

Syllabus

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Description and Objectives

This [module](#) is also available as a concatenated page, suitable for printing or saving as a PDF for offline viewing.

MET CS 782

IT Strategy and Management

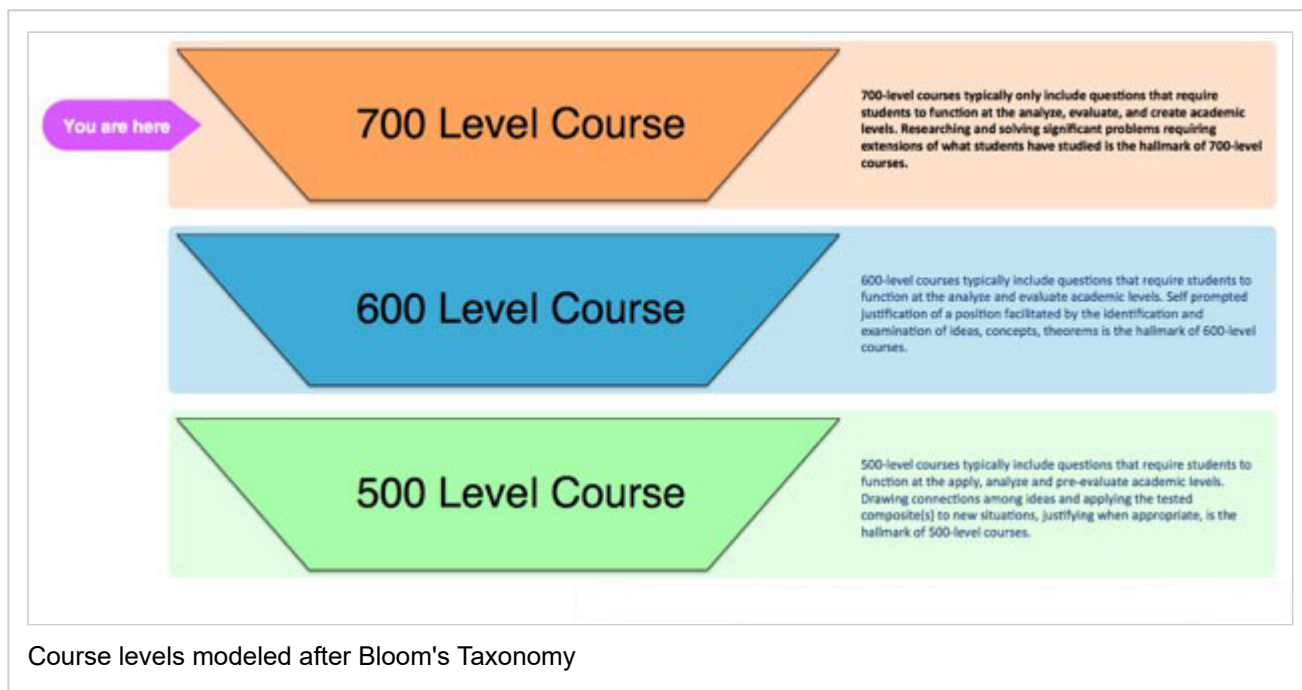
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This course provides an overview of information systems technology and management in today's organizations. We will study IT infrastructure, architecture, and applications used in enterprise information systems—both within organizations and in interaction with customers, suppliers, partners, and others. The course discusses the operational, competitive and strategic value of information technology and how its management and governance contributes to the realization of that value.

Setting Course Expectations at the 700 Level

This is a 700-level course. A major portion of this course is to help prepare you or help to hone your skillset regarding understanding technology, business, and system usage.

Being able to express an understanding of and knowledge into the technological and business landscape of today is extremely important. Being able to express a position in writing or through presentation, make assertions, and perform fundamental research which provides validity to your position/assertion is critical in our world today. The figure below helps to describe the expectations of a course at the 700 level.



The course is deliberately very broad and covers much material. Today in business you are often overloaded with data and it's extremely important for you to be able to sift through this data and use the data to create information. It's then critical for you to be able to take this information and create/express a story, strategy, solve problems, etc.

The course will present you with this data and information. The assignments you are presented with will be very similar to what you might expect at work, meaning, the assignments are scenario-based, presenting you with a complex problem which you need to resolve using the data and information that is provided to you in the lecture materials. The assignments are deliberately broad and abstract, providing you with the ability to find multiple solutions. We will give you the general direction, then it's up to you to fill in the details!

What the teaching staff are looking for is how you show cognitive reasoning, understanding of the material, and logical application of the material to the situations you will be presented with. We will also be looking for how you justify your application of your position or assertions you make in a creative and thoughtful way.

Learning Objectives

Through online readings, assignments, online discussions, and chats with the instructor, students will gain understanding of the following.

- Critically **analyzing** business situations and problems and understanding the role that information technology can play in solving them.
- **Evaluating** the competitive and operational impacts of adopting new information technologies.
- **Managing** IT, present and future.

Technical Notes

The table of contents expands and contracts (+/- sign) and may conceal some pages. To avoid missing content pages, you are advised to use the next/previous page icons in the top right corner of the learning modules.

This course requires you to access files such as word documents, PDFs, and/or media files. These files may open in your browser or be downloaded as files, depending on the settings of your browser.

Course Précis

Businesses no longer view IT solely in terms of how it can be used to make the business operate more effectively, but also on how it can help them succeed in solving business problems, exploiting business opportunities, and evolving the business. So in understanding how to manage information systems, we first need to understand *business strategy*, and a significant part of the course addresses how business strategy and information technology have become inextricably linked.

