Rutgers University
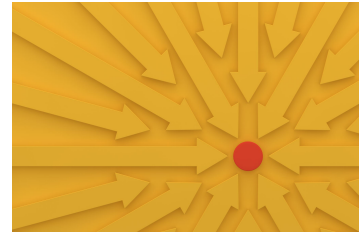## School of Business-Camden
IT Strategy and Project Management
53:623:510   Spring 2025
Asynchronous Online Course

Professor

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Required Text

Managing & Using Information Systems: A Strategic Approach, 7th Edition, 2020 by Keri E. Pearlson et. al. Publisher: **Wiley Print ISBN**: 9781119560562, 111956056X   **eText ISBN:** 9781119561156, 1119561159

Required Software

Microsoft Office. Every student should be proficient in Microsoft Office before starting this course. Students can install Microsoft Word, Excel, PowerPoint, etc. on up to five computers (Mac or PC), five tablets, and five phones. To access this service, students should visit getoffice.rutgers.edu and log in with their netid@scarletmail.rutgers.edu address and their NetID password.

Course Objectives

Information technology (IT) is an important driver and enabler of the dramatic transformation of the business landscape. This course is designed to provide future managers with a fundamental understanding of the key IT issues for effective decision making on strategic IT initiatives and investments, and how to strategically manage the IT assets of an organization. Both managerial and technical aspects of IT project management are discussed.

Successful students should be able to:

1. **Understand the strategic importance of IT in transforming the business landscape.**

2. **Recognize the importance of IT strategy and project management as the basis for the majority of digital transformation projects.**

3. **Analyze a variety of real-world business case studies using strategic approaches and frameworks such as Porter's Five Forces model.**

4. **Recommend solutions to real-world business cases grounded in theory and research provided in each chapter and use their experience to reach a solution.**

5. **Create an online community of IT strategic thinkers who develop discernment and judgment through their interactions across thoughtful discussions of current topics.**

6. **Demonstrate knowledge of and proficiency with current topics in IT including teleworking, cloud computing, security breaches, IT funding, business analytics, and ethics.**

Grading Breakdown

Deliverable	Points	Course Grade
Chapter Quizzes (20 points each)	260	40%
Chapter Discussions (10 points each)	130	20%
Term Project (includes Voice Thread and all Case Studies 20 points each)	260	40%
Course Totals	650	100%

What you can expect from me in this course

Before we examine what you'll be doing in the course, I'd like to review what you can expect from me as your professor. I want to help make sure that you make progress and continue through to a successful end to the course. To do this, you can expect me to:

- Communicate with the whole class using Announcements in Canvas 1-2 times a week to review progress and reminders. Please make sure your Canvas Notifications are set to alert you to new Announcements immediately.
- Provide personal feedback on your major Assignments in a timely fashion (usually within a week of submitting) to help you improve or continue to do well in the course.
- Respond to all of your email communications within 48 hours. If you do not get a response, please send your message again.
- Contact you if I notice that you're falling behind. I want to help you succeed.
- Encourage you to strive for improvements in your work and recognize your achievements.
- Grades are typically posted about 72 hours after everyone's Assignments are submitted.

Virtual Office Hours

Virtual office hours will be by appointment only and usually require at least 48 hours' notice. We can meet via web conference (using WebEx audio or text) or interact over email. If you'd like to request an appointment, email me at **kendallk@rutgers.edu**. Please include your reason for meeting in your email.

Typical Schedule at a Glance

There are 15 modules for this course. Each Module begins on a Tuesday with a Chapter Reading. Also look for videos that will help you with Discussions, Quizzes, and Assignments. Deliverables typically occur on Wednesday, Friday, and Monday.

It is in your best interest to complete deliverables early. Plan ahead for religious holidays and deadlines in other classes.

Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Monday
Read the Chapter Assigned	Post a Comment in the Chapter Discussion		Respond to a Classmate's Discussion Post Take the Chapter Quiz			Submit the Assignment

Note that the modules begin on a Tuesday and end on a Monday.

