



## **Business Analysis & Information Engineering**

### **Fall 2025**

#### **Course Information**

Course Title: Business Analysis & Information Engineering  
Course Number: INFO6215  
Term and Year: Fall 2025  
Credit Hour: 4  
CRN: 17681  
Course Format: Online Synchronous

#### **Instructor Information**

Full Name: Debbie Knowlton  
Email Address: d.knowlton@northeastern.edu  
Office Hours: TBD

#### **Instructor Biography**

Debbie Knowlton is an adjunct faculty member at Northeastern University's Multidisciplinary Graduate Engineering unit. She has a BA in English from Holy Cross and an MS in Information Systems from Northeastern University. She brings 35 years of wide industry experience in IT and Operations much of which comes from her 25+ year career at BCG. "Northeastern is a place of endless opportunity," she says. She enjoys interacting with students in the discussion based interactive approach to business analysis and change management. She enjoys working with students to improve their communication and presentation skills and to build confidence to share their perspectives openly while seeking to understand each other. Hearing from students how they have benefited from their time invested INFO6215—whether by expanding their minds to innovative ideas or perspectives, or opening opportunities and successes because of the skills they acquired—makes her smile.

#### **Teaching Assistant Information**

Full Name: Siddarth Dash  
Email Address: dash.sid@northeastern.edu  
Office Hours: TBD

#### **Course Prerequisites**

n/a

#### **Course Description**

**This course will work to develop the skills necessary in the analysis, planning, communication and execution of business and change strategy in today's evolving world. We will take a "learn by doing"**

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**approach with an overall theme of business strategy, communication, and the future of work. We will use real life cases and methodologies to focus on translating complex business needs into practical, flexible, and sustainable business solutions that create a positive and effective end user experience. Using a variety of resources and tools we will explore trends relating to the future of work and how best to pivot and adjust as needed striving for optimal ROI.**

### **Course Learning Outcomes**

This course aims to provide a competitive advantage for students interested in the synergy of business and technical engineering strategies and program management. Students who successfully complete this course will gain skills in the following subjects, acquiring a solid business foundation as well as effective consultative approach:

Principles of business analysis and strategy through identification of evolving stakeholder needs, with a focus on approaches for thoughtful and customized execution as well as how to maintain the best interests internally and externally while building professional credibility and relationships.

An introduction to business communication with an emphasis on skills necessary to translate and explain technical concepts to non-technical stakeholders, including information exchange and how to optimize delivery of concepts to diverse audiences.

Innovation and design-thinking skills using context management, with a focus on outcome orientation and strength to pivot and flex (bring to action/understand the context); this will aim to strengthen student's abilities to pilot and test through analysis of various concepts and subsequent application of these ideas to non-technical oriented functions.

Concepts in problem-solving, including how to foster the ability to anticipate issues and opportunities, adopt holistic and unbiased opinions in evaluations and assessments, formulate appropriate questions, and gain an ability to switch comfortably between focused and helicopter views

### **Required Tools and Course Textbooks.**

Lean Change Management – Innovative Practices for Managing Organizational Change Jason Little This book combines ideas from Agile, Lean Startup, change management, organizational development and psychology to set a framework and foundation for thinking about change.

### **Course Schedule/Topics Covered.**

Note: This is a loose outline. Additional group projects and individual papers and assignments will be assigned throughout the semester.

| Week# | In Class Topic               |
|-------|------------------------------|
| 1     | Course overview              |
| 2     | Communication                |
| 3     | Lean Change Management Cycle |
| 4     | Insights and Interviewing    |

- 5 Change models presentations
- 6 Team Norms and Influencing I
- 7 Influencing II
- 8 Mid-semester projects presentations
- 9 Frameworks
- 10 Options
- 11 Experiments
- 12 Creating and Alignment for Change
- 13 Thanksgiving BReak
- 14 Review and Final Presentations Final projects
- 15 Review and Final Presentations Final projects

### Assignment Grading and Course Evaluation

Participation – in person and online engagement 15%

Written assignment and sharing with the class (Read & React) – 20%

Interview, written assignment, and class sharing – 25%

Group Project – change management model research and sharing – 15%

Group Project – change management implementation (team report & presentation) – 25%\*

\*An exercise on team norms – 5% + Business Canvas – 5% + Paper/presentation – 15% = 25%

### Grading Scale

|             |             |             |                  |
|-------------|-------------|-------------|------------------|
| 95-100% A   | 87-89.9% B+ | 77-79.9% C+ | 69.9% or below F |
|             | 84-86.9% B  | 74-76.9% C  |                  |
| 90-94.9% A- | 80-83.9%B-  | 70-73.9% C- |                  |

### Attendance/Late Work Policy

#### Attendance Policy

Students registered in MGEN courses (INFO, CSYE, and DAMG) are allowed **a maximum of 2 absences per course, with 3 or more absences resulting in an automatic 'F' for that course.** Students are expected to inform their instructors of any absences in advance of the class; if a student is sick long-term or experiences a medical issue that prevents class attendance, it is strongly encouraged that they speak with their Academic Advisor ([coe-mgen-gradadvising@northeastern.edu](mailto:coe-mgen-gradadvising@northeastern.edu)) to learn more about the Medical Leave of Absence. Should a student anticipate being unable to attend 3 or more classes, they should discuss their situation with their Academic Advisor to explore other types of leave in accordance with the University's academic and global entry expectations. International students should review the Office of Global Services webpage to understand their visa compliance requirements.

