93-731: Technology Planning and Implementation
for Creative Enterprises
Spring 2016, Mini-Semester 4

Instructor
Karyn Moore karyn@cmu.edu, 3014 HB, 412-268-8465
Office Hours: See Course Contacts on Blackboard.

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

Teaching Assistant: Jessica Bowser and Sandra Zhou (office hours and contact information will be posted to Blackboard by the end of the first week.)

Meeting Times: Monday and Wednesday, 1:30 – 2:50, Room 239

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, which will be made available as references, handouts, or internet links.

Harvard Business Cases (required)
There are four (4) Harvard Business cases, which will be distributed in class. Your student account will be charged.

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 sole responsibility of the IT managers. Business managers have an important role to play.
Course Objectives

This course is designed to provide management students with the skills, knowledge and management methods to successfully make decisions regarding the selection, adoption, and leverage of information technologies to better understand their organization’s constituents and to execute efficient and effective business processes.

Whenever possible, it is important that managerial decisions be data-informed. In this class, students will learn methods and frameworks for using data models to inform decision making. These models will be developed and implemented using Excel.

Lastly, students will learn design principles for the effective use of visualizations for communicating, monitoring and exploring data.

Students upon completing this course will be able to:

1. Define a process for the selection of an information system solution in an arts organization.
2. Apply a model for predicting the management challenges associated with implementing different types of IT and devise the best management strategies for addressing these challenges.
3. Describe the most common business analytic methods used today and identify applications of each in arts organizations.
4. Evaluate the best business strategy for exploiting customer data using business analytics.
5. Define data warehouses and their use in supporting business analytic applications.
6. Design and construct data models in Excel to support managerial decision making.

Assessment

Assignments

There are 6 types of assignments in this course.

1. **Reading Assignments**: These are designed to prepare you for the lecture and class discussion. These are individual work assignments. These are not graded.

2. **In-class Exercise (4) and Quiz(2)**: These are designed to check your understanding of concepts covered in the prep work, lecture, and/or assignments.

3. **In-class Labs (6)**: Excel work completed in the class meeting. If you miss a class, you are still expected to complete and submit this work.
4. **Excel Assignments (5)**: These assignments are designed to provide hands-on experience with using Excel to support decision making. Four of the five are individual work, one is group work.

5. **Case Assignments (2)**: These assignments are designed to provide you experience applying the concepts discussed in class to a real world case. These are to be completed in assigned work groups.

6. **Final Exam**: The exam is a take-home exam to be completed individually.

**Grading**

Final grades in this course are based on the following weights.

<table>
<thead>
<tr>
<th>Assignment Type</th>
<th>Weight</th>
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<tbody>
<tr>
<td>Case Group Assignments (2)</td>
<td>16%</td>
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<tr>
<td>Excel Assignments (5)*</td>
<td>15%</td>
</tr>
<tr>
<td>In-class Labs (6)</td>
<td>3%</td>
</tr>
<tr>
<td>In-class exercise (3/4)**</td>
<td>6%</td>
</tr>
<tr>
<td>Quizzes (2)</td>
<td>20%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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* You can use ONE late pass on one of the individual Excel assignments. The late pass provides you an additional 48 hours to complete the assignment.

** Lowest in-class exercise score is dropped.

*Regular participation is worth up to +1 on your final grade.*

Individual assignments should reflect individual work, unless otherwise specified. You may consult your fellow students ONLY for clarification of questions. No other consultation with any other student (past or present) is permitted.

For case assignments – you may consult ONLY with the members of your group. No other consultation with any other student (past or present) is permitted.
Grading

Final letter grades are assigned to a student’s body of work in this course according to the following scale:

- A+ 97% to 100%
- A 93% to 96%
- A- 90% to 92%
- B+ 87% to 89%
- B 83% to 86%
- B- 80% to 82%
- C+ 77% to 79%
- C 73% to 76%
- C- 70% to 72%
- R less than 70%

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 (before the due date) and I will take that into consideration.

