



BDPA Professional Capstone Certification Course SYLLABUS

Credit Hours: 3 CEU

Instructor: **Dr. William F. Bundy**

Telephone: 401-439-0708

Email: **WebCT Course Email**

Office Hours: *Contact Dr. Bundy by WebCT for Office Hours Questions and Discussions. In cases of urgent necessity call Dr. Bundy at 401-439-0708*

Reading:

Most seminar sessions will be introduced with an academic or professional article on the topic. Textbooks and professional books are referenced as optional reading. You are expected to conduct individual research to enrich their learning experience. Except for the Project Management reference books, all of the others are recommended. The intention to use the articles is to stimulate further research, use of references, and other resources. Referenced books should be acquired by you. These books will build a good professional library for them to use after completing the course. You can check out books from a library for this course purposes if you do not want to purchase copies.

1. 4+2 = Sustained Business Success by Nitin Nohria, William Joyce, and Bruce Roberson <http://hbswk.hbs.edu/pubitem.jhtml?id=3578&t=strategy>. *Information Technology Leadership: Industry Insiders on the Effective Implementation and Management of IT Resources* by Aspatore Books Staff.
2. Perspectives of the IT Organization and the CIO by Richard Nolan and Larry Bennis. http://hbswk.hbs.edu/item_popup.jhtml?id=3402. *Management 21C* by Subir Chowdhury and *Evolve! : Succeeding in the Digital Culture of Tomorrow* by Rosabeth Moss Kanter
3. Managing the Gamer Generation by Sean Silverthorne, Editor, HBS Working Knowledge. <http://hbswk.hbs.edu/item.jhtml?id=4429&t=innovation>
4. The Strategy-Focused Organization by Robert S. Kaplan and David P. Norton <http://hbswk.hbs.edu/item.jhtml?id=1746&t=leadership>. *The Balanced Scorecard: Translating Strategy into Action* by Robert S. Kaplan and David P. Norton and/or *Balanced Scorecard in a Week (In a Week)* by Mike Bourne
5. Project Planning: Fuzziness = Failure by Loren Gary <http://hbswk.hbs.edu/item.jhtml?id=3631&t=operations>. *A Guide To The Project Management Body Of Knowledge (PMBOK Guides)* by Project Management Institute, or *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* by Harold Kerzner
6. On Managing Project Managers, Harvard Business Review Working Knowledge <http://hbswk.hbs.edu/item.jhtml?id=2284&t=leadership>. *A Guide To The Project Management Body Of Knowledge (PMBOK Guides)* by Project Management Institute, available at <http://egweb.mines.edu/eggn491/Information%20and%20Resources/pmbok.pdf> or *Project Management: A Systems Approach to Planning, Scheduling, and Controlling* by Harold Kerzner.

7. The Social Life of Information John Seely Brown and Paul Duguid.
<http://hbswk.hbs.edu/item.jhtml?id=1403&t=innovation>. Scanning for Threats and Opportunities by George S. Day and Paul J. H. Schoemaker.
<http://hbswk.hbs.edu/item.jhtml?id=5329&t=strategy>
8. Truth and Trust: They Go Together by Stever Robbins.
http://hbswk.hbs.edu/item.jhtml?id=4776&t=moral_leadership.
9. What Artists Know About Leadership by Sharon Daloz Parks.
<http://hbswk.hbs.edu/item.jhtml?id=5076&t=leadership> .
10. Beware the Bad Leader by *Barbara Kellerman*.
<http://hbswk.hbs.edu/item.jhtml?id=4390&t=leadership>.
11. Is Business Management a Profession? by Rakesh Khurana, Nitin Nohria, and Daniel Penrice. http://hbswk.hbs.edu/item.jhtml?id=4650&t=corporate_governance.
12. Knowledge Management: On to Phase Two by Thomas H. Davenport and Laurence Prusak. <http://hbswk.hbs.edu/item.jhtml?id=1691&t=organizations>

Course Description:

The course provides a survey of leadership and management topics that will inform and prepare up-and-coming technologist and technology managers for positions of increasing responsibility. It is designed to expose candidates for certification to leadership theory and practices that will support functioning in positions of supervisory decision-making responsibility. Management topics are focused on exposing candidates for certification to ethics and management practices that are useful in positions of ultimate and rising levels of accountability. You will complete independent research and write on topics as well as produce a term paper that will represent the culminating project for the course.