The course focuses on the *role and management of information technology in businesses*. But most of the ideas and lessons carry over to other kinds of organizations, including educational, religious, charitable and governmental organizations. However, the role that IT plays in competitive strategy is a crucial thread which runs through the course.

The course emphasizes the role of IT in medium to large-scale (250+ employees) organizations, although much of the material is relevant to smaller organizations as well.

Both the readings and the assignments emphasize the role of the CIO in the organization, as the main party responsible for aligning an organization's strategic goals and its IT architecture and activities. The course also addresses the view and importance of technologists (possibly the CIO or CTO or their staff members) who *evaluate* new technologies as they emerge on the scene, and based on both operational and competitive perspectives, *make recommendations* about their adoption.

The course is divided into three parts as follows.

Information Systems Strategy

In this part—consisting of modules 1 and 2—we will examine overall business and organizational strategy, and how it relates to the role that IT plays in the organization. We will cover the following topics.

- **Business Models, Competitive Strategy and Organization Mission:** How businesses are modeled, and how they compete. The mission of businesses and other organizations, and the relationship between an organization's mission and its strategy.
- **IT and the Digital Organization:** The functionality of the digital organization, and the role that IT plays in supporting it. Competitive and operational perspectives on IT, including analysis of both benefits and risk.

Information Systems Technology

In the second part of the course—consisting of modules 3 and 4—we will cover the major components of information systems technology and architecture. In addition to the technology itself, we examine its strategic value, and the impacts of its deployment. We will cover the following topics.

- **Data, Application and Business Process Integration:** Underlying technology basics, issues and approaches for integrating systems across the enterprise.
- **Cross-Functional Enterprise Systems:** The characteristics and issues of ERP and SCM Systems.
- **Communication and Collaboration Systems:** The technology and the organizational and strategic impacts of communication and collaboration systems.
- **Analytics:** The technology and value of data warehousing, data mining, and model-based decision support systems.
- **E-commerce:** Technologies and business approaches and models, for marketing, sales and delivery of products and services using the web.
- **M-commerce:** Technologies and business approaches and models, using mobile computing
- **Utility-based Computing:** Including cloud computing and software-as-a-service.

Information Systems Management

In the third part of the course—consisting of modules 5 and 6—we will turn to the management of information systems. Specifically, we will address the following:

- **IT Management and Governance:** How decisions are made about adoption, investment, implementation, and deployment of information technology within organizations. Organizational perspectives on project planning and implementation.
- **Security, Availability, Privacy and Compliance:** How organizations ensure their systems are reliable and available, deal with privacy and security concerns, and ensure compliance with government regulations.
- **Future of IT:** Outsourcing, the growth of utility computing, and how changes in IT will affect both organizations and individuals.
- **Technology Adoption and Innovation:** How to determine whether, when and how an organization should adopt new technology and how IT organizations can be forces for innovation.

Resources

Online Resources

Below, you will find a list of the most important and useful online resources related to this course. They are a good source for research for your assignments and discussions. *Please note that due to copyright restrictions, we are unable to provide active hyperlinks for some websites.*

Magazines Available Online

Many of these magazines are available through the [BU Library](#).

- [Baseline Magazine](#)
- [Information Management](#)
- [Business Week](#)
- [CIO Insight](#)
- [CIO Magazine](#)
- [Computer World](#)
- [CSO Magazine](#)
- [Fast Company](#)
- [Info World](#)
- [InformationWeek](#)
- [IT Business Edge](#)
- [Red Herring](#)
- [Strategy and Business](#)

Other Online Resources

- [Managing the Digital Enterprise](#)
- [NetMBA](#)
- [QuickMBA](#)
- [Wikipedia](#)

Online Journal Access

There are a number of online journals that have useful articles, in particular:

- [Communications of the ACM](#)
- [Harvard Business Review](#)
- [Information Systems Management](#)
- [Journal of Management Information Systems](#)
- [MIT Sloan Management Review](#)

Boston University Library Information

Boston University has created a set of videos to help orient you to the online resources at your disposal. An introduction to the series is below:

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All of the videos in the series are available on the [Online Library Resources](#) page, which is also accessible from the Campus Bookmarks section of your Online Campus Dashboard. Please feel free to make use of them.

As Boston University students, you have full access to the BU Library. From any computer, you can gain access to anything at the library that is electronically formatted. To connect to the library, use the link <http://www.bu.edu/library>. You may use the library's content whether you are connected through your online course or not, by confirming your status as a BU community member using your Kerberos password.

Once in the library system, you can use the links under “Resources” and “Collections” to find databases, eJournals, and eBooks, as well as search the library by subject. Some other useful links follow:

Go to <http://www.bu.edu/library/research/collections> to access eBooks and eJournals directly.

If you have questions about library resources, go to <http://www.bu.edu/library/help/ask-a-librarian> to email the library or use the live-chat feature.

To locate course eReserves, go to <http://www.bu.edu/library/services/reserves>.

Please note that you are not to post attachments of the required or other readings in the water cooler or other areas of the course, as it is an infringement on copyright laws and department policy. All students have access to the library system and will need to develop research skills that include how to find articles through library systems and databases.

Study Guide

The required readings, discussion particulars, and assignment particulars can be found within the modules, in the "Discussion" section of the course, and in the "Assignment" sections respectively. Weekly Quizzes and Review Quizzes can be accessed within the "Assessments" section of the course.

