Course Description

This course presents the major issues in the realm of managing cross-functional information in complex organizations. Topics include planning, designing, acquiring, evaluating, and financing information systems and technologies. Students will understand competing perspectives of the end-user client and the information system manager with opportunities to work together to improve competitive advantage through effective management of information. The course is largely a participation focused class that encourages critical thinking, creativity, and in depth discussions to solve business problems and make decisions.

Program Goals:

The Masters of Business Administration program has six goals:

**Goal 1: They will be effective communicators.**
Objective 1: Graduates will deliver a compelling oral presentation.
Objective 2: Graduates will write professional quality documents.

**Goal 2: They will be effective team members.**
Objective 1: Graduates will demonstrate appropriate group techniques to participate in a team task that results in effective performance.
Objective 2: Graduates will demonstrate effective leadership skills in a group projects.

**Goal 3: They will be ethical decision makers.**
Objective 1: Graduates will recognize the ethical issues implicit in a business situation.
Objective 2: Graduates will describe and use ethical frameworks applicable to business situations.
Objective 3: Graduates will develop a variety of ethical alternatives for resolving or at least addressing, a problem in business.

**Goal 4: They will be globally aware.**
Objective 1: Graduates will perform a global business situation analysis.
Objective 2: Graduates will formulate global business strategy.
Objective 3: Students will evaluate global business strategy.

**Goal 5: They will be able to integrate knowledge across multiple business disciplines.**
Objective 1: Graduates will identify business problems and opportunities that result from factors internal and external to the organization.
Objective 2: Graduates will apply quantitative and qualitative techniques from the different business disciplines to address problems and opportunities.

**Goal 6: They will be knowledgeable about multiple business disciplines.**
Course Objectives

The Digital Age

The business world of today is fundamentally different than any other time in history. Advances in technology have created a Platformed Economy and placed the information technology (IT) department as an integral component of every business. It is impossible to visualize a successful company not using IT. Due to the strategic importance of IT, it is important that you, as a future manager, become aware of basic IT concepts.

A Business Focus

This course assumes a modest level of understanding of IT. Additionally, it focuses heavily on practical applications in the field of information systems, and will have an organizational and managerial focus rather than a technical one. For example, during the discussion of hardware, while it important for the technical staff to possess knowledge of how to set up a new server, the primary focus will first, be on laying a foundation of fundamental concepts, and second, to learn how that box fits within the overall IT strategy. As future managers, it is important that you begin focusing upon decisions at the strategic, rather than operational, level.

Upon completion of the course the student should be able to:

• Assess the role of emerging information technologies in products and identify relevant new strategically important applications of IT in products/services. (MBA Goal 4: Global Perspective)

• Understand the key issues involved in managing IT in any organization. (MBA Goal 6: Knowledge)

• Understand the issues relates to global information systems, including impacts. (MBA Goal 4: Global Perspective)

• Assess and evaluate the ethical issues presented by the development and use of information systems. (MBA Goal 3: Ethics)

• Lead effective discussions of critical success factors in the business cases presented including analysis and assessment of information technology issues in organizations. (MBA Goal 1: Communication)

Course Topics

The course will be segmented into the five challenges confronting organizations today:

1. The challenges of managing in the digital age. In this module, the trends and challenges of doing business in the 21st century will be discussed. The module will end with an introduction to the organizational response to the digital age— the IT department.

2. The challenge of managing IT as an agent of change. Now that the power of IT has been established, how can IT be used as an agent of change? In this module, the role of IT in enabling the decision making of the firm will be discussed, as well as how to use IT outsourcing to enact further organizational change.

3. The challenge of leveraging IT. In this module, we will discuss the challenge of leveraging existing IT infrastructure will be discussed, including the challenging relationship between IT and the firm.

4. The challenge of managing the IT organization. In this module, the structure of the IT function will be examined. How are you going to organize and lead the IT function? And create strategies that align with the business?

5. The challenge of leveraging the future of IT. In this module, issues that impact IT, both now and in the future will be studied, including the sourcing of IT from external vendors, the moral issues in technology, and the challenge of using IT for a strategic and competitive advantage.
**Course Management**

Blackboard will be an integral part of this course. Everything that you need for the course will be linked through Blackboard.

**Student Responsibilities**

**Course conduct:** Students are expected to show respect for their fellow students as well as for the instructor. Even though we are not physically going to see each other face-to-face, you are expected to do the following:

- Ask questions to clarify material that is not understood
- Initiate meaningful discussions to extend analysis on topic of interest (related to class material)

**Email & technology:** Blackboard will be used for this class and your e-mail address will be required; it is your responsibility to check it regularly.

