

Course Syllabus

[Jump to Today](#)

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Course Information

This course is offered collaboratively through the UW MBA Consortium. Campus specific course information is listed below:

UW-Eau Claire: MBA 778 – Managing Technology in Turbulent Times

UW-Oshkosh: MBA 769

Credit Hours: 2.0

Course Term: Summer 2023

Delivery Mode: Online

Course Dates: July 10, 2023 - August 27, 2023

If you are considering dropping this course, having a conversation with your academic advisor is a good place to start. You should also let the instructor know what your plans are. Click the following links,

based on your home campus, to learn more about dropping this course: [Consortium/UW-Eau Claire](#) 

[\(https://help.wisconsinonlineemba.org/article/60-adding-dropping-classes\)](https://help.wisconsinonlineemba.org/article/60-adding-dropping-classes) | [UW Oshkosh](#) 

[\(https://uwosh.edu/registrar/students/add-drop-calendar/\)](https://uwosh.edu/registrar/students/add-drop-calendar/) | [UW-Parkside](#) 

[\(https://www.uwp.edu/live/offices/registrarsoffice/adddrop.cfm\)](https://www.uwp.edu/live/offices/registrarsoffice/adddrop.cfm)

Instructor Information

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Course Introduction & Structure Videos

The following video gives a brief introduction to the course.



[Click here to view the transcript for the Course Introduction video](#)

[\(https://uws.instructure.com/courses/578505/files/58698982?wrap=1\)](https://uws.instructure.com/courses/578505/files/58698982?wrap=1) 

[\(https://uws.instructure.com/courses/578505/files/58698982/download?download_frd=1\)](https://uws.instructure.com/courses/578505/files/58698982/download?download_frd=1) .

The following video primarily discusses how the course content is organized and the structure of each unit in terms of the content, readings and assignments.



[Click here to view the transcript for the Course Structure video](#)

[\(https://uws.instructure.com/courses/578505/files/58698956?wrap=1\)](https://uws.instructure.com/courses/578505/files/58698956?wrap=1) 

[\(https://uws.instructure.com/courses/578505/files/58698956/download?download_frd=1\)](https://uws.instructure.com/courses/578505/files/58698956/download?download_frd=1) .

Course Description

As we have witnessed in recent times, "creative chaos" has gripped our world. The primary intent of this course is to learn how technology can help us manage the turbulence caused by the apparent chaos in organizational processes.

As you progress through the course, we will learn about how management strategy and decision making need to shift in the complex landscape of continually-changing technologies.

While MIS management is generally responsible for the technology acquisition and operating decisions, functional management needs to understand the application, impact, and value of the various technologies to their operating units. The course will include topics that look at managerial, organizational, strategic aspects of technology.

Managing technology during turbulent times takes into account:

1. The rapid pace of change found with all technologies and the impact of this continual change on organizations.
2. The demand for more comprehensive information from all key stakeholders, pressuring information systems and managers to meet and exceed expectations.
3. The need to justify technology expenditures in terms of increased efficiencies, better service for stakeholders or improved profits.

The current economy is unlike the economy at any other time. In every economic cycle, organizations are facing tremendous challenges to survive and be more competitive in the global economy. Often the mantra for businesses is to be increasingly more productive or perish altogether. The pressure to perform at the highest level is demanding that businesses incorporate technology into business processes in a smart and cost-effective manner. It is technology coupled with strategy that can effectively transform a business from the depths of recession to the heights of global leadership.

For businesses to understand and use the latest technologies in today's world is a complex challenge, in part because technology is continuously evolving. While most businesses rely on well-established technologies for their normal operations, they cannot ignore emerging technologies that may transform business models. With limited business investment, firms need to decide wisely:

- what role traditional and emerging technologies play in the company's technology strategy,
- which emerging technologies, if any, they need to invest in, and
- how to effectively use technology in reducing costs while maintaining their core business products and services.

For example, new technologies such as mobile payments, decentralized finance, cryptocurrency, smart contracts, unmanned stores, and RFID are transforming the business supply chains. Similarly, social media technologies are playing a significant role from product advertisements to customer engagement. You as a manager may sometimes need to understand and evaluate an emerging technology. At times

you may need to initiate and manage a technology project that is challenging in its core and risky in its outcomes. This course is intended to give you some of the knowledge, tools and techniques to manage changing technologies in the current business environment. I will share some of my experiences in this area during the discussions. Please note that none has all the answers to the complex problem of managing technology.

Welcome, keep an open mind, be inquisitive, and enjoy the course and your fellow students. My goal is to have you look beyond the obvious, explore technology and management issues, gain a better understanding of the application of technologies, and leave the course with knowledge that will be useful in your careers.

