g., chapters, cases, articles, etc.) in advance of the class (or week) for which they are assigned. Chapters, cases, and other reading materials will be discussed during in-class sessions. Questions related to the readings are provided in the book or will be provided via Blackboard. Be prepared to answer and discuss these questions in class. Failure to participate may impact your grade. Note that being present does not count as participation – you must be present to participate, but it is not sufficient.

Attendance – It is important that you attend all classes, read the assigned material in advance of the class, prepare for and participate in discussions, and take notes. Do NOT rely solely on the PowerPoint slides for the content; they are not sufficient.

Inclement Weather (and Earthquakes!) – Unless you hear otherwise, if the university is open (during a bad-weather event) and holding classes we will have class. However, use your best judgment on whether or not it is safe for you to attend. I will try to provide more specific information as needed.

Grading:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
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<tbody>
<tr>
<td>A</td>
<td>92% or higher, but less than 98%</td>
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<tr>
<td>A-</td>
<td>90% or higher, but less than 92%</td>
</tr>
<tr>
<td>B+</td>
<td>88% or higher, but less than 90%</td>
</tr>
<tr>
<td>B</td>
<td>82% or higher, but less than 88%</td>
</tr>
<tr>
<td>B-</td>
<td>80% or higher, but less than 82%</td>
</tr>
<tr>
<td>C+</td>
<td>78% or higher, but less than 80%</td>
</tr>
<tr>
<td>C</td>
<td>72% or higher, but less than 78%</td>
</tr>
<tr>
<td>C-</td>
<td>70% or higher, but less than 72%</td>
</tr>
<tr>
<td>D</td>
<td>60% or higher, but less than 70%</td>
</tr>
<tr>
<td>F</td>
<td>less than 60%</td>
</tr>
</tbody>
</table>

Note that final grades are determined by a weighted average, not a basic average!
How to Succeed in this Course

