



Middle Georgia
State University

School of Computing
Department of Information Technology

SECTION 1 - GENERAL COURSE INFORMATION

Course Title:	Online IT Strategic Planning
Course Prefix and Number:	ITEC 7230-01
Course CRN#:	82933
Semester & Session:	Fall 2023 Session 02
Campus Location:	Online
Meeting Days:	N/A
Meeting Time:	N/A

INSTRUCTOR'S INFORMATION

Name:	Dr. Karla Clarke
E-mail Address:	Karla.clarke@mga.edu
Office Location:	Online
Office Phone Number:	Email to Schedule Call
Tentative Office Hours:	By Appointment Only

COVID-19 STATEMENT

The University System of Georgia (USG) continues to recognize COVID-19 vaccines and boosters offer safe, effective protection and urges all students, faculty, staff and visitors to get vaccinated and/or boosted either on campus or with a local provider.

*We encourage our MGA community to adopt a self-care and personal responsibility approach to wellness as positive actions to protect self and others; each of us doing our part to keep the MGA community healthy and campus academics and activities thriving. We ask you to complete the **self report form** if you have tested positive to COVID-19 and review the **Quarantine and Isolation Calculator** to determine the appropriate actions to take. Visit updated information at this website: <https://www.mga.edu/coronavirus/>.*

Carefully review your syllabus, D2L announcements, or email for details

SECTION 2 - DETAILED COURSE INFORMATION

Course Prerequisite: Admission to the DSc in IT Program
Credit Hours: 3
Course Description: This course focuses on understanding how to develop and implement innovative IT strategies, that effectively address internal and external information system & information technology issues.

Student learning outcomes: This course is about strategic planning. The course blends traditional strategic planning with the subtleties of IT strategic planning. Much of the course is very deliberate and process-oriented; however, the notions of creativity, innovation, and the future are emphasized to ensure the IT plans are relevant and rigorous. Upon completion of this course the students will be able to:

Upon the successful completion of the course, the student will be able to:

- Formulate an IT solution based on a comprehensive analysis of an organization.
- Identify the measurable benefits deriving from the application of IT solutions
- Synthesize an information system prototype by applying data modeling tools.
- Formulate a comprehensive strategic IT plan
- Critically appraise the issues and challenges associated with successfully integrating Information Systems into an organization.

Topics:

Required course materials: **Course reading materials are all available at no-cost via GALILEO. Access and download.**

Resources

1. Porter, M. E. (2008). The Five Competitive Forces That Shape Strategy. *Harvard Business Review*, 86(1), 78–93. [GALILEO](#)
2. Ebener, D. R., & Smith, F. L. (2015). *Strategic Planning : An Interactive Process for Leaders*. Paulist Press. [GALILEO](#)
3. Morton, J., Stacey, P., & Mohn, M. (2018). Building and Maintaining Strategic Agility: An Agenda and Framework for Executive IT leaders. *California Management Review*, 61(1), 94–113
<https://doi.org/10.1177/0008125618790245> [GALILEO](#)
4. Drechsler, A., & Weißschädel, S. (2018). An IT strategy development framework for small and medium enterprises. *Information Systems & E-Business Management*, 16(1), 93–124. <https://doi.org/10.1007/s10257-017-0342-2> [GALILEO](#)
5. Brandenburger, A. (2019). Strategy Needs Creativity. *Harvard Business Review*, 97(2), 58–65. [GALILEO](#)
6. Furr, N., O’Keeffe, K., & Dyer, J. H. (2016). Managing Multiparty Innovation. *Harvard Business Review*, 94(11), 76–83. [GALILEO](#)
7. Scoblic, J. P. (2020). Learning from the Future (cover story). *Harvard Business Review*, 98(4), 38–47. [GALILEO](#)
8. Scoblic, J. P., & Tetlock, P. E. (2020). A Better Crystal Ball: The Right Way to Think About the Future. *Foresight 2021*, Q3 [Reprint with permission from *Foreign Affairs*, Nov-Dec. 2020]. [GALILEO](#)
9. Automatic Data Processing, Inc. SWOT Analysis. (2021). *Automatic Data Processing, Inc. (ADP) SWOT Analysis*, 1–6. [GALILEO](#)
10. Mintzberg, H. (1987). The Strategy Concept I: Five Ps For Strategy. *California Management Review*, 30(1), 11–24. <https://doi.org/10.2307/41165263>. [GALILEO](#)

Videos

1. Gartner Top Strategic Technology Trends 2023
<https://www.youtube.com/watch?v=B18Tn4Dbva0>
2. Tesla SWOT Analysis 2023
<https://www.youtube.com/watch?v=ouBnGXcTs9E>
3. The Five Competitive Forces That Shape Strategy
https://youtu.be/mYF2_FBCvXw

Technology Requirement: Access to and on-going use of a computer and broadband connection to the Internet is required for all students. Access to the MS Software Suite (Word, Excel, Powerpoint, etc.) and Adobe Acrobat (.pdf) are also required.

