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2017

## INFO 750-X17 Strategic Information Technology

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# Strategic Information Technology - INFO 750

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## Mission of the Williams College of Business at Xavier University

"We educate students of business, enabling them to improve organizations and society, consistent with the Jesuit tradition"

## Williams College of Business Goals and Objectives

This Course reinforces the following learning goals:

Strategic Thinking and Leadership – This course educates business executives to effectively make decisions, manage, develop, and leverage IT resources to fulfill business needs. Students will formulate business strategies utilizing their understanding of the key areas of the business to drive key strategic business decisions.

## Course Description

Modern business processes must make efficient use of resources, be effective in meeting growing customer demands and be readily adaptable to changes in the environment to drive value for their company. The focus is on the application of IT to automate, streamline, reengineer and integrate business processes to enable critical decision making. A significant portion of this class is devoted to executive decision-making and case studies as well as an applied project.

Many companies are spending huge sums on enterprise-wide information technology that integrate most business processes to transform:

- Implementing information technology requires addressing thorny ethical and legal issues such as protection of intellectual property, security of corporate information from competitors, and privacy of sensitive employee information.
- Because the majority of businesses now rely heavily on information technology for their accounting and management control processes, you will see many synergies with this course as well as with finance.
- And the very behavior of executives within an organization influences, and is influenced by, its information technology: IT changes the associated business processes, changes the flow of crucial information, and therefore changes incentives, the decision-making hierarchy, and the power structure.

We'll learn about these topics through readings, cases, class discussions, and an in-depth team project. All business executives in the 21<sup>st</sup> century must be literate with the technology, its application, implementation and use in the business environment.

## Primary Course Objectives

- Become familiar with the range of business processes that must be effectively managed to drive revenues.
- Understand the potential pitfalls of information technology in both application and implementation.
- Understand how information technology influences business functions such as accounting, finance, marketing, human resources, manufacturing, sales, eBusiness as well as the structure of organizations and the behavior of employees.

## Text and Course Materials

1. Text Book: Leading Digital: Turning Technology into Business Transformation by George Westerman, Didier Bonnet and Andrew McAfee
2. Any 4 Harvard Business Cases and 4 Articles in your Course pack
3. 4 CIO.com articles – Go to <http://cio.com>

## Grading

Students will demonstrate their understanding of and competency in course topics through class participation, cases and a research project / paper. The final grade will be calculated as follows:

- Individual class participation via reading 2 chapters from text book each week – 10%
- 4 Chosen HBR Case Group Presentations: 40% - 20 Minutes Each
- 4 Chosen HBR Article Group Presentations: 10% - 10 Minutes Each
- 4 Chosen CIO.com Article Group Presentations: 10% - 5-10 Minutes Each
- 1 Chosen final project Group Presentation: 30% - 30-45 Minutes, 2 Pages Minimum

### Class Schedule:

1. Saturday, January 07, 2017 - 1:00pm-5:00pm
2. Friday, February 17, 2017 - 1:00pm-5:00pm
3. Friday, March 03, 2017 - 1:00pm-5:00pm
4. Saturday, March 04, 2017 - 8:00am-12:00pm
5. Friday, March 17, 2017 - 1:00pm-5:00pm
6. Saturday, April 01, 2017 - 8:00am-12pm

### Grading Scale

Overall Avg.	Letter Grade
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

## In-class Participation

Your participation in the classroom should demonstrate a strong knowledge of the assigned readings and activities. The instructor will evaluate your ability to synthesize, apply, and extend readings and professional experiences during class discussions and activities. Please focus on *quality, not quantity* of participation.

Some of the instructor expectations include:

- You are prepared for every class by reading all of the assigned material. You can demonstrate this preparation by referring to reading details in your in-class comments.
- You are prepared for class by thinking about discussion questions prior to class. You can demonstrate this preparation by providing thoughtful answers to the questions during class discussion.
- You will demonstrate the ability to extend and apply class materials by sharing work experiences and outside readings that are applicable and add value.