University Policies that Affect You

Academic Integrity

The Academic Integrity policy can be found at http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/

Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you (the student) must:
- properly acknowledge and cite all use of the ideas, results, or words of others,
- properly acknowledge all contributors to a given piece of work,
- make sure that all work submitted as your own in a course activity is your own and not from someone else
- obtain all data or results by ethical means and report them accurately
- treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:
- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated, and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

Student Code of Conduct

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.
As a student at the University you are expected adhere to the Code of Student Conduct.

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To review the code, go to: https://deanofstudents.camden.rutgers.edu/student-conduct

Note that the conduct code specifically addresses disruptive classroom conduct, which means "engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."

Violations of the Student Code of Conduct are considered serious infractions of student behavior and students who violate the code are subject to penalties relative to the level of the matter. In general, students may not disturb normal classroom procedures by distracting or disruptive behavior, this includes online as well as in-person.

The Code of Student Conduct is more than a collection of University regulations to be abided by – it seeks to promote the University's values and educate. The Code of Student Conduct encourages students to be their authentic selves as they find their place on campus, while also encouraging students to embrace inclusion through discovery, dialogue, and development as they celebrate diverse backgrounds.

The spirit of the Code of Student Conduct promotes student engagement both on and off campus, global citizenship, and leadership. It encourages students to uphold the highest tenets of trust, honesty, and integrity, understanding at all times that our actions significantly impact our personal journeys, our communities, and our larger society.

Rutgers–Camden, Rutgers–Newark, and Rutgers–New Brunswick students originate from all corners of the world and travel between many campuses and cities. As our students strive to achieve their goals, they are expected to conduct themselves in accordance with University policies and procedures, but more importantly, the values and spirit that these policies and procedures are founded upon.

Violations of the Student Code of Conduct should be reported to the Dean of Students office deanofstudents@camden.rutgers.edu or 856-225-6050.

If the violation is immediate and a potential threat is a concern, call the Rutgers-Camden police at 856-225-6111

Disability Services/Accommodations

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact https://success.camden.rutgers.edu/disability-services.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

Class Policies

1. Assignments, Discussions, Lectures and Quizzes will require the use of Canvas. The class follows a rigorous schedule.

2. Plan to log into Canvas at least a few times a week to complete activities for this course, including reading Announcements. Class materials are posted on Canvas http://canvas.rutgers.edu.

3. Students are expected to participate every week for the entire semester. Read the chapters and any relevant outside material you can find. Lack of participation in Assignments, Discussions, and Quizzes will be reflected in the final grade.

4. Deadlines are taken seriously. Plan to submit your work early. If something goes wrong, you will still have time to meet the deadline. Plan ahead to complete your work ahead to avoid any conflicts with religious or other holidays that you may observe. Also take into consideration deadlines in other classes. All Assignments will be available in enough time to finish them, so you do not have to submit them on the very last day.

5. **You are allowed to have three deliverables submitted "Late."** Email me within 48 hours of the due date if you want to ask for an extension**.** After three late submissions, or if you just do not submit a deliverable, you will receive a zero for the Discussion, Quiz, or Assignment.

6. Quizzes can be taken up to 3 times before the due date (a strict deadline). The highest score will count.

7. If you wish to have an Assignment regraded, you should make the request of me personally via email within 48 hours. I will regrade the Assignment (up or down) *only* if *no* additional explanation is offered (written or oral).

8. All students are required to use the cloud to store your work and backups in case your computer crashes. Refer to https://it.camden.rutgers.edu/ or https://rusecure.rutgers.edu/cloud-services for current information about free cloud services at Rutgers. One option is called "Box." If your computer crashes or is lost or stolen, you will be able to retrieve any work up to that point in time and still meet critical deadlines.

9. All students are required to learn and use certain software such as Microsoft Office on a PC, iMac, and a variety of tablets and mobile phones. Rutgers offers free software including Microsoft Office and antivirus software on the Rutgers Software Portal. To enter the portal and see all of the software offered you can go to https://software.rutgers.edu/info/login/ Every student can install Microsoft Word, Excel, PowerPoint, etc. on up to five computers, five tablets, and five phones. To access this service, students should visit getoffice.rutgers.edu and log in with their netid@scarletmail.rutgers.edu address and their NetID password.

10. This is a project course. The "final" in this course is the Term Project. **No incompletes will be given.**

11. Your Term Project must be your own work. It must also look professional. The grade you earn will depend to some degree on the amount of effort you devote to the Term Project relative to other class members.