Library/Learning Resources: As a Middle Georgia State University student, you have complete access to GALILEO (Georgia Library Learning Online), a virtual library of licensed commercial databases. It provides access to over 100 databases indexing thousands of periodicals and scholarly journals. There are over 10,000 journal titles available in full-text. Additional GALILEO resources include e-books, government documents, reference collections, and video databases. The Middle Georgia State University library also has core collection with locally purchased resources to support this graduate course. Currently the exclusive holdings for the B.S. / M.S. in Information Technology graduate courses are as follows: e-Journals = 1,661, Print Books = 1,164, e-books = 4,325, and DVDs = 66. The following are examples of online databases that support this undergraduate course. They are available to you through GALILEO and/or institutionally funded subscriptions:

- ACM Digital Library
- Computer Source
- Computing (ProQuest)
- Academic Search Complete
- Research Library (ProQuest)
- Wilson Omnifile: Full-Text Mega Edition
- Google Scholar
- Films on Demand

Tutoring is available free of charge on all MGA campuses for currently enrolled students. To view center contact information, subjects tutored, and tutor availability, go to the SSC website at <http://www.mga.edu/student-success-center/>. SSC tutoring sessions may be scheduled online and face-to-face through the “Book an Appointment” link on the Student Success Center website. Other services at the SSC include online academic workshops and a robust website with resources for academic assistance. The centers also have computer workstations, printing, and Internet access.

SECTION 3 - COURSE ASSESSMENT INFORMATION

A Final Grade of B or higher is required to successfully complete this graduate course. *Assignments will be graded as follows:*

Excellent (A)

The quality of work meets the doctoral requirements in both originality and mastery of the material. This is equivalent to an A grade.

Satisfactory (B)

The work meets the minimum requirements. The work is short of excellence, originality, and does not fully demonstrate mastery of the material. This is equivalent to a B grade.

NOTE: Anything below a Satisfactory (B level) is deemed to be a failing grade.

Unsatisfactory (F)

The work is deficient as the minimum requirements have not been. This is equivalent to an F grade*.

CRITERIA FOR DETERMINING THE FINAL COURSE GRADE

Final grades are computed based on the summary below.

Grading Summary

Project Proposal	10%
Discussions	20%
Case Studies	30%
Individual Project	40%
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100 %	

Grading Policy

Letter Grade	Description	Grading Scale
A	Excellent work	90 to 100
B	Good work	80 to 89.9
C	Satisfactory work	70 to 79.9
D	Passing work	60 to 69.9
F	Failing work	Below 60

SECTION 4 - INSTRUCTOR-SPECIFIC POLICIES

The following ground rules will help your work in this course to go much more smoothly. Please carefully review these expectations and follow them.

1. **Communication Requirements.**

1. **Email.** Contact me via my MGA email: Karla.clarke@mga.edu If you send me an email, please **include in the subject line your course information**. For example: **ITEC 7230-01** Tech Entrepreneurship. I have several courses and usually with multiple of the same course number. It will be easier for me if you identify the course, you are in to answer your email promptly.
2. **All Submissions.** When saving your files to submit you must include your name and course information. For example: **Clarke_ ITEC7230_01_Assignment1**

2. **References and Citations.** Students are expected to submit original work for all discussions, assignments, and research papers. All Submitted work must include references from a valid source (book, journal article, scholarly research, notable website). **Paper formatting and references must be in APA style.** The Publication Manual of the American Psychological Association (APA) (2001), a comprehensive handbook on writing for publication, addresses editorial style, grammar, and organization. This manual is not required but highly recommended.