Learning Outcomes

This course aligns with the following program-level goals:

- (PL1) Use critical thinking and analytical reasoning to make informed business decisions.
- (PL2) Communicate effectively in organizations.
- (PL3) Create and sustain competitive advantages.

Upon successful completion of this course, you should be able to (program goal alignment indicated in parenthesis):

- CO1: Perceive multiple variables in a problematic situation and distinguish between the relevant and extraneous data (PL1)
- CO2: Conduct a line of inquiry and analysis using logical thinking and research with primary and secondary sources (PL1)
- CO3: Apply computer and communications technologies to achieve organizational goals (PL2, PL3)
- CO4: Design approaches to implement new technologies (PL2, PL3)
- CO5: Explain business decisions using technology tools (PL3)
- CO6: Utilize technologies for effective collaboration (PL2)
- CO7: Apply the principles of cloud technologies for business functions (PL4)

Required Course Materials

There is no textbook for this course. Readings include the course commentaries and selected articles, websites, videos, and audio files that are embedded in each commentary reading. Each student is expected to read every week (as specified in the unit reading materials). These additional reading materials include published research papers and white papers from various sources.

Additional Readings

Articles from a variety of business magazines/newspapers and company websites may be used in conjunction with case studies or other assignments.

Technology Requirements

Access to a computer and high-speed Internet connection that is capable of accessing Canvas is a requirement of this course.

Please review the minimum technology requirements and recommendations in the **Online Course Resources** link in the left-hand Course Navigation menu. To set yourself up for success, pay special attention to the sections on *Your Responsibilities*, *Strategies for Success*, *Tech Tips*, and *Tech Support*.

Course Topics & Outline

Unit 1 introduces the role of information systems in business functions and discusses approaches to integrate some of the emerging technologies with business functions. For example, it discusses the applications of AI in different types of organizations. New technologies are a major source of turbulence in any organization.

Unit 2 discusses strategies for organizations to adopt newer technologies by using examples of technologies for digital advertising and Internet of Things.

To keep up with competitors and effectively interface with all stakeholders ranging from customers to suppliers, wireless technologies are a necessity in these times. **Unit 3** presents an overview of different wireless technologies and applications in the enterprise and for supply chains.

As recent years have demonstrated, technologies for collaboration, communication, and remote work are critical for working effectively in organizations. **Unit 4** discusses digital technologies for communication and collaboration.

Organizations are heavily invested in cloud computing. As cloud computing standards and technologies are evolving at a rapid pace, **Unit 5** discusses managerial and technical competencies required to implement and manage enterprise systems in the cloud.

As we are witnessing on almost a daily basis, security breaches are of utmost concern for organizations, regardless of the type and size of the organization. **Unit 6** presents data security aspects and discusses how to develop an enterprise-level security strategy.

Many organizations are grappling with data explosion. As the big data revolution is integrating a variety of data sources and organizations rely on analytics extensively, **Unit 7** discusses data management and analysis that can facilitate data-informed decisions.

Assignments and Activities

The above learning outcomes are assessed using discussions, discussion summaries, and unit assignments. You may also be required to construct Excel spreadsheets and process diagrams using

tools such as Microsoft Visio. There are no midterms or final examinations for this course.

Unit coursework may include one or more of the following learning activities:

1. Written management briefings (unit assignments) discussing technical or management issues
2. Responses to specific discussion questions relevant to the weekly study topic
3. Reflect on discussion comments.
4. Analysis of business data by constructing spreadsheets and using spreadsheet techniques
5. Construction of process and data models for business functions using tools such as Microsoft Visio.

All submitted written work should be in Microsoft Word, Excel, Access and Visio.

A primary method of assessment is evaluation of written deliverables and/or technical work.

Managerial assignments will be evaluated for content, logic of presentation, and clarity of writing. The objective is to condense a great deal of technical information into a report, make it meaningful, yet keep it simple enough so that the novice can understand it. Guidelines for managerial assignments in different units may vary, and please follow instructions in each unit. Technical assignments will be evaluated for their technical accuracy and related analysis. Guidelines for technical assignments in different units may vary, and please follow instructions in each unit.