12. The use of generative AI tools (such as ChatGPT, DALL-E, etc.) are not permitted in this class; therefore, any use of AI tools for work in this class will be considered a violation of Rutgers University's Academic Honesty policy and Student Conduct Code, since the work is not your own. When in doubt about permitted usage, please ask for clarification.

13. **All projects will be checked for originality using turnitin.com.** Projects that are not original will result in serious sanctions. To avoid mosaic plagiarism, do not ask another student to see their work. Students are expected to know, understand, and adhere to the policies on academic integrity.

14. **Submit Assignments on Canvas Only.** Never email them to me. Only Assignments submitted to Canvas will be graded for credit.

15. **Your Term Project is considered complete and can be assigned a grade when Canvas receives the electronic copy of your project that you submitted. Do not send me attachments by email.**

16. Your Term Project must be your own work. It must also look professional. The grade you earn will depend to some degree on the amount of effort you devote to the Term Project relative to other class members.

17. The last day to withdraw from this class with a "W" is still to be determined. For more information see the registrar's website http://registrar.camden.rutgers.edu/ for the Camden campus.

Diversity, Equity, Inclusivity

Rutgers University is committed to diversity, equity, and inclusion on and off campus and we want to include all perspectives. The Office of Diversity and Inclusion advances, promotes, and advocates for inclusiveness, diversity, and equity as key elements to achieve Rutgers' strategic vision to be preeminent in research, excellent in teaching, and committed to the community. See this link.

What You Need to Do in this Class

The material presented in class provides the essential backbone of the course. You are expected to:
- Read all text material assigned for each class
- Follow specific instructions in all Assignments
- Start Assignments early and get feedback from the instructor
- Consult with the professor immediately when you need help
- Make sure that you can access Canvas and use it appropriately
- Read and send messages on your official Rutgers email
- Participate in the assigned class Discussions. These Discussions are designed to be a collaborative learning experience for all involved.

Remote Learning Management System

For this course, we will use the learning management system called Canvas. To access this system, go to http://canvas.rutgers.edu log in, and click on the course on the dashboard. You will complete this course by performing activities such as reading, participating in Discussions, taking Quizzes, and completing Assignments. These activities will make up the "deliverables" for this course. Each deliverable will be worth specified points. The points you earn will determine your final grade in the course.

Email Communications

Check both the syllabus, Announcements, and any posted FAQs before asking a question. Personal questions regarding grades or individual Assignments should not be addressed in Canvas; please email me these questions. If you do not receive a response from me within 48 hours, please send the email again.

Students are required to use their Rutgers University email address for this course. All official class notices will be sent via this account and it is the responsibility of the student to check this account regularly. You are expected to check your Rutgers e-mail at least two or three times every week. All class announcements can also be accessed via the 'Announcement' page in Canvas.

When you email me put 53:623:510 in the subject. Otherwise it could be lost in spam, especially if you try to send it on gmail. I need to know the course you are taking in order to answer your question. My email client is set up to color code mail from you if the course number appears in the subject line, and color-coded email will be answered more quickly than other emails.

Disclaimer: You may get information for another course if you do not correctly identify your section in the email heading.

Discussions

The purpose of these Discussions is to encourage you to **think critically about the readings; more specifically, to reflect upon your own experiences.** Your contributions to the Discussions are expected to help other class members learn and understand the topics under consideration.

Discussions may involve any combination of prepared materials, journal articles, textbook readings, minicases, problems, videos, or other resources. During the week of Discussion activity, students are expected to make one Discussion post by Day 2 (Wednesday) of each week that a Discussion topic is assigned and then by Day 4 (Friday) expected to have responded to at least one other Discussion post by another class member. All postings including responses are to be substantive and further the Discussion of the topic of interest.

You will be given choices in the Discussion. Choose your topic carefully. It should be something you feel confident talking about.

Postings to Discussions must reflect student's reading and comprehension of the assigned readings and/or related Discussion activity. Discussion postings must reflect the ability to synthesize concepts presented through writing at a college level. The minimum length of a post is 100 words not including references listed. See page 8 for a typical rubric for evaluating Discussion posts.