3. **Don't turn assignments in late. Late submissions will not be accepted.** Any assignment not turned in on time will be assigned a grade of F. Note the paragraph above on university closures. On average, students will complete 1-2 assignments per week. Online courses will, at a minimum, have weekly mechanisms for student participation, which can be documented using any or all of the following methods: 1. a graded discussion activity that is integral to student engagement and learning; 2. a graded assignment/examination. Your instructor will begin grading all assessments after the deadline and make the results available to you within one week after the due date for the assessment. Students are responsible to review their grades and comments provided by the professor via the gradebook in D2L and email. Students are expected to improve based on the feedback provided. Students are encouraged to communicate with the professor via D2L email should they need clarification about their grades in a timely manner.
4. **Check D2L at least twice per week.** All online discussions will take place on D2L (and count toward your grade). Any class updates and opportunities for extra credit will be posted on D2L. **Inactivity in week 1 will result in removal from the class, you will be dropped.**
5. **MGA's email and/or D2L e-mail system** are used only for communication between the instructor and students. **Private email accounts must not be used to communicate between the instructor and students.**
6. **Learning Modules:** All learning module will be released at the start of the course and remain open until **11:59pm EST the day they are due.** Each learning module contains documents that review the material assigned for the week. It also contains links to any assessments that are assigned to that week. Students should review the contents of the learning module before attempting to complete any of the weekly assignments.

7. PLAGIARISM

Plagiarism is theft of intellectual property and a betrayal of trust. The term is derived from the Latin word for kidnapper and refers to the act of claiming other's words, phrases, images, video, or even ideas as your own. Plagiarism has many forms: outright copying or paraphrasing, disguising use of words and phrases, altering images, using notes on examinations, etc.

To avoid plagiarism, make it your habit to put quotation marks around words and phrases, and isolate and indent longer passages. Be sure to cite the source, in a footnote, endnote, or within parentheses in your text. The penalties for plagiarism can be severe: from **zero** for the particular assignment or examination, an **F** for the course, or referral to the student conduct committee for academic judgment.

If you are unsure how to use and cite sources, please consult the many sources listed under "**Reference List & Plagiarism Instructions**" that is available under the "**Extra Course Materials**" link from the course D2L system homepage.

8. ASSIGNMENTS

All assignments in this course are individual and students should NOT consult other individuals (inside and outside the course) while working on such assignments. Should students have any questions, feel free to directly email me using the course email within MGA D2L system. In the communication, be sure to explain specifically which question(s) the student needs help with, what actions were taken to prepare the answer, and which page(s) in the textbook refers to the question(s) the student having difficulties with.

All quizzes and exams (aside from final exam, if provided) will be locked after the deadline. No makeup or retakes will be provided.

Students are unable to submit work beyond the final week of the course in order to raise their final grade, and no extra work can be provided. Please note that in case of any date conflict in the D2L system of all or any of the course activities, the due date of such activities is based on the dates noted in the Schedule in this syllabus.

SECTION 5 - TENTATIVE COURSE SCHEDULE AND OUTLINE

The schedule below contains class activities, assignments, and deadlines. Note that the course schedule is “tentative” and subject to change based on student and/or pedagogical needs. All changes will be announced and posted on the course website.

Date	Readings	Activities	Due Date
Week 1: (Oct 4 – Oct 10)	Syllabus and Orientation Read: 1. An IT strategy development framework for small and medium enterprises 2. Introduction to Strategic Leadership	Project Proposal Slide Deck	10-Oct
Week 2: (Oct 11 – Oct 17)	Watch: 1. Watch The Five Competitive Forces That Shape Strategy Read: 1. Michael Porter's The Five Competitive Forces That Shape Strategy 2. Henry Mintzberg's <i>The Strategy Concept I: Five Ps for Strategy</i>	Discussion 1	17-Oct
Week 3: (Oct 18 – Oct 24)	Read: 1. Building and Maintaining Strategic Agility: An Agenda and Framework for Executive IT leaders	Discussion 2	24-Oct
Week 4: (Oct 25 – Oct 31)	Watch: 1. Tesla SWOT Analysis Read: 1. ADP SWOT	Case Study 1	31-Oct
Week 5: (Nov 1 – Nov 7)	Read: 1. Strategy Needs Creativity 2. Managing Multiparty Innovation	Discussion 3	7-Nov

<p>Week 6: (Nov 8 – Nov 14)</p>	<p>Watch: 1. Gartner Top Strategic Technology Trends 2023</p> <p>Read: 1. Learning from the Future & A Better Crystal Ball</p>	<p>Case Study 2</p>	<p>14-Nov</p>
<p>Week 7: (Nov 15 – Nov 21) Holiday Nov 19-22</p>		<p>Individual Project</p>	<p>21-Nov</p>
<p>Week 8: (Nov 22 – Nov 28) Holiday Nov 23-26</p>		<p>Course Evaluation</p>	<p>28-Nov</p>

SECTION 6 - COURSE EXPECTATIONS

EXPECTATIONS

Online courses are not self-paced and regular participation in online courses is required and will be recorded by your instructor. Students are expected to complete all course assessments using D2L.