Review Quizzes can be taken multiple times and there is no grade given, but you will find them helpful in gaining additional insights and preparing for each graded Weekly Quiz.

Module 1 Study Guide and Deliverables

Readings:

- Online lectures
- Porter, "[How competitive forces shape strategy](#)"
- Porter, "[How information gives you competitive advantage](#)"
- Porter, "[Porter's Five Forces \(Strategy Skills\)](#)"
- Owens, "[What is a business model](#)"
- Magretta, "[Why business models matter](#)"
- Alystne/Parker/Choudray, "[Piplelines, Platforms, and the new rules of strategy](#)"
- Chen/Kraemer/Sharma, "[Google: The world's first information utility?](#)"
- Kraemer/Dedrick, "[Dell Computer: Organization of a Global Production Network](#)"
pp. 1–17

Supplementary Readings:

- Steve Baca, "[Cloud Computing: What it is and what it can do for you](#)"
- Lim/Babu/Chase/Parekh, "[Automated Control in Cloud Computing: Challenges and Opportunities](#)"
- Joel York, "[SaaS Business Model Article](#)"

- Xellentro, 2014, "[Portfolio Management Metrics](#)"

Discussions: Discussion 1 postings end
Wednesday, January 24 at 6:00 am
ET

Assignments: Assignment 1 due Thursday, January
25 at 6:00 am ET

Assessments: Quiz 1 due Thursday, January 25 at
12:00 noon ET

Module 2 Study Guide and Deliverables

- Readings:**
- Online lectures
 - Linden/Dedrick/Kraemer, "[Innovation and Job Creation in a Global Economy: The case of Apple iPod](#)"
 - [Case Study: Amazon and Yelp](#)
 - [Case Study: Amazon and WiPro](#)
 - [Case Study: Feeding 10 Billion People](#)
 - [Case Study: Netflix](#)
 - [Big Data, Big Ruse](#)
 - Davenport/Patil 2012, "[Data Scientist the sexiest job of the 21st Century](#)"

- Supplementary Readings:**
- [Lean Agile Practices](#)
 - [Buying from the Grid](#)
 - [What is DevOps](#)
 - [DevOps, it's not about the technology.](#)
 - [Adopting DevOps](#)
 - [The Phoenix Project](#) (excerpt, not entire book)

- Discussions:** Discussion 2 postings end
Wednesday, January 31 at 6:00 am
ET
- Assignments:** Assignment 2 due Thursday,
February 1 at 6:00 am ET
- Assessments:** Quiz 2 due Thursday, February 1 at
12:00 noon ET

Module 3 Study Guide and Deliverables

- Readings:**
- Online lectures
 - Ian Gordon, [CRM Is a Strategy, Not a Tactic](#)
 - Chuck Shaeffer, [Design Thinking Applied to CRM](#)
 - Case Study: [Sales Force ROI](#)
 - Trexin, [ERP Importance](#)
 - Gartner, [ERP Gartner Report](#)
 - Case Study: [Nestle ERP Implementation](#)
 - Dan Gilmore, [What is a supply chain strategy?](#)
 - Case Study: [McDonalds Supply Chain](#)

- Supplementary Readings:**
- David Taber, [“Cloud Computing and CRM Platforms”](#)
 - [SaaS for Governments](#)
 - [Data Virtualization Overview](#)
 - Chuck Shaeffer, [The Strategic Importance of Measuring Customer Lifetime Value](#)
 - Perez, [Supply Chain Strategies: Which one hits the mark](#)
 - CRM Trends, [CRM](#)

- Brian Sletten, "[Resource Oriented Architecture: The Rest of REST](#)"

Discussions: Discussion 3 postings end
Wednesday, February 7 at 6:00 am
ET

Assignments: Assignment 3 due Thursday,
February 8 at 6:00 am ET

Assessments: Quiz 3 due Thursday, February 8 at
12:00 noon ET

Module 4 Study Guide and Deliverables

- Readings:**
- Online lectures
 - 2016 Augment News, [The Evolution of e-commerce over the last decade](#)
 - Siwicki 2014, [E-Commerce and M-Commerce over the next 5 years](#)
 - Maleske, 2013, [SOX Changed Corporate Governance](#)
 - MCD, 2016, [Top 10 Marketing Trends for m-commerce](#)
 - Case Study review: [Timberland](#)
 - Case Study review: [Dell E-Commerce](#)

- Supplementary Readings:**
- Michael Friedenber, ["Catching the M-business wave"](#)
 - [Mobile Business – Emerging Trends](#)

Discussions: Discussion 4 postings end
Wednesday, February 14 at 6:00 am

ET

Assignments: Assignment 4 due Thursday,
February 15 at 6:00 am ET

Assessments: Quiz 4 due Thursday, February 15 at
12:00 noon ET

Module 5 Study Guide and Deliverables

Readings:

- Online lecture
- Farrell 2004, [Beyond Offshoring: Assess Your Companies Global Potential](#)
- Farrell 2008, [Smarter Offshoring](#)
- McKinsey 2014, [Next-shoring: A CEO's Guide](#)
- Edlich/Khetarpal 2013, [Offshore Centers can offer more than lower costs](#)
- Robinson 2016, [Nearshoring and Reshoring Will Continue to Increase Thanks to these main Benefits](#)
- Potts, 2013, [Disaster Recovery is not Business Continuity](#)
- 2013, [Disaster Recovery and Business Continuity – Related but not the same](#)
- Mendenhall/Pryor, [Strategic Planning Failures](#)
- Project Management Institute, [pml Executive Guide](#)
- International Journal of Computer Applications (0975–8887), 2014, [Project Management Failures Case Studies](#)