Course grading will be based on a **total of 1,000 points**, allocated as follows:

Item and Description	Max. Points
Personal Introduction	10
Discussions	Unit 1 thru 6 discussion: 50 each (300 points) Unit 7 discussion: (66 points) (366 points)
Discussion Reflection	60
Unit Managerial Assignments	Unit 1 thru 6 assignments: 50 each (300 points) Unit 7 assignment: (66 points) (366 points)
Data & Visualization Assignments	Unit 1 thru 6: 33 each (198 total)

Unit 7: No visualization
assignment

TOTAL MAXIMUM POINTS

1000

Final Letter Grades Scale

Percentage	Consortium/UW-Parkside	UW-Oshkosh
95-100%	A	A
90-94.9%	A-	A-
85-89.9%	B+	B+
80-84.9%	B	B
77-79.9%	B-	B-
73-76.9%	C+	C+
70-72.9%	C	C
67-69.9%	C-	C
63-66.9%	D+	F
60-62.9%	D	F
57-59.9%	D-	F
0-56.9%	F	F

Consortium's Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.
 - o [UW Oshkosh](https://www.uwosh.edu/registrar/policies/attendance-policy)  (<https://www.uwosh.edu/registrar/policies/attendance-policy>)
 - o [UW-Parkside](https://www.uwp.edu/learn/academiccatalog/2019-2021/upload/201921-ACADEMIC-CATALOG-082619.pdf)  (<https://www.uwp.edu/learn/academiccatalog/2019-2021/upload/201921-ACADEMIC-CATALOG-082619.pdf>) (see page 31)
2. UW MBA Consortium students will follow the [UW-Eau Claire Authorized Absence Policy](https://www.uwec.edu/kb/article/class-attendance-and-authorized-absence-policies/#authorized-absences).  (<https://www.uwec.edu/kb/article/class-attendance-and-authorized-absence-policies/#authorized-absences>)

If your absence falls into the excused absence category, please contact me as soon as possible. I may request that you provide documentation, and I may need time to make alternative assessments available to you.

Late Work Policy

Assignments that are turned in late will have points deducted as follows:

- 1 to 3 days late, deduct 10 percent of available points
- 4 to 7 days late, deduct 30 percent of available points
- More than 7 days late, deduct 50 percent of available points

Please note that discussion postings (including initial messages, follow-up messages, and discussion summaries) need to be submitted by the deadline and credit may not be given for late work on discussions.

If you have a business problem, illness, business trip, or domestic situation, arrangements should be made and approvals granted before the due date if the late assignment is to receive full credit.

Academic Conduct

To foster a productive learning environment, all students are required to accept and adhere to the Student Code of Conduct agreement in order to participate in this course.

Academic Integrity Policy

All class materials are the intellectual property of the instructor and may not be shared outside of this course (e.g., to commercial "study sites") without my permission.

Unless I specify otherwise, all work that you turn in to me should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work.

Academically dishonest behaviors include (but may not be limited to) the following:

- Intentionally or unintentionally presenting someone else's ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. You can cite your sources in APA format.
- Submitting work that is identical to or so similar to that of another's in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.
- Consulting resources to complete a graded course assessment other than those allowed in the assessment directions. If you are unsure what is considered as an authorized resource, consult with your instructor.
- Helping someone else engage in academically dishonest behavior, including posting course materials online.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).

Any investigation into any form of academic misconduct will result in a report to the dean of students and in student academic disciplinary sanctions as established by the UW System Board of Regents ([UWS Chapter 14](http://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf) [↗](http://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf) (http://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf)).

Accommodation for Students with Disabilities

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is [compliant with W3C's Web Accessibility Initiative](https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas) [↗](https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas) (<https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas>) and with [Section 508](https://www.section508.gov/) [↗](https://www.section508.gov/) (<https://www.section508.gov/>) guidelines. Additionally, Canvas was certified as a [substantially conformant LMS](https://webaim.org/services/certification/canvas) [↗](https://webaim.org/services/certification/canvas) (<https://webaim.org/services/certification/canvas>) by WebAIM, a third party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at [BIZHelp@uwec.edu](mailto:bizhelp@uwec.edu) (<mailto:bizhelp@uwec.edu>) and we will work with you to find a reasonable accommodation.

Course Summary:

Date	Details	Due
Mon Jul 10, 2023	 Complete the Student Code of Conduct (https://uws.instructure.com/calendar?event_id=1421340&include_contexts=course_578505)	12am
	 1.0 Introductions (https://uws.instructure.com/courses/578505/assignments/6000098)	due by 8pm
	 1.1 Unit Overview & Readings	to do: 11:59pm
Wed Jul 12, 2023	 1.7 Discussion (https://uws.instructure.com/courses/578505/assignments/6000100)	due by 11:59pm
	 1.6 Choose a Week for the Discussion Reflection	to do: 11:59pm
Sat Jul 15, 2023	 1.7a Discussion 1 follow up postings due	to do: 11:59pm
Mon Jul 17, 2023	 1.8 Unit Assignment - Part 1 (Role of Tech) (https://uws.instructure.com/courses/578505/assignments/6000107)	due by 11:59pm
	 1.9 Unit Assignment - Part 2 (Data & Visualization) (https://uws.instructure.com/courses/578505/assignments/6000108)	due by 11:59pm
	 2.1 Unit Overview and Readings	to do: 11:59pm
Wed Jul 19, 2023	 2.5 Discussion (https://uws.instructure.com/courses/578505/assignments/6000104)	due by 11:59pm
Sat Jul 22, 2023	 2.5a Discussion 2 follow up postings due	to do: 11:59pm
Mon Jul 24, 2023	 2.6 Unit Assignment - Part 1 (Social Media Technologies & IoT) (https://uws.instructure.com/courses/578505/assignments/6000109)	due by 11:59pm
	 2.7 Unit Assignment - Part 2 (Data & Visualization)	due by 11:59pm