Online learning assumes a high level of maturity and professionalism. It is designed to make learning more convenient but no less rigorous. The lack of a formal meeting schedule in an online course can be liberating. It can also be demanding because you must determine when to make time for class. Self-discipline and good time management skills are necessary when taking an online course.

Please remember that you will spend as much or more time completing an online course as you would taking it in a traditional face-to-face/classroom format. The special circumstances of taking an online course demand regular and consistent participation. Be sure to pace yourself throughout the semester making sure your responses to communications and assignments are timely. If you are not able to participate in any assigned class activities, you must contact your instructor immediately.

The instructor is required to report “no-shows” or students who do not show up the first day of class. Therefore, all students enrolled in the course must verify their enrollment. This can affect financial aid and you may be dropped from the class. Your instructor will notify you as to how to verify your enrollment before the beginning of the term to ensure that you are not reported as a “no-show”.

ATTENDANCE POLICY

Students whose number of absences is more than twice the number of class meetings per week may be assigned a failing grade for the course. Students who have more absences than the number of class meetings per week but less than twice the number of class meetings per week, will be penalized on the participation portion of the grade. Students who have absences which are less than or equal to the number of class meetings per week will not be penalized. This policy holds for face-to-face and hybrid courses.

Students that do not submit any work for more than 14 consecutive days in an online course or partially online course may be assigned a failing grade for the course.

The MGA policy on attendance is found in Section 5.04.05 of the Faculty Handbook and in the Academic Catalog (<https://mga.smartcatalogiq.com/2020-2021/Undergraduate-Catalog/Academic-Policy-and-Information/Course-Policies/Attendance-Policy>).

CLASS BEHAVIOR EXPECTATIONS AND CONSEQUENCES FOR VIOLATIONS

Middle Georgia State University students are responsible for reading, understanding, and abiding by the MGA Student Code of Conduct." Student Code of Conduct, Responsibilities, Procedures, and Rights are found at http://www.mga.edu/student-affairs/docs/MGA_Student_Handbook.pdf#page=45.

STUDENT WITHDRAWAL POLICY

Students are encouraged to read the withdrawal policy found at <https://www.mga.edu/registrar/registration/drop-add.php> before dropping/withdrawing from the class.

Students who wish to withdraw from the University must complete the Withdrawal Form, obtaining the required signature from the advisor, and submitting it to the Office of the Registrar at the Macon campus or the administrative offices at other campuses. Withdrawal is not complete until all withdrawal procedures have been properly executed. <https://www.mga.edu/registrar/>

Students may withdraw from the course and earn a grade of "W" up to and including the midterm date, which occurs on **October 27, 2023**. After this date students who withdraw will receive a grade of "WF." <https://www.mga.edu/academics/calendars/index.php>

POLICY ON ACADEMIC MISCONDUCT

As a Middle Georgia State student and as a student in this class, you are responsible for reading, understanding, and abiding by [Middle Georgia State's Student Code of Conduct](#).

Quoted directly from the Student Handbook, I believe it is important that you recognize and understand the following about plagiarism and cheating:

1. *Individuals will fulfill their academic responsibilities in an honest and forthright manner.*

Examples of prohibited behavior include but are not limited to: plagiarizing another's work (such as using another's phrasing, concepts or line of reasoning as your own without giving proper credit to the author or creator); submitting course assignments that are not your own; submitting the same paper in different classes without prior approval from both instructors; cheating (the use of any unauthorized means to gain academic advantage on assignments, laboratory reports or examinations); acquiring or using test materials without faculty knowledge; accessing any information, resource, and/or means of communication during an exam or assignment without specific authorization from the professor; failing to follow class policy; obtaining academic benefits through computer fraud or unauthorized access; engaging in academic fraud alone or with others; using material downloaded off Internet without proper citation; illicitly attempting to influence grading; failing to abide by test-taking procedures. The MGA Withdrawal Form, is available online or in the Office of the Registrar. The entire Student Code of Conduct is included in Middle Georgia State's Student Handbook and is available online at <https://www.mga.edu/student-conduct/>

The penalty for academic misconduct is a grade of zero for the work involved and will be referred to the Dean of Students. Subsequent academic misconduct results in a failing grade for the course.

PLAGIARISM POLICY

A plagiarism prevention service is used in evaluation of written work submitted for this course. As directed by the instructor, students are expected to submit or have their assignments submitted through the service in order to meet requirements for this course. The papers will be retained by the service for the sole purpose of checking for plagiarized content in future student submissions.