## Case Presentations:

Please choose only one case per week that is the most relevant to your group members. You will be working on 4 cases in total. Students must thoroughly analyze each case prior to class in order to ensure

a rich and thoughtful discussion. To that end, group is to prepare a typed, detailed case analysis which should include a cover page (refer to attached last page) with your names and case name.

This document is to be done **for the cases only, not the articles**. The document should be printed single-sided and 1 page minimum. These will be collected at the end of class – hard copy only. Students must participate in the weekly case discussion in order to receive credit for that portion of their grade.

One should realize that in order to properly prepare a case analysis, one should obtain industry and company data from sources outside the case as it relates to what has happen since the case was written. Teams will be asked to volunteer to lead each case discussion. The discussion should include a case overview. Each of the case evaluation issues should be discussed in detail.

### **Group Research Project - Write-up and Presentation:**

Students will work in small teams throughout the course on a business research project. Teams will select an actual information technology and process within a company to research or may examine a type of information technology. The project should also specify (in as much detail as possible) who uses the information from this technology, how and for what purpose. Please include a discussion of the technology'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.

Students will make oral presentations of their research projects in class. Presentations should be no longer than 30 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 page minimum executive summary of your presentation.

The project topic outline must be submitted to the professor for approval ahead of time. 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.

### **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 in person, please join the class via Skype or Zoom - let me know *in advance* by sending an e-mail 24 hours in advance. Recognize that it is your responsibility to get class notes and any assignments from a classmate.

## Tentative Course Schedule

Class	Due Today	Class Logistics & Details
Week 1  Saturday, January 07, 2017 - 1:00pm- 5:00pm	Due Today: <ul style="list-style-type: none"> <li>• Read Chapters 1 &amp; 2</li> </ul>	<ul style="list-style-type: none"> <li>• Introductions</li> <li>• Review Syllabus, Chapters 1-2, Course Pack, Assignments, Grading Sheet, Digital Quotient Before the Course, &amp; How can XU MBA enrollment can increase with Digital Strategy</li> <li>• <a href="#">Work in Groups: Identify what is working well in IT area and which IT strategy needs improvement at your company to drive faster more value</a></li> <li>• Break</li> <li>• <a href="#">Group Presentations for 20 minutes – 2 examples of what is working well &amp; 2 examples of what needs to be improved (Could lead to the Group Research Project)</a></li> <li>• Wrap up &amp; Next Steps</li> </ul>
Week 2  Friday, February 17, 2017 - 1:00pm- 5:00pm	Due Today: <ul style="list-style-type: none"> <li>• Read Chapters 3-4</li> <li>• HBR Case Presentation 1 Page with Cover Page (see page 7 of this file)</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture &amp; Discussion               <ul style="list-style-type: none"> <li>○ Textbook: Leading Digital: Chapters 3-4</li> <li>○ <a href="#">HBR – Chosen ARTICLE – 10-15 Minute Group Presentation</a></li> <li>○ <a href="#">CIO.com - Chosen ARTICLE – 5-10 Minute Group Presentation</a></li> </ul> </li> <li>• Break</li> <li>• Groups present case write-ups:  <a href="#">HBR Cases : Chosen Case – 20 Minute Group Presentation</a> </li> <li>• Group work: Research Project Lab</li> <li>• Wrap up &amp; Next Steps</li> </ul>