Teaching Assistants (TAs) or Instructional Assistants (IAs) will be present at each class to collect student attendance.

## Late Work Policy

Students must submit assignments by the deadline in the time zone noted in the syllabus. Students must communicate with the faculty prior to the deadline if they anticipate work will be submitted late. Work submitted late without prior communication with faculty will not be graded.

## End-of-Course Evaluation Surveys

Your feedback regarding your educational experience in this class is particularly important to the College of Engineering. Your comments will make a difference in the future planning and presentation of our curriculum.

At the end of this course, please take the time to complete the evaluation survey at

**<https://neu.evaluationkit.com>**. Your survey responses are **completely anonymous and confidential**.

For courses 6 weeks in length or shorter, surveys will be open one week prior to the end of the courses; for courses greater than 6 weeks in length, surveys will be open for two weeks. An email will be sent to your Northeastern University Mail account notifying you when surveys are available.

## Academic Integrity

A commitment to the principles of academic integrity is essential to the mission of Northeastern University. The promotion of independent and original scholarship ensures that students derive the most from their educational experience and their pursuit of knowledge. Academic dishonesty violates the most fundamental values of an intellectual community and undermines the achievements of the entire University.

As members of the academic community, students must become familiar with their rights and responsibilities. In each course, they are responsible for knowing the requirements and restrictions regarding research and writing, examinations of whatever kind, collaborative work, the use of study aids, the appropriateness of assistance, and other issues. Students are responsible for learning the conventions of documentation and acknowledgment of sources in their fields. Northeastern University expects students to complete all examinations, tests, papers, creative projects, and assignments of any kind according to the highest ethical standards, as set forth either explicitly or implicitly in this Code or by the direction of instructors.

Go to <http://www.northeastern.edu/osccr/academic-integrity-policy/> to access the full academic integrity policy.

## MGEN Student Feedback

Students who would like to provide the MGEN unit with anonymous feedback on this particular course, Teaching Assistants, Instructional Assistants, professors, or to provide general feedback regarding their program, may do so using this survey: [https://neu.co1.qualtrics.com/jfe/form/SV\\_cTIAbH7ZRaaw0Ki](https://neu.co1.qualtrics.com/jfe/form/SV_cTIAbH7ZRaaw0Ki)

## University Health and Counseling Services

As a student enrolled in this course, you are fully responsible for assignments, work, and course materials as outlined in this syllabus and in the classroom. Over the course of the semester if you experience any health issues, please contact UHCS.

For more information, visit <https://www.northeastern.edu/uhrs>.

### **Student Accommodations**

Northeastern University and the Disability Resource Center (DRC) are committed to providing disability services that enable students who qualify under Section 504 of the Rehabilitation Act and the Americans with Disabilities Act Amendments Act (ADAAA) to participate fully in the activities of the university. To receive accommodations through the DRC, students must provide appropriate documentation that demonstrates a current substantially limiting disability.

For more information, visit <https://drc.sites.northeastern.edu>.

### **Library Services**

The Northeastern University Library is at the hub of campus intellectual life. Resources include over 900,000 print volumes, 206,500 e-books, and 70,225 electronic journals.

For more information and for education specific resources, visit <https://library.northeastern.edu>  
Network Campus Library Services: [Northeastern University Library Global Campus Portals](#)

### **24/7 Canvas Technical Help**

For immediate technical support for Canvas, call 617-373-4357 or email [help@northeastern.edu](mailto:help@northeastern.edu)

Canvas Student Resources: <https://canvas.northeastern.edu/student-resources/>

For assistance with my Northeastern e-mail, and basic technical support:

Visit ITS at <https://its.northeastern.edu>

Email: [help@northeastern.edu](mailto:help@northeastern.edu)

ITS Customer Service Desk: 617-373-4357

### **Diversity and Inclusion**

Northeastern University is committed to equal opportunity, affirmative action, diversity, and social justice while building a climate of inclusion on and beyond campus. In the classroom, members of the University community work to cultivate an inclusive environment that denounces discrimination through innovation, collaboration, and an awareness of global perspectives on social justice.

Please visit <http://www.northeastern.edu/oidi/> for complete information on Diversity and Inclusion

### **Title IX**

*Title IX of the Education Amendments of 1972 protects individuals from sex or gender-based discrimination, including discrimination based on gender-identity, in educational programs and activities that receive federal financial assistance.*

Northeastern's Title IX Policy prohibits Prohibited Offenses, which are defined as sexual harassment, sexual assault, relationship or domestic violence, and stalking. The Title IX Policy applies to the entire community, including male, female, transgender students, faculty, and staff.

In case of an emergency, please call 911.

Please visit <https://www.northeastern.edu/ouec> for a complete list of reporting options and resources both on- and off-campus.