Professor Information
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Tel: (703) 993-3723
Office: Enterprise Hall 142
Office Hours: by appointment

Course Website: http://mymason.gmu.edu → Courses → MBA 662

Readings
Please read cases and articles listed in the tentative schedule on the last page before coming to class. Please download the articles from the GMU library website (http://library.gmu.edu), and the cases from the Harvard Business School Press website (www.hbsp.harvard.edu).

To access the articles from the GMU library website, go to library.gmu.edu. Under the Articles tab under the heading Databases (E.g., JSTOR...), select the hyperlinked letter “a.” In the page that opens, scroll down to Academic Search Complete to click on it. Type in the name of an author and the title of the document title in the Ebsco search engine, while selecting the appropriate drop-down option. Click on the search button. The article will appear in the search results.

To access the three Harvard cases, please go to http://cb.hbsp.harvard.edu/cb/access/14397889. You will need to pay $3.95 for each case to download the case.


Course Description
The objective of this course is to provide an understanding of the tasks that managers undertake regarding information technology within an organizational context. The course is not about technologies underlying the IT, but it is about how managers can make informed decisions about IT regardless of their level of comfort with technology. To this end, this course deals with strategic and managerially relevant issues pertaining to the use of information technology in an organization.

Learning Objectives
• Understand how IT influences the business environment
• Analyzing and assessing the impact of IT on business performance
• Identifying key challenges to managing security of and risk to IT infrastructure
• Understanding practices and challenges in software development and implementation projects
• Supporting executive decision making with business intelligence

Course Deliverables and Evaluation
For deliverables 2 and 4, please form groups of 3 or 4 students.
Deliverable 1: Individual case write-ups
(39% of course grade; Individual work)
Each student is responsible for turning in write-ups on any three cases/articles from the course schedule. Write-ups typically address the questions posted for a case. The write-ups are due at the beginning of the class when the cases(s) will be discussed. Each answer should be limited to half a page or less. The cases that a student chooses for this deliverable must not overlap with the choices for case write-ups of the student’s group.

**Deliverable 2:** Group case write-ups  
(21% of course grade; group work)  
Groups of students are responsible for turning in write-ups on any two cases. Write-ups typically address the questions that I post for the case. Write-ups are due at the beginning of the class when the cases(s) will be discussed. Each answer should be limited to half a page or less. Longer answers should be justifiable.

**Deliverable 3:** Contribution to case, class, and online discussions.  
(10% of course grade; Individual work)  
This evaluation is based on “class contribution,” and not “class participation”. What matters is the quality of inputs; not number of comments. Comments that are vague, unrelated to discussion, repetitious, disrespectful of others, made without sufficient foundation will be viewed negatively.

**Deliverable 4:** IT Talk and Discussion Moderated by Students.  
(10% of course grade; discussion moderated by a group)  
Groups pick one of two formats: Newsreel or Tech Talk. Newsreel refers to a recent article about an IT product or company. Scan recent issues of industry and professional magazines including WSJ, InformationWeek, and Fast Company to find such articles. The group should talk about the main points in the article, offer the group’s insights, and further discussion about the article by asking pertinent questions to the class. Articles chosen should reflect managerial and organizational challenges of IT or IT companies.

Tech Talk refers to a short introduction about a current or new technology to the class. This technology may be something that you are currently using at work, or something that has intrigued you, but you have not learned about yet. The group will provide a brief overview that addresses: business issue that the technology addresses, or can address, the various product/service offerings in the market, and behavioral and managerial challenges of implementing or using the technology.

In both formats, it is not necessary for the group to prepare a Powerpoint presentation, or to come up front to present the material. The group members can take turns to speak a few sentences each from their seats. A talk should not exceed 10 minutes, and we will allow at least 5 minutes for class discussion/Q&A moderated by the group. If you would like to use a Powerpoint file, please email me the file in the morning of your presentation. I will change slides for the group.

**Deliverable 5:** Final  
(20% of course grade; Individual work; Take-home) Will be posted online or distributed in class, and is due a week after it is handed out.

Grading for the course will be based on total points earned and will be as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A</td>
<td>95% - 100%</td>
</tr>
<tr>
<td>A-</td>
<td>92% - 94.99%</td>
</tr>
<tr>
<td>B+</td>
<td>89% - 91.99%</td>
</tr>
<tr>
<td>B</td>
<td>83% - 88.99%</td>
</tr>
<tr>
<td>B-</td>
<td>80% - 82.99%</td>
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<tr>
<td>C+</td>
<td>76% - 79.99%</td>
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<tr>
<td>C</td>
<td>70% - 75.99%</td>
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<tr>
<td>D</td>
<td>64% - 69.99%</td>
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<tr>
<td>F</td>
<td>below 64%</td>
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**Make up Exams/Quizzes**
Barring medical circumstances, no exceptions will be made for absence. Final exam due date/time will not be rescheduled. If you have any work related time conflict, you need to inform me in advance.
Disability
All academic accommodations due to disability must be arranged through the Disability Resource Center (DRC). If you are a student with a disability and you require academic accommodations, please contact the DRC at 993-2474. I will cooperate fully with the DRC to accommodate special needs.

Honor Code
MBA students are expected to be familiar with the Honor Code of George Mason University and its specific application to exams, assignments, and class work as required by faculty in the program. If you are in doubt about how the honor system applies to a particular assignment or class, it is your responsibility to clarify the requirements with the professor. Concerns about breaches of the honor system may be discussed with the MBA director, with the professor, or with the Senior Associate Dean of the School of Management.

Tentative Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Readings (source in parentheses)</th>
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| Aug 30th | Course Introduction  
IT and Strategy                                           | Textbook Chapter 1: Enhancing Competitiveness through IT  
| Sept 6th | IT and Strategy (contd.)  
Global Business Shared Services  
What’s New / Tech Talk (3 groups)                              | Mata et al. MISQ (article from library.gmu.edu)  
Submit individual and group reports on the article  
Textbook Chapter 3: Business Platforms                        |
| Sept 13th | IT Infrastructure  
What’s New / Tech Talk (3 groups)                            | Tektronix ERP Implementation (case from HBP)  
Submit individual / group reports on this reading  
Textbook Chapter 4: IT infrastructure  
Textbook Chapter 9: Implementation and Change Management |
| Sept 20th | Business Value of IT  
What’s New / Tech Talk (3 groups)                            | Textbook Chapter 5: IT Investment Pathways  
Textbook Chapter 6: Building Business Cases for IT Investment Proposals  
Textbook Chapter 12: IT Governance                           |
| Sept 27th | Business Intelligence and other IS  
IT-enabled Product/Service  
What’s New / Tech Talk (3 groups)                             | WSJ Article on Tesco (from library.gmu.edu)  
Submit individual / group reports on the article  
Textbook Chapter 7: The Digitized Enterprise                  |
| Oct 4th  | IT Impacts of Design of the Organization, Networks and Products  
What’s New / Tech Talk (3 groups)                             | TopCoder A: Developing Software through Crowdsourcing (case from HBP site)  
Submit individual / group reports on this reading  
Textbook Chapter 8: The Extended Enterprise                    |
| Oct 7th  | Final Exam Posted on BB                                     | Due on Oct 15th                                                     |
| Oct 11th | The IT Organization: Software Development and IT Security   | The iPremier Company (A): Denial of Service Attack (case from HBP site)  
Submit individual / group reports on this case  
Textbook Chapter 11: IT Risk Management                       |
| Oct 15th | Final Exam Answers Due                                      | Submit Word document by email to me                                  |