**Course Book and Materials**

- Harvard course packet (linked from Moodle)

**Course Structure**

Every week, you will be completing the following:

1. Listen to a podcast that covers the topic of the week
2. Read the book
3. Apply your knowledge to a simulation or case study from real-life organizations
4. Complete an assessment based upon the course material
5. Work on the semester project

You should expect to spend a minimum of 10 hours per week on this course.

**Grading Scale**

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### Course Evaluation

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<td>Exam 2</td>
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</tr>
<tr>
<td>Case Study Assignments (7 @ 30 points apiece)</td>
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<tr>
<td>Group Case Study Project</td>
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<tr>
<td>Weekly quizzes (5 @ 20 points apiece)</td>
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<tr>
<td>Simulations (2 @ 20 points apiece)</td>
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### Exams

The objective of the exams will be to demonstrate that you are aware of the fundamental concepts that we have discussed in class. Exams will be open book and will integrate lectures, material from the book, and case study discussions. The exams will be all essay and you will have one week to complete the exam. *Any exams that are submitted late will receive a zero.*

### Group Case Study Project

In a group, you will be selecting a real organization to profile and discuss. This project will take the semester to complete and you will submit a paper and a video through Blackboard at the end of the semester. *Submitting this project as an individual or late will result in a grade of a zero.*

### Case Study Assignments

We will be reading 7 case studies throughout the semester. For each case study, as an individual, you will answer a series of questions about the case study. *Any case study assignments that are submitted late will receive a zero.*

### Quizzes

At the beginning of each week, an open-notes quiz will be posted on Blackboard. You will be given two attempts and your highest score will be your quiz grade for the week.

### Simulations

During the semester, we will conduct two simulations. In each simulation, you will be working in a simulated environment to enact an initiative and to run a company. You will run the simulation and then respond to a series of questions that will be provided in Blackboard. *Any simulations that are submitted late will receive a zero.*
Available Support Services

Tutorial Services Center:

The Tutorial Services Center is a tutorial center, and is available free of cost to all UST students. Writing consultants and subject tutors are available when the center is open. The schedule is available at: http://www.stthom.edu/Offices_Services/Offices/Tutorial_Services_Center/HoursSchedule.asp

Students are encouraged to consult with tutors at the Tutorial Services Center when completing assignments for this course. Based on the instructor’s assessment of the student’s written work, the student may be required to work with the tutors at the Tutorial Services Center to improve the student’s writing skills.

Information Technology Services:

Students may purchase software at an academic discount.


Mission Statement

Inspired by the Basilian Fathers’ motto of Goodness, Discipline, and Knowledge, the Cameron School of Business provides a comprehensive, high quality, ethically-oriented business education to a diverse student body enabling graduates to serve as leaders of faith and character in a global economy.

Academic Honesty

Ethical conduct is essential to a community of scholars and students searching for truth. Anything less than total commitment to honesty and honorable conduct undermines the efforts of the entire community. Academic integrity lies at the very heart of any institution of higher learning. In the Cameron School of Business, students and faculty are expected to commit to a code that exemplifies each individual’s honor and integrity. Any conduct that violates this standard and betrays the respect of others is a matter of grave concern and, accordingly, is deemed unacceptable.