Virtual Lab

Virtual Lab at https://rcit.rutgers.edu/virtlab
Please contact the Help Desk via telephone (856) 225-6274 or via email - help@camden.rutgers.edu if you have any problems using the virtual lab.

Quizzes

Quizzes make up a substantial part of the course grade. The purpose of Quizzes is to learn the material. You will be asked questions mainly about the chapters in the required book. Occasionally there will be other questions. For example, you may be asked about the computer applications you have been learning, so keep up with the readings and the Assignments.

You may take each quiz up to three (3) times before the due date. Your latest attempt will be graded and appear in the Gradebook.

Computer/Web Assignments

Computer/Web Assignments will be given periodically throughout the semester and will require you to learn software such as Microsoft Office and others. You must use these specific applications. Submit Assignments in Canvas. Email submissions will not be accepted.

Etiquette expectations from on-line class members

The following protocols on the codes of behavior reflect professional business norms on manners, courtesy, and respect. (***In general, you should treat others as you would like others to treat you. Be mindful that what is acceptable in a text or chatroom with friends may not be appropriate in a classroom or in an online conversation with an instructor***.)

Even though many of you are already aware of these protocols, they are explicitly stated here so that everyone is cognizant of the same protocols. These protocols should be followed by all students taking this course to help ensure the online experiences for everyone involved are pleasant. They are as follows:

- If you were to send an e-mail to the professor / tutor, please address the person appropriately such as "Dr. …." or "Mr./Ms. …." , not 'Hey'. Note that I will address you with your first name, unless you prefer that I address you differently.

- When sending an e-mail, you can get better attention by using the following guidelines:
    - use descriptive subject lines. (I am sure you have received a lot of Spam e-mails and I have occasionally and accidentally deleted student e-mails that I thought were Spam.)
    - please be as brief as possible by going straight to the point, and if possible, limit the use of attachments

Never send offensive and insulting messages (this is a violation of the Student Code of Conduct). If you disagree with an idea, say so and state your reasons. Social media is a very powerful tool for communication. However, it can be badly misused if it is not used correctly or professionally. For example, you may have personal and legitimate concerns with this course. However, other students, who do not have similar feelings, can be negatively influenced by your concerns. This will unnecessarily and negatively affect their overall experience of the course. Therefore, to minimize such an occurrence, please feel free to directly contact the instructor/tutor first to resolve any concerns that you may have to help ensure that everyone's online experience of this course is beneficial.

- Always guard against inciting others when it comes to content, opinions, etc. That is, avoid blaming or accusing others of wrongdoing.

- Do not start a volley of back and forth e-mails, with copies distributed to every student in the class.

- Copy the minimum number of people. That is, send e-mails to only the people you think should receive and will benefit from it.

- Treat all e-mails and postings as permanent forms of written record and do not expect that any of your e-mail communications are private, unless stated otherwise. Instead, assume that all e-mail communications are public.

- Do not publicize your own or others' personal information (such as email, phone numbers, last names, etc.)

Student guidelines for proper Artificial Intelligence (AI) use
Understanding LLMs

LLMs are trained on vast amounts of content that allows them to predict what word should come next in written text, much like the autocomplete feature in search bars. When you type something (called a prompt) into ChatGPT or another LLM, it tries to extend the prompt logically based on its training. Since LLMs like ChatGPT have been pre-trained on large amounts of information, they're capable of many tasks across many fields. However, there is no instruction manual that comes with LLMs, so it can be hard to know what tasks they are good or bad at without considerable experience. Keep in mind that LLMs don't have real understanding and often make mistakes, so it's up to the user to verify their outputs.

Challenges of working with LLMs

- **Fabrication**. AI can lie and produce plausible-sounding but incorrect information. Don't trust anything it says at face value. If it gives you a number or fact, assume it is wrong unless you either know the answer or can check with another source. You will be responsible for any errors or omissions provided by the tool. It works best for topics you understand and can verify. Larger LLMs (like GPT-4) fabricate less, but all AIs fabricate to some degree.

- **AI bias.** AI can carry biases, stemming from its training data or human intervention. These biases vary across LLMs and can range from gender and racial biases to biases against particular viewpoints, approaches, or political affiliations. Each LLM has the potential for its own set of biases, and those biases can be subtle. You will need to critically consider answers and be aware of the potential for these sorts of biases.