- Come to class …!
- Come to class having read the assigned material and be prepared to discuss
- Take notes; don’t rely on just the PowerPoint slides or on listening, then recalling what was said
- After each class:
  - Review the materials in your notes that were covered
  - Consider what questions were asked and answered
  - What items, if any, were highlighted, during the discussion?
  - What are you still confused about?
  - What questions, if any, do you have that were not answered?
  - How does today’s material connect with what has previously been covered?
  - How might this material connect to recent or current events?
  - How might this material be relevant to my current job or future career?
- What are the key terms / concepts from the chapter/plug-in/mini-case? Do I know what these terms/concepts mean?
- To prepare for a quiz, review the materials that have been covered. Make sure to have read the assigned chapters / plug-ins / mini-cases. Reread them. Look for real-world examples of how the technology / concept is being used. To give yourself the best chance to succeed, don’t wait until the last minute to start your preparations
- To prepare for an exam, do the same as for a quiz, only on a larger scale for more material
- Note that some of this material will require basic understanding of terminology and concepts; it will require basic memorization of definitions, descriptions, examples, even lists. Other material will be much more applied in nature and placed in a business-world context
- Do the homework assignments and get them turned in on time. While the assignments may not be easy, if you fulfill the specified requirements you will received full credit for the assignment.
- To be successful:
  - Make sure you understand the requirements for the assignment
  - Make sure you fulfill all requirements by the deadlines (Note that there may be interim deadlines or subtasks that need to be completed for some assignments.)
  - Make sure you take care of all required details … I may repeat this again!
  - Double-check what you have done against the assignment; what might have been missed? Pay attention to the details!
  - Turn the assignment in by the due date and time, typically via Blackboard
  - Keep a copy of your assignment until the end of the semester, just as a backup in case there is a problem with your submission
  - Remember that late assignments will be accepted, with a penalty; better late than never!
  - Unless otherwise noted, you are to complete the assignments on your own. Copying the work of others may result in an Honor Code violation (for ALL involved) and result in a score of zero on the assignment and possibly additional disciplinary action
<table>
<thead>
<tr>
<th>Week of</th>
<th>Topic(s)</th>
<th>Primary Reading Materials</th>
<th>Cases for Discussion (from the textbook)</th>
<th>Assignment(s) &amp; Deliverables (&amp; Supplemental/Optional Materials)</th>
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<tbody>
<tr>
<td>1/25</td>
<td>Course Intro / Syllabus / Schedule / Business Driven Technology</td>
<td>Ch 1 – Business Driven Technology</td>
<td>Apple (pp.3-6)</td>
<td>Assignment(s) &amp; Deliverables (supplemental)</td>
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<td>World is Flat (pp.14-15)</td>
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<tr>
<td>2/1</td>
<td>Data, Information, Business Processes, &amp; Decision Making Intro to Excel</td>
<td>Ch 6 – Valuing Organizational Information BPI 2 – Business Processes Ch 9 – Enabling the Organization – Decision Making</td>
<td>It Takes A Village (pp. 73-75) Political Micrortargeting (pp. 82-84) DARPA Grand Challenge (pp. 135-136)</td>
<td>TPI 2 – Basic Skills using Excel (supplemental) TPI 3 – Problem Solving using Excel (suppl.) TPI 4 – Decision Making using Excel (suppl.)</td>
</tr>
<tr>
<td>2/8</td>
<td>Designing / Developing IS Advanced Excel</td>
<td>BPI 14 – Systems Development Ch 18 – Managing Organizational Projects</td>
<td>Disaster at Denver International (p. 413) Reducing Ambiguity (pp. 414-416)</td>
<td>Quiz 1</td>
</tr>
<tr>
<td>2/15</td>
<td>Project Management</td>
<td>Ch 17 – Building Software to Support Agile Orgs BPI 15 – Project Management</td>
<td>Staying on Track (pp. 428-429) Change at Toyota (pp. 429-431)</td>
<td>Quiz 2</td>
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<td>2/22</td>
<td>Databases &amp; Data Warehouses Intro to Access</td>
<td>Ch 7 – Storing Organizational Information – Databases Ch 8 – Accessing Org Information – Data Warehouses</td>
<td>Keeper of the Keys (pp. 94-95) Harrah’s – Gambling Big on Technology (pp.107-109)</td>
<td>TPI 5 – Designing Database Apps (suppl.) TPI 6 – Basic Skills using Access (suppl.)</td>
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<td>3/7</td>
<td>Databases &amp; Warehouses (cont.)</td>
<td>Ch 7&amp;8 – … continued …</td>
<td>Mining the Data Warehouse (pp. 104-105) Searching for Revenue – Google (pp. 109-112)</td>
<td>Assignment(s) &amp; Deliverables (supplemental)</td>
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<td>3/14</td>
<td>Spring Break</td>
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<tr>
<td>3/21</td>
<td>Business Intelligence IS &amp; Competitive Advantage</td>
<td>BPI 18 – Business Intelligence Ch 2 – Identifying Competitive Advantage IT &amp; Sustained Competitive Advantage</td>
<td>Intelligent Business (pp. 479-481) The Brain Behind the Big, Bad, … (pp. 481-484) See info at bottom of page …’</td>
<td>Assignment(s) &amp; Deliverables (supplemental)</td>
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<tr>
<td>3/28</td>
<td>IS &amp; Organizational Strategy Security</td>
<td>Ch 5 – Org Structures that Support Strategic Initiatives BPI 6 – Information Security</td>
<td>Executive Dilemmas in the Info Age (pp. 54-55) Thinking Like the Enemy (pp. 310-311); Hacker Hunters (pp. 311-313)</td>
<td>Quiz 3</td>
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<tr>
<td>4/4</td>
<td>Telecommunications</td>
<td>BPI 5 – Networks &amp; Telecommunications Ch 16 – Integrating Wireless Technology in Business</td>
<td>Wireless Electricity (pp. 220-221) The Ironman (pp. 181-182)</td>
<td>Assignment(s) &amp; Deliverables (supplemental)</td>
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<td>4/18</td>
<td>Strategic Measures</td>
<td>Ch 3 – Strategic Initiatives for Implementing CompAdv Ch 4 – Measuring … Strategic Initiatives</td>
<td>Michael Porter Interview (pp. 24-25) Got MILK?… (pp. 34-35) Dell’s Famous Supply Chain (pp. 167-168)</td>
<td>Assignment(s) &amp; Deliverables (supplemental)</td>
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<tr>
<td>4/25</td>
<td>Supply Chain Management (SCM) Customer Relationship Mgmt (CRM) Enterprise Resource Planning (ERP)</td>
<td>Ch 10 – Supply Chain Management Ch 11 – Building a Customer-centric Organization – CRM Ch 12 – Integrating the Org from End to End</td>
<td>RFID (pp. 145-146); Levi’s into Wal-Mart (pp. 441-443) Digital Hospital (pp. 443-444); Listerine’s Journey (pp. 342-343) Katrina Shakes Supply Chains (pp. 344-347) Can You Find Your Customers? (pp. 154-156); Fighting Cancer with Information (pp. 360-361) Harley Davidson’s Focus on Technology (pp. 169-171) Shell Canada (pp. 164-165); PepsiAmericas’ Enterprises (pp. 372-373)</td>
<td>Quiz 4</td>
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<td>5/2</td>
<td>SCM / CRM / ERP</td>
<td>Ch 10, 11, 12 – … continued …</td>
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<td>5/9</td>
<td>Final Exam (Exam 3)</td>
<td>Section 007 (regularly meets W 7:20 – 10:00)</td>
<td>Exam @ 7:30 – 10:00 PM at regular classroom location</td>
<td>Exam 3 (Final Exam)</td>
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