- Intuit “[Innovation in customer driven development...](#)”

Discussions: Discussion 5 postings end
Wednesday, February 21 at 6:00 am
ET

Assignments: Assignment 5 due Thursday, February
22 at 6:00 am ET

Assessments: Quiz 5 due Thursday, February 22 at
12:00 noon ET

Module 6 Study Guide and Deliverables

- Readings:**
- Online lecture
 - Peter Weill and Jeanne Ross, “[IT Governance on One Page](#)”
 - Lisa Välikangas and Michael Gibbert, “[Boundary-Setting Strategies for Escaping Innovation Traps](#)”
 - Sai/Weill/Soh, 2016 “[Global IT Management: Structuring for Scale, Responsiveness, and Innovation](#)”
 - Schaeffer, “[The Strategic Importance of Measuring Customer Lifetime Value](#)”
 - Martin, 2014 “[The Big Lie of Strategic Planning](#)”
 - John C. Burke, and Michael J. Shaw, “[IT Portfolio Management: A Case Study](#)”

- Supplementary Readings:**
- “Is Groupon Bad for Business?”
Primer:
<http://www.bu.edu/today/2011/groupon-bad-for-business/>
 - Publication:
<http://arxiv.org/abs/1109.1530> (top right corner under "Download")

- Xellentro, 2014, "[Portfolio Management Metrics](#)"
- "Managers and Leaders, Are they different?"
<https://hbr.org/2004/01/managers-and-leaders-are-they-different>

Discussions: Discussion 6 postings end Wednesday, February 28 at 6:00 am ET

Assignments: Assignment 6 due Thursday, March 1 at 6:00 am ET

Assessments: Quiz 6 due Thursday, March 1 at 12:00 noon ET

References

The references are supplied within the notes, except, on occasion, for the following.

[Obr] "Management Information Systems 10th Edition," McGraw-Hill, 2011

Course Grading

Absorbing and creating IT perspectives is expected of everyone. To attain excellence ("A" work), you will be expected to develop excellent analyses and comparisons. The course grading is designed to have you function as a competent IT professional.

There are four components to your grades, promoting various types of learning.

1. Weekly Assignments

Most of the content of the course will be explored through weekly assignments that study actual cases or encourage you to extrapolate from your own organizations and experiences. Each assignment is counted equally. The assignment grading criteria are described below. The assignments are research focused, it is imperative that you provide appropriate citations in your submissions. Please review carefully the "Reference and Citation Guide" and "Academic Conduct" sections below.

2. Discussions

You will learn a great deal by interacting (asynchronously) with the other students in the class, and your grade is not dependent on this activity. However, you can earn up to 3% of extra credit if you do participate in discussions, please see grading computations below. Postings will be graded and up to 3% can be applied as extra credit to your final grade. It is important that you have meaningful posts and invoke conversation with your fellow classmates. Please post often.

3. Weekly Assessments

Each week there will be an assessment containing multiple choice questions which will cover the material located within the modules and the text book only. The assessments will NOT cover any article or business case readings.

- **Review Quizzes:** Each week, along with the Assessment Questions, there will be “Review Questions” that you may wish to review to get even more clarification regarding the material. You may take these review questions multiple times and there will no grade given, but you will find them helpful in gaining additional insights to the course.

4. Final Exam

There will be a three-hour final exam which is similar in overall style to the homework's. This provides you the opportunity to show what you have learned from the material, the discussions, and from doing the homework.

The course grade will be computed as follows.

Weekly Assignments	30%
Discussions	3% (Extra Credit)
Weekly Assessments	30%
Proctored Final Exam	40%

Evaluation Criteria and Grading Rubric

To clarify the qualities we consider most important for your professional and academic growth, we will provide you with evaluation criteria for every assignment in advance. To enable you to assess your grade standing throughout the course, your instructor will give your submissions a letter grade on each criterion. The letter grades are the same as those used by the University (A = 4.0, B = 3.0, etc.). Letter grades are used to enable you to know where you stand at all times. For the purposes of computation and averaging, letter grades can be treated as numbers using the University's system:

Letter Grade	Approximate percentage grade range	Grade Points
A	96–100	4.0
A-	91–95	3.7
B+	86–90	3.3

B	81–85	3.0
B-	76–80	2.7
C+	71–75	2.3
C	66–70	2.0
C-	61–66	1.7
D	56–60	1.0
F	0–55	0

To obtain an "A" for the course, you need to score 4.0 or higher; to obtain an "A-", 3.7 or higher; "B+", 3.3 or higher, etc.

An "A" grade at Boston University is reserved for excellent work. If you are given an A, you are to be especially congratulated. The university officially designates good work as deserving of a "B" and we reward good work with a "B" accordingly. It is our obligation to tell you as far as we can what would improve your work. (That can sometimes be hard if you receive an A or A+, of course.) Grades are an excellent motivator but they are only means to an end rather than ends in themselves. The average grade in graduate courses is usually expected to be a B+. If the average turns out to be less than this at the end of the term, and the class performance is no less than average, I am able to elevate some grades that fall on borderlines. Grades are an evaluation of your work at a particular time: I recommend that you never take a grade as any kind of label of yourself. All submissions in this course will be graded on a 100 point scale.

