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2010

### 700-10 Management of Information and Technology

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*Xavier University*

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**Management of Information & Technology**  
**INFO 700 - XMBA**  
**Spring 2010**

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(513) 821-3978 – my home so please don't call after 10 pm.

<b>Mission of the Williams College of Business at Xavier University</b>
"We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition"

### **Course Description**

This course is for current and future business leaders who want to **understand, influence, and leverage** Information Technology (IT) effectively.

In today's network and knowledge-based economy, the advances in information and communication technology continue to transform the competitive playing field. **Information technology has fundamentally changed the costs of transactions, communications, production of goods and services and operational management and in some cases radically changed the business model of entire industries.**

The new dimension of competition demands efficient use of organization's resources, effective management of organizational and business processes, adequate knowledge of customer's needs, and quick response to changes in business environment. It is thus **imperative that managers have deep understanding of how to use information and technology to support and manage the organizational and business processes for competitive advantages.**

The course explores information, operations and technology and how they influence business processes. The issues involved are closely linked with other courses in the executive MBA program. Moreover, information technology is now an integral part of business. Managing a successful IT organization require due understanding of organization behavior, leadership and management, societal, ethical and legal issues,

relationship management, and strategic management. It is also unrealistic to discuss contemporary finance and accounting, economics, operations and a firm's supply chain, human resources management, and other courses without considering the role of information technology.

We'll learn about these topics through readings, cases, class discussions, an in-depth team project, as well as an individual research project. The breadth and complexity of topics covered in this course makes it very challenging. However, all business managers in the 21<sup>st</sup> century must be literate with the technology, its application, implementation and use in the business environment.

### **Primary Course Learning Objectives**

1. Understand the potential of information technology and how to leverage and manage information technology for competitive advantage.
2. Develop an understanding of how information systems are integrated with the business processes (both strategic and tactical processes) of an organization and the change implications of this fact.
3. Wrestle with and gain experience on making choices – specifically When is information technology a “necessary evil” vs. a game changing opportunity?
4. See tangible examples where new information technology can radically change an existing or create a new business model.
5. Gain an appreciation for how information technology can be the foundation for sustainability, growth, and leveraging scale.
6. Gain experience with the technical and organizational realities of capturing and managing the quantitative and qualitative data needed to run a world class organization.

### **Texts and Course Materials**

#### **Required Texts:**

- **Information Technology for Management**, Improving Performance in the Digital Economy, 7<sup>th</sup> Edition, by Turban, and Volonino, John Wiley & sons, Inc., 2010.
- **WIKINOMICS**, How Mass Collaboration Changes Everything, Expanded Edition, by Don Tapscott and Anthony D. Williams, Penguin Group, 2008.

## Grading

Students will demonstrate their understanding of and competency in course topics through class participation, an individual research project, a group project, and a final exam. The final grade will be calculated as follows:

- **Final Exam = 30%**
- **Technical Guide Grounding Presentation = 15%**
- **Group Project = 20%**
- **Individual Research Paper = 25%**
- **Class Participation (mini-cases, guest speakers, virtual company discussions) = 10%**

Failure to complete any of these deliverables will result in either a grade of incomplete (see university catalog for when this is appropriate) or a fail. A brief description of these assignments is given below; we will discuss them further in class together.

### Grading Scale

<b>Overall Avg.</b>	<b>Letter Grade</b>
94-100	A
90-93	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
73-76	C
70-72	C-
60-69	D
59 & below	F

### **Technical Grounding Presentation**

This course has a major challenge in that, it is focused on the strategic use of information technology. It is my experience that people who do not have an in-depth understanding of the fundamentals of a topic, often do not understand the strategic application of these fundamentals.

Students in this course come from a wide range of backgrounds, some with a lot of experience in I.T. and many with very little understanding of information technology other than using spreadsheets and word processors on their own personal computers.

To address this challenge, each of the four working groups will be responsible for reviewing and preparing a 30 – 40 minute technical session on one or two of the technical guides that are provided as additional references for our primary textbook. Use these

technical guides as foundation resources but feel free to add other content as you see fit. (Recall this work is 15% of your final grade). It is important that each member of the group take part in learning the technology they are presenting to the class. The four groupings of technical guides that will be covered are:

- **T1 Hardware**
- **T3 Data and Databases**
- **T4 Telecommunications**
- **T2 Software, and T5 Technical View of System Analysis and Design**

The technical working session needs to include at a minimum:

1. **Key** fundamentals, concepts, and definitions. (don't cover everything)
2. Identify important standards, technologies, and vendors as appropriate.
3. Refer to 2-3 recent examples to make it current and relevant.
4. Summarize the key themes and learning's.
5. Open it up for Q&A.

### **Group Project and Presentation**

Students will work in their teams throughout the course on a business research project. **Teams will select an actual information system within a company or organization to research.** The project will describe the information systems purpose, inputs, outputs, and the various business processes that are affected. The project should also specify (in as much detail as possible) who uses the information from the information system, how and for what purpose. Please include a discussion of the system's drawbacks (or areas for potential improvement) as well as its advantages. The above mentioned guidelines are merely suggestions. Please feel free to be as creative as you would like. One question you might consider is – “If this system did not exist today, would I build it now and is it worth it?”

Students will make oral presentations of their group projects in class; presentations should be 25 minutes in length followed by a question and answer period. All team members should contribute equally in the project but not everyone has to participate in the presentation. Provide each member of the class with a 2-3 page executive summary of your approach and findings.

The project topic outline must be submitted to the professor for approval. This can be submitted verbally or in writing. Each research team is responsible for choosing a research project; projects related to work experience are **strongly encouraged** but *be sensitive to company data confidentiality*.