Course Construct:

This course is designed to promote individual research and concept development expected of leaders. Topics are presented through current articles and other readings. You are expected to read other resources found in libraries, on-line and in books that expand learning and understanding of course topics. This approach to learning will enable you to pursue concepts and ideas on an independent basis. You will learn to expand your knowledge and capacity to lead change in your organizations. Each session you are required to write papers on course topics to re-enforce your understanding of concepts and ideas.

Course Goals: (Course Objectives)

Upon successful completion of the IT Professional Course you, the candidates for certification will be able to:

- Discuss and implement leadership theory and practices that support continuous organization improvement and balanced measurements of success.
- Discuss and participate in setting goals and project definition.
- Discuss and implement project management processes appropriate in technology-based organizations.
- Discuss and assess personal leadership, management behavior and perspectives expected of technology group managers including standards of conduct, technology value assessment and ethics.

Course Content:

This is an on-line course of instruction that can be completed at a pace desired driven by you. However, participation in discussion forums is mandatory and will enhance the learning experience for all the class. Each session is presented with a lecture on the topic, a research assignment, and a discussion forum question. There is a requirement to submit a term/thesis paper at the end of the course based on an approved thesis and research question.

The seven topics and of the course are as follows:

1. Technology Leadership & Management
2. Balanced Scorecard Management Practices
3. Project Management
4. Project Management - Planning
5. Leading Technology – Evolution and Standards of Conduct
6. Technology Leadership in the Workgroup
7. Knowledge Management

Computer Access Necessary

In order to do the coursework, a computer with an Internet access is necessary. The access could be at home or at work. (If a computer at work is used, the access should be tested, because some organizations have protective "firewalls" that limit full Internet access.)

Course Requirements:

1. Assigned Readings:

Readings are assigned from websites and texts for each session. You should try to keep up with the course requirements, as homework assignments have specific due dates and you are unlikely to be able to do a good job of answering them without having done the readings. **It is strongly recommended that the candidates read the required readings for accomplishing the tasks.**

2. Lectures: PowerPoint Presentation and Lecture Notes

Weekly lecture notes or PowerPoint presentations will be posted with learning objectives. Please read these lecture primers to obtain guidance and the way ahead in the course.

3. Discussion Forums:

Each session you are expected to complete the assigned readings from websites and textbooks and required to answer a forum question. You will use the WebCT Bulletin Board for contributing to discussions from the text book readings/topics for the related session. For each topic, you will read the required readings. By a specified time, you will make your posting to the discussion forum for that topic. You will be required additionally to post a reply to another peer's posting. This is usually a "reply" to someone else's posting. Therefore, for each topic you are expected to at least make two substantial postings.

4. Research Papers:

Each session you are required to submit research papers. They should be no more than three pages in length, double-spaced 12-font with reference citations and a list of works cited. Papers should be written using an accepted and consistent thesis paper format. Kate L. Turabian's *A Manual for Writers of Thesis, Term Papers and Dissertations* is recommended as a reference.