Discussion Participation

We will retrieve all of the contributions that you make online during each week. This is an important and motivating part of the learning process. Participation will consist of weekly discussions on subjects provided each week. Make your online comments substantive. They should relate to your experience or your reading. They should not mention the specifics of the homework or its solution. A contribution may contain a question for the group to consider. A good question is one that you have thought about, whose answer would be useful for all, which does not have a ready answer in the text readings, and which is clearly phrased. However, discussions are extra credit and can count towards 3% extra credit to your final average.

Lateness

We recognize that emergencies occur in professional and personal lives. If one occurs that prevents your completion of homework by a deadline, please make this plain to your instructor. This must be done in advance of the deadline (unless the emergency makes this impossible, of course), and should be accompanied by particulars that back it up. No credit will otherwise be granted for late homework. We want to be fair to everyone in this process, including the vast majority of you who sacrifice so much to submit your homework on time in this demanding schedule. However, understand that if no contact is made with your instructor, describing the situation which caused your submission to be late, there will be a 15% deducted per day the assignment is late.

Criteria for Homework Assignment Grading

The assignments are essay-type for the most part, and we make every effort to provide you objective feedback and evaluation. For each of your assignments—as well as the final questions—your facilitator will assess your work using the table. The “Utilization of resources” criterion does not apply to evaluating the questions on the final.

	D	C-	C+	B-	B+	A
1. Clarity	Disorganized or hard-to-understand		Satisfactory but some parts of the submission are disorganized or hard to understand	Generally organized and clear	Very clear, organized and persuasive presentation of ideas and designs	Exceptionally clear, organized and persuasive presentation of ideas and designs
2. Technical Soundness	Little understanding of, or insight into material technically		Some understanding of material technically	Overall understanding of much material technically	Very good overall understanding of technical material, with some real depth	Excellent, deep understanding of technical material and its inter-relationships
3. Thoroughness & Coverage	Hardly covers any of the major relevant issues		Covers some of the major relevant issues	Reasonable coverage of the major relevant areas	Thorough coverage of almost all of the major relevant issues	Exceptionally thorough coverage of all major relevant issues

4. Relevance	Mostly unfocused	Focus is off topic or on insubstantial or secondary issues	Only some of the content is meaningful and on topic	Most or all of the content is reasonably meaningful and on-topic	All of the content is reasonably meaningful and on-topic	All of the content is entirely relevant and meaningful
5 Utilization of resources	No useful use of notes, text(s), or Web with incorrect details or applicability		Some useful use of notes, text(s), or Web with mostly correct details or applicability	Fairly good use of notes, text(s), or Web with correct details or applicability	Very good use of notes, text(s), or Web with correct details or applicability	Excellent use of notes, text(s), or Web with entirely correct details or applicability

If you have thoughtful questions about your facilitator's evaluation, please discuss them with him or her in an academic manner. This can be an excellent opportunity to learn and to identify misperceptions. It is best if this process resolves but if it is necessary for the course professor to re-grade an assignment, he independently grades the entire assignment—not parts—using the criteria above. This grade would replace the facilitator's.

Lateness

We recognize that emergencies occur in professional and personal lives. If one occurs that prevents your completion of homework by a deadline, please make this plain to your instructor. This must be done in advance of the deadline (unless the emergency makes this impossible, of course), and should be accompanied by particulars that back it up. No credit will otherwise be granted for late homework. We want to be fair to everyone in this process, including the vast majority of you who sacrifice so much to submit your homework on time in this demanding schedule. However, understand that if no contact is made with your instructor, describing the situation which caused your submission to be late, there will be a 15% deducted per day the assignment is late.

If you are granted an extension as above, your facilitator will specify a window of submission. For example, if homework 2 is to be late, the window for its submission may be after the submission of homework 3 and prior to the commencement of module 4—to forestall cascading lateness. The grade for late homework with permission may become pass/fail.

Criteria for Discussion Grading

The discussions focus only on the online lecture material and associated readings in the textbook for that week and on relating them to real life. In the Subject, each contribution should number and name the specific lecture section or textbook reading page numbers that it references.

Here are guidelines to the kind of material to post.

- Relate the cited section or textbook reading page(s) to an experience of yours
- Relate the cited section or textbook reading page(s) to a reported incident
- Ask your classmates a thoughtful question about the cited section
- Make informed predictions
- Clarify the cited section if you have insights that others would find informative
- Respond with substance to a posting on the cited section (Also, do provide feedback, complements, or just “I agree” if you feel that way, even though this does not do much for your grade)
- Relate the lecture material and the textbook

The criteria for participation in the weekly discussions are as follows.

(i) Relevance

This concerns the degree to which your postings are relevant to the stated topic for the module. “A” work consists of postings which all refer to and are entirely relevant to the week’s module material. This criterion encourages you to keep your discussion grade on topic.

(ii) Proportion of substantive contributions.

This is the percentage of your on-line contributions that have significant content: 80% would be a good fraction (=B); 95% is definitely excellent (=A). This criterion implies that “more is not necessarily better.” For example, 8 substantial contributions out of 10 will score higher on this criterion than 79 contributions out of 100 with mixed substance—even though you have said more in the latter case. In assessing this criterion, we will ignore postings that are appropriate but obviously not intended to contain content, such as feedback, complements, or just “I agree”.