Date	Details	Due
	https://uws.instructure.com/courses/578505/assignments/6000110	
	 3.1 Unit Overview and Readings	to do: 11:59pm
Wed Jul 26, 2023	 3.6 Discussion https://uws.instructure.com/courses/578505/assignments/6000103	due by 11:59pm
Sat Jul 29, 2023	 3.6a Discussion 3 follow up postings due	to do: 11:59pm
	 3.7 Unit Assignment - Part 1 (Wireless Technologies in Operations and Supply Chain) https://uws.instructure.com/courses/578505/assignments/6000111	due by 11:59pm
Mon Jul 31, 2023	 3.8 Unit Assignment - Part 2 (Data & Visualization) https://uws.instructure.com/courses/578505/assignments/6000112	due by 11:59pm
	 4.1 Unit Overview and Readings	to do: 11:59pm
Fri Aug 4, 2023	 Midterm Course Evaluation	to do: 11:59pm
Sat Aug 5, 2023	 4.4 Discussion https://uws.instructure.com/courses/578505/assignments/6000106	due by 11:59pm
	 4.5 Unit Assignment - Part 1 (Collaborative Technologies) https://uws.instructure.com/courses/578505/assignments/6000113	due by 11:59pm
Mon Aug 7, 2023	 4.6 Unit Assignment - Part 2 (Data & Visualization) https://uws.instructure.com/courses/578505/assignments/6000114	due by 11:59pm
	 4.4a Discussion 4 follow up postings due	to do: 11:59pm
	 5.1 Unit Overview and Readings	to do: 11:59pm

Date	Details	Due
Wed Aug 9, 2023	 5.5 Discussion https://uws.instructure.com/courses/578505/assignments/6000102	due by 11:59pm
Sat Aug 12, 2023	 5.5a Discussion 5 follow up postings due	to do: 11:59pm
Mon Aug 14, 2023	 5.6 Unit Assignment - Part 1 (Cloud Computing) https://uws.instructure.com/courses/578505/assignments/6000115	due by 11:59pm
Mon Aug 14, 2023	 5.7 Unit Assignment - Part 2 (Data & Visualization) https://uws.instructure.com/courses/578505/assignments/6000116	due by 11:59pm
Wed Aug 16, 2023	 6.1 Unit Overview and Readings	to do: 11:59pm
Wed Aug 16, 2023	 6.6 Discussion https://uws.instructure.com/courses/578505/assignments/6000101	due by 11:59pm
Sat Aug 19, 2023	 6.6a Discussion 6 follow up postings due	to do: 11:59pm
Mon Aug 21, 2023	 6.7 Unit Assignment - Data Security https://uws.instructure.com/courses/578505/assignments/6000117	due by 11:59pm
Mon Aug 21, 2023	 6.8 Unit Assignment - Part 2 (Data & Visualization) - Extra Credit https://uws.instructure.com/courses/578505/assignments/6000118	due by 11:59pm
Wed Aug 23, 2023	 7.1 Unit Overview and Readings	to do: 11:59pm
Wed Aug 23, 2023	 7.6 Discussion https://uws.instructure.com/courses/578505/assignments/6000099	due by 11:59pm
Fri Aug 25, 2023	 Final Course Evaluation	to do: 11:59pm
Sat Aug 26, 2023	 Discussion Reflection https://uws.instructure.com/courses/578505/assignments/6000105	due by 11:59pm

Date	Details	Due
Sun Aug 27, 2023	 7.6a Discussion 7 follow up postings due	to do: 11:59pm
	 7.7 Unit Assignment (https://uws.instructure.com/courses/578505/assignments/6000119)	due by 11:59pm
	 Academic Safe Space Quiz (https://uws.instructure.com/courses/578505/assignments/6000097)	
	 Final Grade (https://uws.instructure.com/courses/578505/assignments/6000120)	