POLICY ON DISABILITY/ACCESSIBILITY ACCOMMODATIONS

Students seeking ADA accommodations must contact Middle Georgia State University Office of Accessibility Services in Macon at (478) 471-2985 or in Cochran at (478) 934-3023. <https://www.mga.edu/accessibility-services/>

DELAYED OPENING OR CLOSING OF THE UNIVERSITY

If class is unable to occur for an opening or closing of the university, go to the online webpage of the course for additional instructions. If there are no additional instructions provided on the course homepage news section, then just plan to meet at the normal next regularly scheduled meeting for the course. Knight Alert can be used to check or <https://www.mga.edu/police/alert/index.php>

ONLINE COURSE EXPECTATIONS

1. Students must immediately review the tentative course schedule (included as part of the syllabus) for the schedule of discussion activities, assignments, projects, and/or examinations.
2. Students are required to have access to a computer and the Internet.
3. All course materials (i.e. course syllabus, course content, the assignments and the schedule of activities, etc.) are posted in Brightspace D2L course/class web site.
4. Official institutional email (MGA or D2L) is used only for communication between the instructor and students. The instructor will endeavor to reply to your email queries within 12 hours and no more than 24 hours of their receipt, excluding weekends and holidays or during semester breaks. Private email accounts must not be used to communicate between the instructor and students.
5. Students must attend class if they are to be well prepared for the workplace. Online courses are no different from on-campus classroom courses in this regard. Therefore, online students are subject to the college's attendance policy. Please see the "Attendance Policy" in the college's catalog. For online classes, participation must be defined in a different manner. Student attendance in online courses is defined as active participation in the course as described in the course syllabus.
6. Online courses will, at a minimum, have weekly mechanisms for student participation, which can be documented using any or all the following methods: a graded discussion activity that is integral to student engagement and learning; a graded assignment/project/examination.

Your instructor will begin grading all assessments after the deadline and make the results available to you within one week after the due date for the assessment.

ONLINE DISCUSSIONS AND POSTINGS

Expectations for Achieving Responsible Online Discourse

One value we must share is respect for individuals - their experience and their ideas or social positions. We also share a genuine desire to learn from one another. In order to demonstrate these shared values, you are encouraged to consider

how your tone, word choice, and content may affect other readers. Some ways people achieve responsible public electronic discourse include

- a) calling each other by name on the screen,
- b) using smiley faces =) to clarify meaning if a writer's tone might be ambiguous,
- c) clarifying with someone courteously before "flaming" back a quick response, and
- d) refraining from publishing or forwarding any questionable jokes or strong language that could offend various readers.

Guidelines for Online Discussions

Not only respond to your instructor's questions, but carry on a dialogue with your classmates as well. This is a discussion, not just a question and answer session, and is one of the items that make a good online course and establishes community. If you only respond to your instructor's question it makes the discussion more of an "exam" rather than a dialogue.

Do not get caught up in "winning" the debate. We are here to learn the material, have fun, and to discuss matters of importance with others.

Read all postings from your classmates, not just those from the instructor. Sometimes future questions are based on the insights of your classmates.

When you reply to a post, don't just say "I agree". Give the person or person's name you are agreeing with and be sure to put the reply in the right thread. Also include a brief sentence or two summarizing what they said that you are agreeing with and then your views. You might also consider changing the subject line to reflect your posts. Make it easy for us to figure out who you are talking to and what you are talking about.

If you express an opinion, support it with material from our readings or other sources if applicable. When you quote, summarize, or paraphrase from the text, be sure to give the page number(s) -- This is important! **Count on checking the class website for assignments or discussions at least twice or more per week.**

HB 280 CAMPUS CARRY LEGISLATION

<https://www.mga.edu/police/campus-carry.php>

END OF COURSE EVALUATIONS

Student evaluations of faculty are administered online at the end of each term/session for all courses with five or more students. Students will receive an email containing a link to a survey for each course in which they are enrolled. All responses are anonymous.

STUDENT RESPONSIBILITIES

Students are responsible for reading, understanding, and adhering to all Middle Georgia State University student policies, including those linked on the [Syllabus Policy](#) page.

ACADEMIC MINDSET BELIEFS

The course activities/assignments in this course concerning the Academic Mindset shall contribute to your growth, self-efficacy, the relevancy of academic experience, and a sense of belonging. Throughout this course, growth mindset will be strengthened through activities/assignments by constant engagement. The following growth mindsets belief statements are the bedrock of this course and shall be acclaimed into mind by each student:

- I can strengthen my abilities through effort.
- The work in this course has value and purpose for me.
- I embrace new challenges.
- I will succeed if I put effort into my work.
- I will learn from success and failure to continue to improve.
- My effort and attitude are important to my future.