93-731: Technology Planning and Implementation for Creative Enterprises  
Spring 2013, Mini-Semester 4

Instructor
Karyn Moore karyn@cmu.edu, 3014 HB, 412-268-8465
Office Hours: Tuesday & Thursday, 1:00-3:00, whenever my door is open, and by appointment

Faculty Assistant
Carole McCoy cm4w@andrew.cmu.edu, 2102 HB, 412-268-6077

Teaching Assistant: Jessica Bowser and Kaitlin Goff (office hours and contact information will be posted to Blackboard).

Meeting Times: Tuesday & Thursday 10:30 – 11:50, Room 1502

Class Web Site: http://www.cmu.edu/blackboard

Textbooks
There are no required text books. Material for the lectures is compiled from a variety of sources, many of which will be made available as references, handouts, or internet links.

Harvard Business Cases (required)
There is one Harvard Business Case, which will be distributed in class.

Course Rationale
In this rapidly changing IT landscape, it is increasingly important for arts managers to identify and realize the benefits that information technology can confer to their organizations, regardless of their size. Development, marketing, finance, education..., every department in an organization requires information technology solutions to function efficiently and effectively. Decisions regarding technology investments must be driven by the goals of the organization, and thus are not the responsibility of the IT managers – but those of the business managers.

The course is designed to provide management students with the skills, knowledge and management methods to successfully select and utilize a variety of information technologies to:

- Better understand their organization’s constituents
- Execute efficient and effective business processes
- Implement and assess a successful outreach and engagement strategy
Course Objectives
The course has the following two objectives:

Equip students in the Master of Arts Management program with the appropriate knowledge of IT and the management methods and frameworks to successfully lead, or otherwise be involved in efforts to select, adopt and/or leverage information technologies to achieve organizational goals in arts organizations. Students must be able to execute these responsibilities effectively, even when the set of available technologies changes.

In addition, students will develop skill in the use of information technologies that enhance managerial decision making and collaboration.

Students upon completing this course will be able to:

1. Use Excel pivot tables and dashboards as a data analytic tool.
2. Use wikis to enhance internal collaboration in an organization.
3. Improve visual presentation of generated email html.
4. Describe the technical frameworks, expected benefits, and required organizational complements for a variety of information technologies currently used by arts organizations. Technologies include functional and enterprise business systems, business intelligence & data analytics, internet-based technologies such as websites, social media, and mobile technologies.
5. Develop metrics for measuring the ROI of an IT solution.
6. Create a process for the selection of an information system solution in an arts organization.
7. Assess an arts organization’s adoption readiness for a specific type of IT including assessment of its IT infrastructure.
8. Develop a technology plan and select an appropriate planning process given certain characteristics of the organization such as size and IT readiness.

Assessment

Assignment Types

There are 3 types of assignments in this course.

1. Class Prep Assignments: These are short assignments designed to prepare the student for the lecture and class discussion. They involve listening to a short interview or reading short articles, and then answering a few questions. These are individual work assignments.
2. Team Assignments: These assignments are designed to provide the student experience applying the concepts discussed in class to a real world case. These are to be completed in teams of two.
3. Technology Assignments: These assignments are designed to provide hands-on experience with a specific technology. They are to be completed individually unless otherwise noted on the Course Schedule.
For all three types of assignments, a hard copy of the work is due at the beginning of class on the date indicated on the Course Schedule.

Grading

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Prep Assignments (5/6)*</td>
<td>15%</td>
</tr>
<tr>
<td>Team Assignments (3)</td>
<td>27%</td>
</tr>
<tr>
<td>Technology Assignments (4)**</td>
<td>28%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>30%</td>
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<tr>
<td>Total</td>
<td>100%</td>
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* There are 6 class prep assignments, but you are only required to submit 5, or the lowest grade of the 6 will be dropped.
** There are only three technology assignments, but the second assignment is worth 14%.

Regular participation is worth up to +2 on your final grade.

Class Schedule

Please refer to the separate document titled Class Schedule for a listing of weekly lecture topics, labs and assignments. Assignment due dates are also posted on the Class Schedule.

Late Homework Policy

Normally, late homework is not accepted without prior approval. If you have an extenuating circumstance (illness, need to be out of town, etc.), let me know as early as possible and I will take that into consideration.

Policy on Collaboration and Cheating

Excluding assignments that are assigned as group work, the work students submit should reflect individual effort. Students are encouraged to discuss assignments with each other, but the final work product must reflect the student's knowledge and effort, not his/her classmate’s.

Cheating includes but is not necessarily limited to:

1. Submission of work that is not the student's own for papers, assignments, lab exercises, or exams.
2. Submission or use of falsified data.
3. Theft of or unauthorized access to an exam, current or previous.
4. Use of an alternate, stand-in or proxy during an examination.
5. Use of unauthorized material including textbooks, notes or computer programs in the preparation of an assignment or during an examination, unless otherwise indicated.
6. Supplying or communicating in any way unauthorized information to another student for the preparation of an assignment or during an examination.
7. Collaboration in the preparation of an assignment, unless expressly allowed by the instructor.
8. Plagiarism which includes, but is not limited to, failure to indicate the source with quotation marks or footnotes where appropriate if any of the following are reproduced in the work submitted by a student:
   a. A graphic element.
   b. A proof.
   c. A phrase, written or musical
   d. Specific language.
   e. An idea derived from the work, published or unpublished, of another person.
   f. Program code or algorithms.

Penalties for Cheating
The penalty for cheating on an individual assignment is the loss of all assignment points for assignments of that type already submitted as well as the inability to earn any future assignment points for that type of assignment. You have shown you cannot be trusted.

The penalty for cheating on a lab assignment is a score of 0 for that lab assignment.

The penalty for cheating on the group project is as follows:
   • If a member of a project team misrepresents his/her contribution to the group, that team member will receive 0 points for the group project.
   • If the entire project team knowingly misrepresents the team’s work, all members will receive 0 points for the project.

All incidents of cheating are reported to the Dean. Additional penalties may be imposed.

Classroom Etiquette
Cell phones should be turned off. If a student has a situation where they need to be able to receive a call during class, they should use the manner mode on their phone and quietly leave the room when a call comes in.

Laptop computers are NOT permitted to be open during class. Your success in this class is dependent on active participation, not rigorous note taking!

The instructor greatly appreciates students arriving on time for class.