Accommodations

The University of St. Thomas abides by the American with Disabilities Act and Section 504 of the Rehabilitation Act of 1973, which stipulates that no student shall be denied the benefits of an education “solely by reason of a handicap”. If you have a documented disability that may impact your performance in this class and for which you may require accommodations, you must be registered with and provide documentation of your disability to Counseling and Disability Services which is located on the second floor of Crooker Center. Contact Debby Jones or Rose Signorello at 713-525-6953 or 713-525-3162. In addition, any student with a documented disability needing academic adjustments or accommodations in this course should contact me in a timely manner, so that such accommodations may be provided. All discussion will remain confidential.
<table>
<thead>
<tr>
<th>Week</th>
<th>Activity Category</th>
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</table>
| **Challenge #1: The Challenge of Managing in the Digital Age**<br>5/29 | **CLASS INTRODUCTION** | • Review syllabus  
• Acquire class materials  
• Get in to groups |
| | **PODCAST TOPICS** | • 1a: Managing in the Platformed Economy  
• 1b: IT as a Disruptive Force |
| | **READING** | Chapters 1 and 2 |
| | **APPLICATION** | • Read and complete the answers to the Uber case study  
• Read and complete the answers to the Otisline case study |
| | **ASSESSMENT** | Quiz 1 |
| | **ONGOING ACTIVITIES** | Work on semester project |
| **Challenge #2: The Challenge of Managing IT as an Agent of Change**<br>6/5 | **PODCAST TOPIC** | • 2a: IT and Decision Making  
• 2b: Data and Information Management |
| | **READING** | Chapters 3, 4, and 5 |
| | **APPLICATION** | • Read and complete the answers to the Mrs. Fields case study  
• Complete the security simulation |
| | **ASSESSMENT** | Quiz 2 |
| | **ONGOING ACTIVITIES** | Work on semester project and submit name of company |
| **Challenge #3: The Challenge of Leveraging IT**<br>6/12 | **PODCAST TOPIC** | • 3a: Leveraging IT Through Enterprise Architecture  
• 3b: Challenge of Change Management |
| | **READING** | Chapters 6 and 11 |
| | **APPLICATION** | • Read and complete the answers to the Zara case study  
• Complete the change management simulation |
| | **ASSESSMENT** | Quiz 3 and Exam 1 (Due 6/19 at 8 AM) |
| | **ONGOING ACTIVITIES** | Work on semester project |
| **Challenge #4: The Challenge of Managing the IT Organization**<br>6/19 | **PODCAST TOPIC** | 4a: Managing IS Strategically (Part I: Governance)  
4b: Managing IS Strategically (Part II: Strategy Formation)  
4c: Managing IS Strategically (Part III: Outsourcing) |
| | **READING** | Chapters 8, 9, and 10 |
| | **APPLICATION** | Read and complete the answers to the Cisco: Implementing ERP Case  
Read and complete the answers to the Harley Davidson case |
| | **ASSESSMENT** | Quiz 4 |
| | **ONGOING ACTIVITIES** | Work on semester project (Due 6/26 at 8 AM) |
| **Challenge #5: The Challenge of Leveraging the Future of IT**<br>6/26 | **PODCAST TOPIC** | Leveraging future and emerging information technology for competitive advantage  
Watch semester project videos |
| | **READING** | None |
| | **APPLICATION** | Read and complete the answers to the Kodak case |
| | **ASSESSMENT** | Quiz 5 and Exam 2 (Due 6/30 at 8 AM) |
**Case Study Assignment Questions**

**Instructions:** Read each of the case studies. After reading the case, complete your answers to the following questions and upload your answers to the link in Blackboard.

**Grading:** Each question is worth 6 points. Each answer must: (1) articulate a position to the question (worth up to 1 point), (2) support that position with evidence from the case (including quotes or references to the text) (worth up to 2 points), (3) be clearly written (worth up to 2 points), and (4) demonstrate a critical analysis of the case (worth 1 point). Each case has 5 questions, resulting in 30 possible points for each case study.

**Uber Case Study (Due Date of 6/5, 8 AM)**

1. Complete a five forces analysis of the taxi industry in 2009, when Uber was just starting out.
2. How did Uber leverage the network-based economy to capitalize upon the market opportunity?
3. Identify the critical resources and activities Uber used to meet the desired customer activities.
4. Identify and discuss the core objectives the company needed for initial success in the industry.
5. What one concept from the lecture or the book did you find applicable to this case?

**Otisline Case Study (Due Date of 6/5, 8 AM)**

1. How important is OTISLINE to the North American operation?
2. What elements of Otis Elevator’s value chain have been affected by the company’s use of information technology to date?
3. What adjustments in the organization were made to accommodate OTISLINE?
4. What advice would you give Otis management concerning future direction?
5. What one concept from the lecture or the book did you find applicable to this case?

**Mrs. Fields Case Study (Due Date of 6/12, 8 AM)**

1. Would you describe Mrs. Fields’ Cookies as more of a functional hierarchy structured along traditional functional lines or more of an IT-enabled network consisting of tailored business processes?
2. What role does IT play in the Mrs. Fields’ organizational structure?
3. What challenges does Mrs. Fields Cookies face in the next five years? How well positioned is the company to meet these challenges?
4. What advice would you have given Debbi and Randy Fields in 1988?
5. What one concept from the lecture or the book did you find applicable to this case?
Zara Case Study (Due Date of 6/19, 8 AM)
1. What information does Zara need to operate its business model?
2. In your opinion, what are the most important aspects of Zara’s approach to information technology?
3. What current or potential weaknesses (if any) do you see in Zara’s IT infrastructure and IT strategy?
4. How would you advise Salgado to proceed on the issue of upgrading Zara’s POS systems, namely should the company upgrade the POS terminal to a modern operating system?
5. What one concept from the lecture or the book did you find applicable to this case?