<p>Week 3</p> <p>Friday, March 03, 2017 - 1:00pm-5:00pm</p>	<p>Due Today:</p> <ul style="list-style-type: none"> <li>• Read chapters 5-6</li> <li>• HBR Case Presentation (1 Page) with Cover Page</li> <li>• Research Project topic outline – ½ page</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture &amp; Discussion <ul style="list-style-type: none"> <li>○ Textbook: Leading Digital: Chapters 5-6</li> <li>○ <a href="#">HBR – Chosen ARTICLE – 10-15 Minute Group Presentation</a></li> <li>○ <a href="#">CIO.com - Chosen ARTICLE – 5-10 Minute Group Presentation</a></li> </ul> </li> <li>• Break</li> <li>• Groups present case write-ups: <ul style="list-style-type: none"> <li><a href="#">HBR Cases : Chosen Case – 20 Minute Group Presentation</a></li> </ul> </li> <li>• Group work: Research Project Lab</li> <li>• Wrap up &amp; Next Steps</li> </ul>
<p>Week 4</p> <p>Saturday, March 04, 2017 - 8:00am-12:00pm</p>	<p>Due Today:</p> <ul style="list-style-type: none"> <li>• Read chapters 7-8</li> <li>• HBR Case Presentation (1 Page) with Cover Page</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture &amp; Discussion <ul style="list-style-type: none"> <li>○ Textbook: Leading Digital: Chapters 7-8</li> <li>○ <a href="#">HBR – Chosen ARTICLE – 10-15 Minute Group Presentation</a></li> <li>○ <a href="#">CIO.com - Chosen ARTICLE – 5-10 Minute Group Presentation</a></li> </ul> </li> <li>• Break</li> <li>• Groups present case write-ups: <ul style="list-style-type: none"> <li><a href="#">HBR Cases : Chosen Case – 20 Minute Group Presentation</a></li> </ul> </li> <li>• Group work: Research Project Lab</li> <li>• Wrap up &amp; Next Steps</li> </ul>
<p>Week 5</p> <p>Friday, March 17, 2017 - 1:00pm-5:00pm</p>	<p>Due Today:</p> <ul style="list-style-type: none"> <li>• Read chapters 9-10</li> <li>• HBR Case Presentation (1 Page) with Cover Page</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture &amp; Discussion <ul style="list-style-type: none"> <li>○ Textbook: Leading Digital: Chapters 9-10</li> <li>○ <a href="#">HBR – Chosen ARTICLE – 10-15 Minute Group Presentation</a></li> <li>○ <a href="#">CIO.com - Chosen ARTICLE – 5-10 Minute Group Presentation</a></li> </ul> </li> <li>• Break</li> <li>• Groups present case write-ups: <ul style="list-style-type: none"> <li><a href="#">HBR Cases : Chosen Case – 20 Minute Group Presentation</a></li> </ul> </li> <li>• Group work: Research Project Lab</li> <li>• Wrap up &amp; Next Steps</li> </ul>

<p>Final Week 6</p> <p>Saturday, April 01, 2017 - 8:00Am-12:Noon</p>	<p>Due Today:</p> <ul style="list-style-type: none"> <li>• Read chapters 11-12</li> <li>• Research Project Presentations - 2 page minimum executive summary with Cover page</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture &amp; Discussion <ul style="list-style-type: none"> <li>○ Textbook: Leading Digital: Chapters 11-12</li> <li>○ Digital Quotient Before &amp; After Check</li> <li>○ Film the short video for MBA Facebook – Prepare 1 or 2 sentences on Strategic IT Course Impact on you</li> <li>○ Page 188 Survey: How well your organization framed the digital challenge?</li> <li>○ Page 207 Survey: How well your organization focused its investment?</li> <li>○ Page 243: How well is your organization sustaining digital transformation?</li> <li>○ Complete Course Evaluations</li> </ul> </li> <li>• Break</li> <li>• Group Research Presentations (30-45 Minutes Each including Q&amp;A and 2 Page Summary)</li> <li>• Closing Remarks</li> </ul>
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<b>Case Preparation Evaluation</b>		<b>Names :</b>						
<b>Case:</b>								
<b>Case Write-Up Evaluation – 50%</b>	<b>Evaluation</b>							
	<b>Very Effective.....</b>				<b>Very Ineffective</b>			
• Who is the protagonist?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What are their objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What decisions must I take?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What problems do I, as the protagonist face?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What opportunities do I, as the protagonist face?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What alternative courses of action are available?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What criteria should I use to judge the alternatives?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What action should I take?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• What outside industry and company data did I utilize? – (Since the case was written)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
• Key takeaways of case	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
<b>Case Participation Evaluation – 50%</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			
<b>Overall Assessment:</b>	<b>A</b>	<b>A-</b>	<b>B+</b>	<b>B</b>	<b>B-</b>	<b>C+</b>	<b>C</b>	<b>F</b>
<b>Comments:</b>								