- **Privacy concerns.** When data is entered into the AI, it can be used for future training. While ChatGPT offers a privacy mode that claims not to use input there for future AI training, the current state of privacy remains unclear for many models, and the legal implications are often uncertain. Do not share anything with AI that you want to keep private.

Best practices for AI interactions

When interacting with AI, remember the following:

- **You are accountable for your own work.** Consider every piece of advice or explanation given by AI critically and evaluate that advice independently.

- **AI is not a person, but it can act like one**. It's very easy to read human intent into AI responses, but AI is not a real person responding to you. It is capable of a lot, but it doesn't know you or your context. It can also get stuck in a loop, repeating similar content over and over.

- **AI is unpredictable.** AI has trained on billions of documents on the web, and it tries to fulfill or respond to your prompt reasonably based on what it has read. But you can't know ahead of time what it's going to say. The very same prompt can get a radically different response from the AI each time you use it. That means that your classmates may get different responses, as will trying the prompt more than once yourself.

- **You are in charge.** If the AI gets stuck in a loop and you're ready to move on, then direct the AI to do what you'd like.

- **Only share what you are comfortable sharing.** Do not feel compelled to share anything personal, even if the AI asks. Anything you share may be used as training data for the AI.

- **Try another LLM.** If the prompt doesn't work in one LLM, try another. Remember that an AI's output isn't consistent and will vary. Take notes and share what worked for you.

To communicate more effectively with AI:

- **Seek clarity.** If something isn't clear, don't hesitate to ask the AI to expand its explanation or give you different examples. If you are confused by the AI's output, ask it to use different wording. You can keep asking until you get what you need. Interact with it naturally, asking questions and pushing back on its answers.

- **Provide context**. The AI can provide better help if it knows where you're having trouble. The more context you give it, the more likely it is to be useful to you. It often helps to give the AI a role: "You are a friendly teacher who explains economics concepts to college students in introductory courses," for example.

- **Don't assume the AI is tracking the conversation.** LLMs have limited memory; if it seems to be losing track, remind it of what you need and keep asking it questions.

Grading Ranges

A   Highest grade (90% and above)
B+ Work of distinction (85% to 89.9%)
B   Work of distinction (80% to 84.9%)
C+ Average work (75% to 79.9%)
C   Average work (70% to 74.9%)
D   Passing, but unsatisfactory (60% to 69.9%)
F   Failure without credit (Below 60%)

Rubric used for Grading Discussions

Refer to this table for 10-point Discussions

Exceeding Expectations 10 points	● Discussion post comprehensively addresses the topic and adds value to the Discussion with stimulating posts ● Posts in-depth, incisive reflections that demonstrate critical thinking; shares real-world experiences and examples ● Well-written posts made within the required time frame; no grammar/spelling errors ● Uses the topic titles provided in both the post and the reply
Meeting Expectations 8-9 points	● Discussion post is on-topic, relevant, and contains original content ● Shows evidence of knowledge and understanding of content with clear connections to real-life examples ● Posts are submitted by deadlines, use complete sentences and rarely have grammar/spelling errors ● Responds substantively to a class member's post ● Does not use the topic title provided in the post or the reply ● Does not include the classmate's name or topic when replying to their post
Emerging Towards Expectations 7 points	● Posts are on-topic, but may lack originality and/or fail to elicit reflections from or build on ideas of others; examples may be made but may be irrelevant or unclear how they connect to course content ● Posts submitted late or contains multiple grammar and/or spelling errors ● Posted a comment but **did not reply to a class member's post**
Below Expectations 1-6 points	● Discussion post does not contain enough reference back to original topic or may not address the issue at hand sufficiently ● Little evidence of knowledge/understanding of course content is shown; examples missing ● Posts contain incomplete sentences and/or may not adhere to standard English grammar/spelling ● Posts may be submitted late or contain multiple grammar and/or spelling errors ● Source not cited properly or content is generated by Artificial Intelligence
Missing 0 points	● Class member did not participate in the Discussion

Important:

In order to see any comments I left for you regarding a Discussion or Assignment, go to the gradebook and click on the icon (the icon looks like two conversation balloons from a comic book). If I have comments for you, the comments will appear there. Please do not leave a message for me there. Unfortunately, I will never see it. Canvas does not forward the message to me. This is a problem with Canvas. Please use email instead. I will reply to your email.