5. Term/Thesis Paper:

At the end of the semester, you are expected to submit a ten (10) page term paper on a technology leadership success model presenting your case for leadership development including the need for formal education and practical exercises or exposures that will develop skill and experience. This paper should form the basis for your three-year leadership development program. **Format:** Term papers should be written using an accepted and consistent term paper format. Kate Turabian's *A Manual for Writers of Thesis, Term Papers and Dissertations* is recommended as a reference. That reference and others are readily available in bookstores or on the Internet. **Research:** Course textbooks and independent research. Human subject research is not desired in order to avoid research approval requirements. Qualitative analysis is preferred; however, some quantitative values and charts may be introduced if charts will enhance thesis arguments. Use of your company's professional development program and planning formats is encouraged. Independent research may provide additional ideas that expand or focus basic company plans. Submit your paper and PowerPoint files to the instructor via WebCT. Please limit file size to 5MB.

Method of Evaluation:

The percentage of the total grade for each method of evaluation will be:

Assignments – 25%

Discussion Forum – 20%

Research Papers – 25%

Term Paper – 30%

Grading Policy:

You, the candidates for certification are expected to complete all papers and to participate in forum discussions. Papers and postings for discussions are due on or before published due dates. Successful candidates are expected to maintain a passing grade on all academic work. This course will be taught at a continuing education pace and in a manner similar to graduate seminars.

Grades will be assigned on the basis of the following percentages of total points:

A = 90 - 100 points

B = 80 - 89 points

C = 70 - 79 points

D = 60 - 69 points

F = 0 - 59 points

Changes:

Changes may be made as needed during the semester. You will be notified as early as possible if a change is to be made.

Class Parameters, Resources and Limitations:

The class will be fully web-based and semi-self-paced. Each session assignments will be due at the specified time. You should stay on track, especially since the homework assignments and research papers will be focused on each session's topic. This type of course allows quite a bit of freedom, for instance, in determining at what time of day and where you do your coursework. It does, however, entail quite a bit of self-discipline and determination in order to keep up with assignments.

Late Submissions:

As a distance education learner, it is your responsibility to share a significant responsibility for preparing and discussing course material. All the required readings must be completed on time. If a serious situation arises and you anticipate, you will not be able to meet a deadline, it should be discussed with the instructor, before the due date. If the instructor is contacted, regarding the problem at least several days before the due date, and judges it to warrant special consideration (usually due to illness or injury) the instructor and you will negotiate an alternate due date. If the instructor has not been contacted and special consideration has not been granted, **assignments turned in after the due date will be penalized 10% of total possible points for each day late.** Assignments completed later will receive a no credit.

Learners with Disabilities:

Auburn University is committed to providing accommodations and services to students with documented disabilities. Any learner with a qualified disability which requires accommodations should contact The Program for Students with Disabilities, 1244 Haley Center, Auburn University, AL 36849, 334-844-2096 PH, 334-844-2099 FAX, haynemd@auburn.edu. More information is available on their website at www.auburn.edu/disability. The office will fax or mail the required forms to learners to apply for services. Learners who have questions to participate in this course should contact the above office in advance to ensure proper accommodations.

Plagiarism and Academic Dishonesty:

Plagiarism is the act of presenting directly or indirectly someone else's work as your own. Plagiarism is a major type of academic dishonesty and will not be tolerated. Similarly cheating on tests in any way, falsifying bibliographies, fraudulent quotes, and similar practices are intolerable forms of academic dishonesty. The University's policy for academic misconduct in the Student Code of Conduct will be followed for this course (Tiger Club, pp. 83 and 92). If any questions regarding its contents, the learners are expected to contact the instructor.

Academic Integrity Code

IT Institute faculty have the right to establish standards of academic performance and expectations for students under their instruction and to assess the quality of submitted work accordingly.

Integrity Affirmation

Students in the IT Institute affirm that the submission of assigned work is of personal creative effort except where clearly labeled in citation as material borrowed and duly noted as assistance provided by another in cases where others assisted. Use of borrowed material and assistance by others will be included only where such is authorized within the assigned projects.

Sanctions

If a student in the IT Institute violates its ethical and honesty standards, the potential sanctions may include any or all of the following: dismissal from the course without credit, further denial of Institute participation or removal of previously awarded certifications.