Extensive quoted material that can be read from the Internet will fare poorly under this criterion since it is not the student’s contribution.

(iii) Usefulness of your week’s contributions for the rest of your group.

This evaluates how useful and penetrating the totality of your comments and questions are for the rest of the group. “A” work will result from a significant set of comments and questions that are very useful to your fellow students, and which show that you are developing excellent insight into the subject at hand. This criterion encourages you to disseminate knowledge and to be participatory (e.g., by responding to good questions or points posed by others).

Contribute at an even rate of substantive postings throughout the week. Contributions concentrated at the end of the week are far less useful to your classmates because they have little time to absorb and respond.

Long posts are also far less likely to be read by your fellow students and will thus fare poorly in this criterion.

Grade Computations

Your facilitator will give your submissions a letter grade on each criterion. The letter grades are the same as those used by the University (A, A-, B+ etc.). This enables you know where you stand at all times because they are very unlikely to be “curved” at a later time. For the purposes of computation and averaging, letter grades are treated as

numbers using the University's system, as follows.

A = 4.0; A- = 3.7; B+ = 3.3; B = 3.0; B- = 2.7; etc.

To obtain an "A" for the course, you need to score 3.85 or higher; to obtain an "A-", 3.7 or higher; "B+", 3.3 or higher, etc.

An "A" grade at Boston University is reserved for excellent work. If you are given and A, you are to be congratulated. There will be A's granted in the course. The university officially designates good work as deserving of a "B" and we reward good work with a "B" accordingly. It is our obligation to tell you as far as we can what would improve your work. If you don't see such feedback, please remind your facilitator about it. Grades are an excellent motivator but they are means to an end rather than ends in themselves. The average grade in graduate courses is usually expected to be a B+ (3.3). If the course average turns out to be less than this at the end of the term, and the class performance is not less than average, the course professor is able to elevate some grades that fall on borderlines.

Reference and Citation Format Guide

The operative procedure for academic conduct are the Metropolitan College academic conduct code, which is referred to elsewhere in this syllabus. The following is supplied to assist you in fulfilling this but in case of any inconsistency, the College academic conduct code predominates.

In general, you need to build on the ideas of others. But when you use someone's ideas, it is your responsibility to acknowledge this clearly. A *citation* is used to cite a referenced document within the body of your paper. Citations use a bracketed code that points to a reference. For example, at the place in your material where you quote from or use the ideas of the paper "Capabilities-Based Query...", you would include "[Pap96]"—and you would include the following at the end of the paper, under "References."

[Pap96] Y. Papakonstantinou, A. Gupta, and L. Haas, "Capabilities-Based Query Rewriting in Mediator Systems," In Proc. PDIS Conf, pages 170-181, 1996. Available online at <http://dbpubs.stanford.edu:8090/aux/index-en.html>

Here is an example of this.

As noted by [Pap02], the degree of connectivity of ...

If it is appropriate to cite multiple documents together, then separate the codes by commas within a single pair of brackets. For example,

It is well know that there are multiple approaches in dealing with amorphous competition [Bel99, Did66b, Plo01].

In addition, please note the following.

- All documents referenced are identified by a code, in brackets, which consists of the first 3 letters of the first author of the paper, followed by the last 2 digits of the year the paper is published.

- If a document does not have a clearly identifiable author (e.g. it is published by an organization such as Oracle), identify the document by the name of the organization, e.g. [Ora98].
- If multiple papers are included which would have the same code, distinguish them by a letter suffix, e.g. [Pap96a], [Pap96b], etc.
- If the year in which a document is published is not possible to determine, make an educated guess. You can optionally, in this case, precede the year with a question mark e.g. [Pap?96]
- In addition to the code, the reference must include the names of the authors (if known), the title of the document (in quotes), the name of the book or proceedings, if any, in which it appears (along with the page numbers where the article can be found), and the year.
- If you use an online article, you must also include the URL (*in addition to* the title, author & date). In some cases, only the abstract of the article can be found online, in this case, you can include the URL of the abstract, but make clear that it is only the abstract which is available online. Supply the date at which you used the URL.
- List the references in order of their codes—in alphabetical order of the initial 3 letters, and then most recent articles first (i.e. [Pap04] should appear before [Pap02], which should appear before [Pap98]).

Citations

A **citation** is used to *cite* a referenced document within the body of your paper. Citations use the same bracketed code as references. For example

As noted by [Pap02], the degree of connectivity of...

If it is appropriate to cite multiple documents together, then separate the codes by commas within a single pair of brackets. For example,

It is well know that there are multiple approaches in dealing with amorphous competition [Bel99, Did66b, Plo01].

Academic Conduct Policy

Please visit Metropolitan College's website for the full text of the department's [Academic Conduct Code](#).

A Definition of Plagiarism

“The academic counterpart of the bank embezzler and of the manufacturer who mislabels products is the plagiarist: the student or scholar who leads readers to believe that what they are reading is the original work of the writer when it is not. If it could be assumed that the distinction between plagiarism and honest use of sources is perfectly clear in everyone’s mind, there would be no need for the explanation that follows; merely the warning with which this definition concludes would be enough. But it is apparent that sometimes people of goodwill draw the suspicion of guilt upon themselves (and, indeed, are guilty) simply because they are not aware of the illegitimacy of certain kinds of “borrowing” and of the procedures for correct identification of materials other than those gained through independent research and reflection.”