Cisco: Implementing ERP Case Study (Due Date of 6/26, 8 AM)
1. Cisco was highly successful with its enterprise resource planning (ERP) effort. What accounts for this success? What were the most important things that Cisco did correctly?
2. Did Cisco do anything wrong on this project? If so, what?
3. Cisco went lives with ERP in a big bang fashion, which is inherently risky. How did Cisco mitigate this risk?
4. Was Cisco smart or lucky with its ERP implementation?
5. What one concept from the lecture or the book did you find applicable to this case?

Harley Davidson Case Study (Due Date of 6/26, 8 AM)
1. Consider Exhibit 10 on page 22 of the case; what factors would you be inclined to weight most heavily?
2. Based on the information in the case, which provider would you select (and why)?
3. How would you summarize for senior executives the reasons for your choice?
4. What is your overall assessment of Harley’s approach to enterprise software selection? If it is positive, why? And if not positive, what (if anything) would you have done differently?
5. What one concept from the lecture or the book did you find applicable to this case?

Kodak Case Study (Due Date of 6/30, 8 AM)
1. Why did Kathy Hudson make such a major change in IS resource management at Kodak?
2. What factors contributed to Kathy Hudson’s decision to outsource data center, telecommunications, and PC services to IBM, DEC, and BusinessLand?
3. Do you agree with her philosophy and approach for selecting outsourcing partners and negotiating the agreements? If not, what would you have done differently?
4. What advice would you give Hudson concerning long-term management of Kodak’s “networked” IS organization?
5. What one concept from the lecture or the book did you find applicable to this case?
Group Case Study Project

Overview

The objective of this assignment is to integrate all of the knowledge that you accumulate through the semester and apply it to a “real-life” IT context. This assignment will span the entire semester and will be broken down into five sections.

About Group Projects

Group projects are a fundamental part of an MBA program. Your ability to successfully learn how to work with your group is part of the learning process, both in this course and in the program. Your professor will put you into a group and you are to work with your group to complete this project.

Conflict is a natural part of group dynamics and your ability to learn how to work with others will be part of the process. However, once the group selection is made, you will be unable to change groups – you must work within your group. And, should conflict occur, your professor is not the group therapist to assist you in working with each other. I encourage you to work out any conflicts through negotiation and dialogue and learn as you go through the class.

Finally, I encourage you to begin early on the work required for this project and not wait until the last minute. There will be no extensions given to this project.

First Steps

With those in your group, select an organization that someone in your group:

a) Is working at now
b) Has worked for previously or
c) Has a friend or relative working at now

The organization must be a for-profit company and cannot include state government, a non-profit agency, the federal government, or a branch of the armed forces. The organization can be of any size, but you must have access to the organization so that you can interview one or more employees of that organization at a point later in the semester. This interview cannot be with a member of your group. You will need to video record these interviews (e.g. using a tablet, smartphone, or laptop) and integrate your interview in to your final presentation.

The Structure of the Paper

About the Company

The first section of the paper should profile the organization. Tell us about the company that you are studying for your project. Some questions to consider:

✓ When was the company started?
✓ What products/services that the firm offer?
✓ What industry does the company compete in and who are the main competitors?
✓ Applying the information that we learned in class and in the lectures, what are the key challenges facing the organization now (e.g. competition, changes in customer preferences, increased use of technology in processes to increase competitiveness, technological innovations, threat of new entrants to market, outsourcing of activities to improve cost efficiencies … the list could be endless). However, apply the concepts from both the book and lecture to talk about the broad challenges facing the company now.
Profile of Information Technology

The second section of the paper should profile the different types of IT systems that are being used by the organization. Your job is not to list all of the types of systems, but rather to find out which are the most important to the company. Drawing upon the lectures and the different types of systems that we have discussed in class, talk about which IT systems are most important both operationally and strategically to the organization.

Management and Governance of IT

The third section of the paper should discuss how IT function is governed and managed. This should include information about the governance structure and the role of outsourcing providers to deliver IT services to the firm. Be sure to include concepts from governance and outsourcing that were discussed in class, either from the lecture or the book.

Grand IT Challenge

The fourth section of the paper should identify one “grand challenge” facing the firm from the perspective of IT. This grand challenge should be supported by evidence and the factors that have led up to the emergence of this grand challenge should be addressed.