Policy on Cheating and Plagiarism

It is the responsibility of each student to produce her/his own original academic work. Collaboration or assistance on academic work to be graded is not permitted unless explicitly authorized by the course instructor(s). Any other sources of collaboration or assistance must be specifically authorized by the course instructor(s).

In all academic work to be graded, the citation of all sources is required. When collaboration or assistance is permitted by the course instructor(s), the acknowledgement of any collaboration or assistance is likewise required. This citation and acknowledgement must be incorporated into the work submitted and not separately or at a later point in time. Failure to do so is dishonest and is subject to disciplinary action.

Excluding assignments and labs that are assigned as group work, the work students submit should reflect individual effort. Students are encouraged to discuss assignment questions with each other, but not the solution. **The final work product must reflect the student’s knowledge and effort, not his/her classmate’s (or anyone else for that matter.)**

Students have a duty to ensure that they understand and abide by the standards that apply in this course. In the absence of such understanding, it is the student’s responsibility to seek clarification from the instructor.
Policy Violations

**Cheating** occurs when a student avails her/himself of an unfair or disallowed advantage which includes but is not limited to:

1. Theft of or unauthorized access to an exam, answer key or other graded work from previous course offerings. “Unauthorized access” refers to unauthorized by the instructor.
2. Use of an alternate, stand-in or proxy during an examination.
3. Copying from the examination or work of another person or source – with or without their permission.
4. Submission or use of falsified data.
5. Using false statements to obtain additional time or other accommodation.
6. Falsification of academic credentials.

**Plagiarism** is defined as the use of work or concepts contributed by other individuals without proper attribution or citation. Unique ideas or materials taken from another source for either written or oral use must be fully acknowledged in academic work to be graded. Examples of sources expected to be referenced include but are not limited to:

1. Text, either written or spoken, quoted directly or paraphrased.
2. Graphic elements.
3. Passages of music, existing either as sound or as notation.
5. Scientific data.
6. Concepts or material derived from the work, published or unpublished, of another person.

**Unauthorized assistance** refers to the use of sources of support that have not been specifically authorized in this policy statement or by the course instructor(s) in the completion of academic work to be graded. Such sources of support may include but are not limited to advice or help provided by another individual, published or unpublished written sources, and electronic sources. Examples of unauthorized assistance include but are not limited to:

1. Collaboration on any assignment beyond the standards authorized by this policy statement and the course instructor(s).
2. Submission of work completed or edited in whole or in part by another person.
3. Supplying or communicating unauthorized information or materials, including graded work and answer keys from previous course offerings, in any way to another student.
4. Use of unauthorized information or materials, including graded work and answer keys from previous course offerings.
5. Use of unauthorized devices.
6. Submission for credit of previously completed graded work in a second course without first obtaining permission from the instructor(s) of the second course. In the case of concurrent courses, permission to submit the same work for credit in two courses must be obtained from the instructors of both courses.

Penalties for Cheating

There is a **zero-tolerance policy** in effect for this course. Any violation of the policy on cheating and plagiarism will result in any one of the following penalties (at the instructor’s discretion)

- zero points on the work product, or
- letter grade reduction on final grade (i.e. grade of A- becomes B-), or
- failing grade in the course

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

Classroom Etiquette

As research on learning shows, unexpected noises and movement automatically divert and capture people’s attention, which means you are affecting everyone’s learning experience if your cell phone, pager, laptop, etc. makes noise or is visually distracting during class. For this reason, your mobile devices should be silenced.

Laptop computers are **NOT** permitted to be open during class. Use of desktop computers in room 239 is also not permitted, except for in-class labs.

Please limit your conversations with fellow students during class. If you must chat with your neighbor, please sit at the far corners of the room to be less distracting. The instructor may ask any student to leave class if their repeated conversations are found distracting by the instructor.

Classroom activities may be taped or recorded by a student only for the educational use of that student or other students presently enrolled in this class. **Permission must be obtained from the instructor prior to recording.** The recording may not be further copied, distributed, published or otherwise used for any other purpose without the express written consent of the instructor. All students are advised that classroom activities may be taped by students for this purpose.

The instructor appreciates when students arrive on time for class, but understands this may not always be possible.