Rubric used for Grading Case Studies
Refer to this table for 20-point Case Studies.

Achieving Excellence (20 pts)	• One of the best in class • Uniquely distinctive
Exceeding Expectations 18-19 points	• Deliverable is complete • An approved Microsoft Template was used for this assignment • Answers address the topic in question • Answers are accurate • Answers are well-written and use terminology in IT and project management • Vocabulary is high-level. Written answers are full sentences; grammar and spelling are perfect. • Uses professional computer apps to draw diagrams where appropriate • Followed instructions • Design is above average
Meeting Expectations 16-17 points	• Deliverable is mostly complete • Some answers might not directly address the topic • Most answers are accurate • Answers are well-written but do not use terminology in IT and project management • Vocabulary is average. Some answers may not be full sentences; grammar and spelling may be less than perfect. • In some cases, did not use professional computer apps to draw diagrams properly • May not have followed instructions precisely • May have used the wrong software (see specs) • Design is average
Emerging Towards Expectations 14-15 points	• Deliverable may not be complete • An approved Microsoft Template was not used for this assignment • Some answers might not address the topic or answer the question • Some answers are inaccurate or wrong • Answers may not be well-written, or they do not use terminology in IT and project management • Vocabulary may be poor. Some answers may not be full sentences; grammar and spelling may be poor • In some cases, the class member may not have used professional computer apps to draw diagrams when they were readily available • May not have followed instructions • May have used the wrong software and it did not format properly • May not have taken the opportunity to fix errors on previous Assignments • Assignment may have been posted late • Design may be below average
Below Expectations 1-13 points	• Deliverable may be incomplete or unreadable • A non-approved app was used to complete the assignment • Answers may not have been fully formed or did not address the question • Answers may have been wrong • Answers may be poorly written and may not use terminology in IT and project management • Vocabulary may be poor. Written answers may be phrases or incomplete sentences; grammar and spelling are poor. • Does not use professional computer apps to draw diagrams • May not have followed instructions or ignored a checklist • Assignment may have been posted late • Design may be poor or content is generated by Artificial Intelligence (AI) • Not original. Too similar to work submitted by other students
Missing 0 points	• Class member did not complete the Assignment

FINAL DELIVERABLE: TERM PROJECT
(TOTAL IS 260 POINTS WHICH REPRESENTS 40% OF FINAL COURSE GRADE.)
DR. K. KENDALL   STRATEGIC IT AND PROJECT MANAGEMENT

Assignment	Case Study Title	Points
	Voice Thread Assignment	20
Case Study 1-2	*LEGO*	20
Case Study 2-2	*Groupon*	20
Case Study 3-1	*Uber*	20
Case Study 4-1	*Southern Glazer's Wine and Spirits LLC*	20
Case Study 5-2	*Santa Cruz Bicycles*	20
Case Study 6-1	*Enterprise Architecture at Chubb Industries*	20
Case Study 7-1	*The Aircraft Communications Addressing and Reporting System (ACARS)*	20
Case Study 8-1	*Air France/KLM Airlines*	20
Case Study 9-1	IT Governance at Toyota	20
Case Study 10-1	*O2 and RPA*	20
Case Study 11-1	Information Displays at Dutch Railways (Nederlandse Spoorwegen)	20
Case Study 12-2	*Stop and Shop's Scan it! App*	20
Case Study 13-1	Equifax's 2017 Data Breach	20

You will receive more detailed instructions as the course progresses.
It is important to follow the specifications required and meet deadlines like any other project.
There are strict deadlines and you cannot make up missed assignments.