“The spectrum is a wide one. At one end there is a word-for-word copying of another’s writing without enclosing the copied passage in quotation marks and identifying it in a footnote, both of which are necessary. (This includes, of course, the copying of all or any part of another student’s paper.) It hardly seems possible that anyone of college age or more could do that without clear intent to deceive. At the other end there is the almost casual slipping in of a particularly apt term which one has come across in reading and which so aptly expresses one’s opinion that one is tempted to make it personal property.”

“Between these poles there are degrees and degrees, but they may be roughly placed in two groups. Close to outright and blatant deceit-but more the result, perhaps, of laziness than of bad intent-is the patching together of random jottings made in the course of reading, generally without careful identification of their source, and then woven into the text, so that the result is a mosaic of other people’s ideas and words, the writer’s sole contribution being the cement to hold the pieces together. Indicative of more effort and, for that reason, somewhat closer to honest, though still dishonest, is the paraphrase, and abbreviated (and often skillfully prepared) restatement of someone else’s analysis or conclusion, without acknowledgment that another person’s text has been the basis for the recapitulation.”

The paragraphs above are from H. Martin and R. Ohmann, *The Logic and Rhetoric of Exposition, Revised Edition*. Copyright 1963, Holt, Rinehart and Winston.

Academic Conduct Code

I. Philosophy of Discipline

The objective of Boston University in enforcing academic rules is to promote a community atmosphere in which learning can best take place. Such an atmosphere can be maintained only so long as every student believes that his or her academic competence is being judged fairly and that he or she will not be put at a disadvantage because of someone else’s dishonesty. Penalties should be carefully determined so as to be no more and no less than required to maintain the desired atmosphere. In defining violations of this code, the intent is to protect the integrity of the educational process.

II. Academic Misconduct

Academic misconduct is conduct by which a student misrepresents his or her academic accomplishments, or impedes other students’ opportunities of being judged fairly for their academic work. Knowingly allowing others to represent your work as their own is as serious an offense as submitting another’s work as your own.

III. Violations of this Code

Violations of this code comprise attempts to be dishonest or deceptive in the performance of academic work in or out of the classroom, alterations of academic records, alterations of official data on paper or electronic resumes, or unauthorized collaboration with another student or students. Violations include, but are not limited to:

- A. **Cheating on examination.** Any attempt by a student to alter his or her performance on an examination in violation of that examination’s stated or commonly understood ground rules.

- B. Plagiarism.** Representing the work of another as one's own. Plagiarism includes but is not limited to the following: copying the answers of another student on an examination, copying or restating the work or ideas of another person or persons in any oral or written work (printed or electronic) without citing the appropriate source, and collaborating with someone else in an academic endeavor without acknowledging his or her contribution. Plagiarism can consist of acts of commission-appropriating the words or ideas of another-or omission failing to acknowledge/document/credit the source or creator of words or ideas (see below for a detailed definition of plagiarism). It also includes colluding with someone else in an academic endeavor without acknowledging his or her contribution, using audio or video footage that comes from another source (including work done by another student) without permission and acknowledgement of that source.
- C. Misrepresentation or falsification of data** presented for surveys, experiments, reports, etc., which includes but is not limited to: citing authors that do not exist; citing interviews that never took place, or field work that was not completed.
- D. Theft of an examination.** Stealing or otherwise discovering and/or making known to others the contents of an examination that has not yet been administered.
- E. Unauthorized communication during examinations.** Any unauthorized communication may be considered prima facie evidence of cheating.
- F. Knowingly allowing another student to represent your work as his or her own.** This includes providing a copy of your paper or laboratory report to another student without the explicit permission of the instructor(s).
- G. Forgery, alteration, or knowing misuse of graded examinations, quizzes, grade lists, or official records of documents,** including but not limited to transcripts from any institution, letters of recommendation, degree certificates, examinations, quizzes, or other work after submission.
- H. Theft or destruction of examinations or papers** after submission.
- I. Submitting the same work in more than one course** without the consent of instructors.
- J. Altering or destroying another student's work or records,** altering records of any kind, removing materials from libraries or offices without consent, or in any way interfering with the work of others so as to impede their academic performance.
- K. Violation of the rules governing teamwork.** Unless the instructor of a course otherwise specifically provides instructions to the contrary, the following rules apply to teamwork: 1. No team member shall intentionally restrict or inhibit another team member's access to team meetings, team work-in-progress, or other team activities without the express authorization of the instructor. 2. All team members shall be held responsible for the content of all teamwork submitted for evaluation as if each team member had individually submitted the entire work product of their team as their own work.
- L. Failure to sit in a specifically assigned seat during examinations.**
- M. Conduct in a professional field assignment that violates the policies and regulations of the host school or agency.**
- N. Conduct in violation of public law occurring outside the University that directly affects the academic and professional status of the student, after civil authorities have imposed sanctions.**
- O. Attempting improperly to influence the award of any credit, grade, or honor.**

P. Intentionally making false statements to the Academic Conduct Committee or intentionally presenting false information to the Committee.

Q. Failure to comply with the sanctions imposed under the authority of this code.

Important Message on Final Exams

Dear Boston University Computer Science Online Student,

As part of our ongoing efforts to maintain the high academic standard of all Boston University programs, including our online MSCIS degree program, the Computer Science Department at Boston University's Metropolitan College requires that each of the online courses includes a proctored final examination.

By requiring proctored finals, we are ensuring the excellence and fairness of our program. The final exam is administered online, and the access will be available at the exam sites.