Research projects should represent the students' best effort in academic and business research and writing. Plagiarism is illegal and not tolerated so be careful to correctly cite and provide references for the sources you use.

## **Research Paper (Individual):**

You are to select one example or case study from the Wikinomics book that you believe is relevant, in its entirety or at least partially, to your business situation.

I want you to research the example or case selected in more depth. Find additional written articles on the situation and learn much more about this business model cited.

Develop a proposal on how you plan to reapply in part or the entire business model, to your business situation. Your research paper needs to be at least 3-5 pages (no more than 10 pages) plus appendices as needed to:

1. Summarize the key learning's from your in-depth research of case selected from the Wikinomics book.
2. Explain your proposal of how you plan to reapply the concepts and approaches to your business.
3. Identify success measures (both in-process and outcome measures) that will use to evaluate if this change is successful.

The instructor is more than willing to spend time helping the students develop their abstracts. **The abstract is due on class 4 on January 29th.** Please note that you should use no fewer than 5 references. The paper must be turned in as a hard copy. **Your email address must be on the cover page of the paper.**

### **Plagiarism:**

Plagiarism will cause the grade on any written assignment to be zero (0). Generally speaking, plagiarism should be considered the copying of more than three words in succession from the material being used, without placing the words in quotation marks and giving appropriate references.

### **Attendance Policy**

Students are expected to attend every class. We will cover a lot of material each class and missing class will put you at a significant disadvantage for both learning and performance in the course. If you will be unable to attend a class, please let me know *in advance* by calling or sending an e-mail 24 hours in advance. Recognize that it is your responsibility to get class notes and any assignments from a classmate.

## Course Schedule

Week	Assignment	Other Class Activities
1  01/09 1-5pm (Sat)	<ul style="list-style-type: none"> <li>• Course Overview</li> <li>• Chapter 1 – IT Supports Organizational Performance</li> <li>• Chapter 2 – Information Technologies</li> <li>• Chapter 13 – IT Strategy &amp; Planning</li> <li>• Wikinomics – Chapter 1 - Wikinomics</li> <li>• Wikinomics - Chapter 2 – Perfect Storm</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Guest Speaker – Tom Meyer, T.C. Meyer &amp; Associates. Leading consultant in strategic planning. Has worked with P&amp;G, H.P., BHDP Architects, and technology startups.</b></li> <li>• <b>Discuss Mary Kay’s IT Systems (Chapter 2)</b></li> </ul>
2  01/15 8-noon (Fri)	<ul style="list-style-type: none"> <li>• Chapter 4 – Networks &amp; Collaboration</li> <li>• Chapter 6 – E-Business &amp; E-Commerce</li> <li>• Chapter 8 – Social Networks</li> <li>• Wikinomics – Chapter 4 - Ideagoras</li> </ul>	<ul style="list-style-type: none"> <li>• Two groups will present their technical grounding presentations (Hardware, Telecommunications).</li> <li>• Research Paper Q&amp;A</li> <li>• <b>Guest Speaker on Networks – Alastair Wilson, Procter &amp; Gamble, Global Infrastructure Manager.</b></li> <li>• <b>Discuss Revenue Sources at YouTube (Chapter 8 – IT at Work 8.2)</b></li> </ul>
3  01/23 1-5pm (Sat)	<ul style="list-style-type: none"> <li>• Chapter 3- Managing Data</li> <li>• Chapter 12- Business Intelligence &amp; Decision Support Systems</li> <li>• Wikinomics – Chapter 6 – The New Alexandrians</li> </ul>	<ul style="list-style-type: none"> <li>• Two groups will present their technical grounding presentations. (Data/databases, Software, and Systems analysis &amp; design).</li> <li>• <b>Guest Speakers – Tony Resendes, Enterprise Architect, and Cheryl Bogenschitz, V.P. IT Retail Systems - Luxottica Retail</b></li> <li>• <b>Discuss Lexmark International Minicase (Chapter 12)</b></li> </ul> <p><b>Individual research paper abstract due next week.</b></p>

4 01/29 8-noon (Fri)	<ul style="list-style-type: none"> <li>• Chapter 9 – Transaction Processing</li> <li>• Chapter 10 – Enterprise Systems</li> <li>• Chapter 11 – Global Systems</li> <li>• Wikinomics – Chapter 7 – Platforms for Participation</li> <li>• Wikinomics - Chapter 8 – The Global Plant Floor</li> </ul>	<ul style="list-style-type: none"> <li>• Abstract of individual research paper due today.</li> </ul> <p><b>Guest Speaker on Enterprise Systems – Bob Garriott, CIO, Kao Brands.</b></p> <ul style="list-style-type: none"> <li>• <b>Discuss Boeing’s Global Supply Chain for the Dreamliner 787 (Chapter 11)</b></li> </ul>
5 02/06 1-5pm (Sat)	<ul style="list-style-type: none"> <li>• Chapter 14 – Managing IT Projects, Process Imp., Org. Change</li> <li>• Chapter 5 – Security</li> <li>• Chapter 15 – Impact of IT</li> <li>• Wikinomics – Chapter 9 – The Wiki Workplace</li> <li>• Wikinomics – Chapter 11 – Enterprise 2.0</li> </ul>	<p><b>Guest Speaker - Greg Myers, Vice President – Information Technology, Multi-Color Corporation</b></p> <ul style="list-style-type: none"> <li>• <b>Discuss \$55 Million Data Breach at Choicepoint (Chapter 5)</b></li> </ul>
6 02/12 8-noon (Fri)	<ul style="list-style-type: none"> <li>• <b>Final Exam</b></li> <li>• <b>Group Projects Presented</b></li> </ul>	<b>Individual Research Paper Due</b>