Dr. K. Kendall - 53:623:510 Strategic IT and Project Management
Modules begin on Tuesdays. Due dates for deliverables are Wednesday, Friday, and Monday at 11:59 PM as follows:

Module	Date	Day	Readings Completed by Date	Discussions, Quizzes, & Assignments Due
1	1/22	Wednesday	Syllabus and Introduction to the Course	None
	1/24	Friday		Post a PowerPoint PDF to a Voice Thread
	1/27	Monday		Respond to a classmate's voice thread
2	1/29	Wednesday	Ch 1: The Information Systems Strategy Triangle	Post a comment in the Discussion on Chapter 1
	1/31	Friday		Respond to a Classmate's post; Take Quiz on Chapter 1
	2/3	Monday		Submit Case 1-2 LEGO
3	2/5	Wednesday	Ch 2 Strategic Use of Information Resources	Post a comment in the Discussion on Chapter 2
	2/7	Friday		Respond to a Classmate's post; Take Quiz on Chapter 2
	2/10	Monday		Submit Case 2-2 Groupon
4	2/12	Wednesday	Ch 3: Organizational Strategy and Information Systems	Post a comment in the Discussion on Chapter 3
	2/14	Friday		Respond to a Classmate's post; Take Quiz on Chapter 3
	2/17	Monday		Submit Case 3-1 Uber
5	2/19	Wednesday	Ch 4: Digital Systems and the Design of Work	Post a comment in the Discussion on Chapter 4
	2/21	Friday		Respond to a Classmate's post; Take Quiz on Chapter 4
	2/24	Monday		Submit Case 4-1 Southern Glazer's Wine and Spirits
6	2/26	Wednesday	Ch 5: Information Systems and Digital Transformation	Post a comment in the Discussion on Chapter 5
	2/28	Friday		Respond to a Classmate's post; Take Quiz on Chapter 5
	3/3	Monday		Submit Case 5-12 Santa Cruz Bicycles
7	3/5	Wednesday	Ch 6: Architecture and Infrastructure	Post a comment in the Discussion on Chapter 6
	3/7	Friday		Respond to a Classmate's post; Take Quiz on Chapter 6
	3/10	Monday		Submit Case 6-1 Chubb Industries
8	3/12	Wednesday	Ch 7: Security	Post a comment in the Discussion on Chapter 7
	3/14	Friday		Respond to a Classmate's post; Take Quiz on Chapter 7
	3/17	Monday	SPRING BREAK (3/15-3/23 inclusive)	None.
9	3/19	Wednesday	Enjoy Spring Break	None.
	3/21	Friday	Enjoy Spring Break	None.
	3/24	Monday	(after returning from Spring Break)	Submit Case 7-1 ACARS
10	3/26	Wednesday	Ch 8: The Business of Information Technology	Post a comment in the Discussion on Chapter 8
	3/28	Friday		Respond to a Classmate's post; Take Quiz on Chapter 8
	3/31	Monday		Submit Case 8-1 Air France/KLM Airlines
11	4/2	Wednesday	Ch 9: Governance of the Information Systems Organization	Post a comment in the Discussion on Chapter 9
	4/4	Friday		Respond to a Classmate's post; Take Quiz on Chapter 9
	4/7	Monday		Submit Case 9-1 IT Governance at Toyota
12	4/9	Wednesday	Ch 10: Information Systems Sourcing	Post a comment in the Discussion on Chapter 10
	4/11	Friday		Respond to a Classmate's post; Take Quiz on Chapter 10
	4/14	Monday		Submit Case 10-1 O2 and RPA
13	4/16	Wednesday	Ch 11: Managing IT Projects	Post a comment in the Discussion on Chapter 11
	4/18	Friday		Respond to a Classmate's post; Take Quiz on Chapter 11
	4/21	Monday		Submit Case 11-1 Dutch Railways
14	4/23	Wednesday	Ch 12: Business Intelligence, Knowledge Management, and Analytics	Post a comment in the Discussion on Chapter 12
	4/25	Friday		Respond to a Classmate's post; Take Quiz on Chapter 12
	4/28	Monday		Submit Case 12-2 Stop and Shop (The final case)
15	4/30	Wednesday	Ch 13: Privacy and Ethical Considerations in Information Management	Post a comment in the Discussion on Chapter 13
	5/2	Friday		Respond to a Classmate's post; Take Quiz on Chapter 13
	5/5	Monday		Last Day of Class.

In addition to Readings, look for videos that will help you with Discussions, Quizzes, and Assignments.

Revised 1-20-2025