Solving the Grand IT Challenge

Your final task is to solve the grand IT challenge for the organization. Reflect on the lectures and book chapters to talk about where IT should take the organization moving forward to solve the grand challenge that you described. Use all of the course material in giving your recommendations about the role of IT in the firm moving forward.

Deliverable

You will deliver a Word document and a video that includes your group giving a presentation about your company through a link in Blackboard by 8 AM on April 24.

There are no specific formatting considerations for the Word document, nor as there specific page or word count limitations. Just ensure that the document addresses the specifics raised for that section.

The video should be less than ten minutes in length. You are encouraged to be as creative as possible in this video (meaning that it does not just have to be you standing in front of a PowerPoint presentation). As part of your assignment, you were required to interview a contact inside of the organization. Record the interview and include snippets from this interview in your final video. Since the final presentation is only 10 minutes (total), I would encourage you to use these sparingly, just to support your analysis of the firm.
## Grading Guide

### Paper Content [100 points]

#### About the Company [15 points]

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#### Profile of Information Technology [15 points]

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#### Management and Governance of IT [15 points]

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#### Grand IT Challenge [20 points]

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### Solving the Grand IT Challenge [35 points]

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### Paper Style [25 points]

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### Video [25 points]

<table>
<thead>
<tr>
<th></th>
<th>Poor</th>
<th>Below Average</th>
<th>Average</th>
<th>Above Average</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization of the information within the video was…</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>The professionalism of the video was…</td>
<td>1</td>
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<td>The delivery of the audio within the video was…</td>
<td>1</td>
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<tr>
<td>The pacing of the video was…</td>
<td>1</td>
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<tr>
<td>The integration and use of interview was…</td>
<td>1</td>
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Security Reflection Assignment

Overview

The objective of this assignment is to understand the importance of security in the modern organization through the use of different scenarios. This exercise does not have to all be done in one sitting – you can complete each step at various time periods.

First Steps

Your first step is to download the simulation software. Go to: http://digi.wisdomtools.com and click on “Students Purchase Now.” Purchase the software (the license is $9.95) and you will receive an email with setup instructions on getting started, including a personal serial number.

Follow the instructions and create an account on the Study Center Dashboard. Note: please use your full name when registering so that I can track your progress in the game. After logging in, download the Study Center App (available on Windows, Mac, or IOS) and register the App by entering the unique Serial Number and the Course ID for our class (5Oe7onn0Dx).

Simulation Activities

After logging in to the software, you will see seven different sections that are included in the simulation software. These seven sections include:

- Office introduction
- Incident Response
- Incent Categorization
- Right of Bang
- Left of Bang
- Security Design
- Data Exfiltration

Complete all seven sections that are included in their entirety (Note: on the faculty dashboard, I will be tracking your completion of these activities). If you fail to complete all seven steps, you will receive a zero for this assignment.

Deliverables

Based upon what you have learned from the simulation, download and complete the Network Security Design Assessment spreadsheet from Blackboard. Begin by reading the “Instructions” tab and follow each of the steps included in the spreadsheet. When you have completed all sections, save the spreadsheet using the format “last name-first name” (e.g. Schwarz-Andrew) and upload your analysis into Blackboard. You will receive a grade based upon your ability to effectively mitigate all of the threats in the spreadsheet using the appropriate response.
Change Management Simulation

This is an asynchronous simulation and you may play it at any time. Try to set aside around 90 minutes to complete the simulation and follow the following steps:

(1) Review the background and instruction information contained in Blackboard

(2) Visit the Harvard case study website. Once there, click on the "Change Management Simulation: Power and Influence"

(3) Review the instructions on the participant screen. You will be completing the scenario four times, from the perspective of different individuals

Once you have achieved the critical mass for all four scenarios, you have completed the simulation. Reflect upon your experience and share your perspective by answering the questions below and uploading them to Blackboard.

Questions to Address

(1) What have I learned from playing this simulation?

(2) How did each scenario teach you something different about change management?

(3) Based upon this simulation, what am I going to do differently the next time I find myself leading change?

(4) What one concept from the lecture or the book did you find applicable to this simulation?

Grading

Each question is worth 5 points. Each answer must: (1) articulate a position to the question, (2) support that position with evidence from the simulation (including specific activities), (3) be clearly written, and (4) demonstrate an understanding of the simulation. If any of these elements is missing from the answer, a 0.5 point deduction will be taken for that question.