Specific information regarding final-exam scheduling will be provided approximately two weeks into the course. This early notification is being given so that you will have enough time to plan for where you will take the final exam.

I know that you recognize the value of your Boston University degree and that you will support the efforts of the University to maintain the highest standards in our online degree program.

Thank you very much for your support with this important issue.

Regards,

Professor Lou Chitkushev, Ph.D.
Associate Dean for Academic Affairs
Boston University Metropolitan College

Disability Services

In accordance with University policy, every effort will be made to accommodate unique and special needs of students with respect to speech, hearing, vision, or other disabilities. Any student who feels he or she may need an accommodation for a documented disability should contact the [Office of Disability Services](#) at (617) 353-3658 or at access@bu.edu for review and approval of accommodation requests.

Netiquette

The Office of Distance Education has produced a netiquette guide to help you understand the potential impact of your communication style.

Before posting to any discussion forum, sending email, or participating in any course or public area, please consider the following:



Ask Yourself...

- How would I say this in a face-to-face classroom or if writing for a newspaper, public blog, or wiki?
- How would I feel if I were the reader?
- How might my comment impact others?
- Am I being respectful?
- Is this the appropriate area or forum to post what I have to say?

Writing

When you are writing, please follow these rules:

- **Stay polite and positive in your communications.** You can and should disagree and participate in discussions with vigor; however, when able, be constructive with your comments.
- **Proofread your comments before you post them.** Remember that your comments are permanent.
- **Pay attention to your tone.** Without the benefit of facial expressions and body language your intended tone or the meaning of the message can be misconstrued.
- **Be thoughtful and remember that classmates' experience levels may vary.** You may want to include background information that is not obvious to all readers.
- **Stay on message.** When adding to existing messages, try to maintain the theme of the comments previously posted. If you want to change the topic, simply start another thread rather than disrupt the current conversation.
- **When appropriate, cite sources.** When referencing the work or opinions of others, make sure to use correct citations.

Reading

When you are reading your peers' communication, consider the following:

- **Respect people's privacy.** Don't assume that information shared with you is public; your peers may not want personal information shared. Please check with them before sharing their information.
- **Be forgiving of other students' and instructors' mistakes.** There are many reasons for typos and misinterpretations. Be gracious and forgive other's mistakes or privately point them out politely.

- **If a comment upsets or offends you, reread it and/or take some time before responding.**

Important Note

Don't hesitate to let your instructor or your faculty and student support administrator know if you feel others are inappropriately commenting in any forum.

All Boston University students are required to follow academic and behavioral conduct codes. Failure to comply with these conduct codes may result in disciplinary action.

Technical Support

Experiencing issues with BU websites or Blackboard?

It may be a system-wide problem. Check the BU Information Services & Technology (IS&T) [news page](#) for announcements.

Boston University technical support is available via email (ithelp@bu.edu), the [support form](#), and phone (888-243-4596). Please note that the IT Help Center has multiple locations. All locations can be reached through the previously mentioned methods. For IT Help Center hours of operation please visit their [contact page](#). For other times, you may still submit a support request via email, phone, or the support form, but your question won't receive a response until the following day. If you aren't calling, it is highly recommended that you submit your support request via the technical-support form as this provides the IS&T Help Center with the best information in order to resolve your issue as quickly as possible.

Examples of issues you might want to request support for include the following:

- Problems viewing or listening to sound or video files
- Problems accessing internal messages
- Problems viewing or posting comments
- Problems attaching or uploading files for assignments or discussions
- Problems accessing or submitting an assessment

To ensure the fastest possible response, please fill out the online form using the link below:

IT Help Center Support

888-243-4596 or 617-353-4357 or [Web](#)

Check your open tickets using [BU's ticketing system](#).

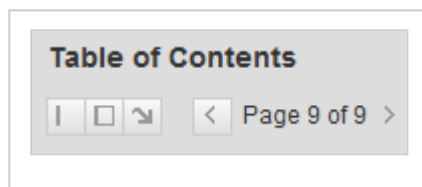
Navigating Courses

For best results when navigating courses, it is recommended that you use the Mozilla [Firefox](#) browser.

The Table of Contents may contain folders. These folders open and close (+ and – signs) and may conceal some pages. To avoid missing content pages, you are advised to use the next- and previous-page buttons (and icons) in the top-right corner of the learning content.

Please also familiarize yourself with the navigation tools, as shown below; these allow you to show and hide both the Course Menu and the Table of Contents on the left. This will be helpful for freeing up screen space when moving through the weekly lecture materials.

Navigation tools for the Table of Contents are shown in the image below:



Clicking on the space between the Course Menu and the Table of Contents allows you to show or hide the Course Menu on the left:



Web Resources/Browser Plug-Ins

To view certain media elements in this course, you will need to have several browser plug-in applications installed on your computer. See the Course Resources page in the syllabus of each individual course for other specific software requirements.

- Check your computer's compatibility by reviewing Blackboard's [System Requirements](#)
- Check your browser settings with Blackboard's [Connection Test](#)
- Download most recent version of [Adobe Flash Player](#)
- Download most recent version of [Adobe Acrobat Reader](#)

How to Clear Your Browser Cache

The IT Help Center recommends that you periodically [clear your browser cache](#) to ensure that you are viewing the most current content, particularly after course or system updates.

This page is also found within the "How to..." section of the [online documentation](#), which contains a list of some of the most common tasks in Blackboard Learn.

Boston University Metropolitan College