

**MIS591 Spring 2010**  
**Technology for Business Transformation**  
**Syllabus**

**Instructor Information:**

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**Course Mission:**

The mission of this course is to provide you with a thorough understanding of the issues and opportunities surrounding the deployment of business technology in the contemporary business domain.

**Course Description:**

Using case analysis, class discussion, and problem solving exercises, this course explores the critical factors affecting business success through the use of information technology. Business strategy issues, uses of business intelligence, streamlining business operations, creating an environment that builds innovation and organizational transformation, are discussed in detail.

**Course Objectives:** By the end of this course, you should be able to...

1. Discuss strategic initiatives that drive competitive advantage
2. Discuss the role of IT as an enabler of sustainable competitive advantage
3. Understand the advances in IT that are driving business intelligence strategies
4. Understand the advances in IT that are driving supply chain strategies
5. Understand the advances in IT that are driving customer relationship management strategies
6. Be aware of the traditional and future role of Enterprise Resource Planning in the new economy
7. Identify the importance of disruptive technologies, “virtual” integration, and value chain alliances in creating the “agile” enterprise,

**In-Class Discussion:** The attached class schedule contains the reading assignments for each class session. Reading assignments should be completed prior to the class in which they will be discussed. Discussion is encouraged as is student-procured, outside material relevant to topics being covered. Students will be evaluated based on their participation in class discussion. Each class session will be graded. A maximum of two points will be awarded for each session. A grade of “2” will be awarded for attendance and significant contribution to the class discussion. A grade of “1” will be awarded to a student who attends the session and contributes at least with text entries. A grade of “0” will be given for non-attendance. The lowest two grades a student receives will be dropped from the final grade calculation. Elluminate URL for this class is:

**Discussion Board Cases:** Six Harvard Business School cases will be assigned, one each for modules 2 through 7. Students are expected to participate in the case analysis discussion via the course discussion board. Postings are due the date specified for each module. Late postings will NOT be accepted. For each case, the instructor will post two questions. Each student must post at least one response to either the instructor’s original question or to a classmate’s posting. A maximum of 4 points will be awarded for each discussion board session. For each question, a “2” will be awarded for thought provoking and insightful postings. A “1” will be awarded for a simple, relevant contribution. A grade of “0” will be given for either no participation or a trivialized posting.

**Written Case Analyses:** An additional Six Harvard Business School cases will be assigned for modules 2 through 7. Postings are due the date specified for each module. Questions to be addressed for each case are found in the detailed descriptions of module assignments below. *Late submission of assignments will be penalized unless prior authorization from the instructor has been obtained.* No exceptions are made. Submissions should be emailed directly to me in an MS-Word document (typed, double spaced) attachment before class on the day the assignment is due. If you are unable to attend class, then the assignment must be emailed to me before the day of class. Do NOT copy sections of the text in your answers. Each case will focus attention around 2 questions provided by the instructor. A minimum of 2 pages per case is expected. Students MUST reference relevant text, readings, or video materials in their analysis. ALL references must be cited specifically. Plagiarism will result in a grade of F. A maximum of 4 points will be awarded for each case question. For each question, a “2” will be awarded for thought provoking and insightful analysis which uses multiple references. A “1” for each question will be awarded for a simple, relevant analysis which uses at least one reference. A grade of “0” for each question will be given for either no participation or a trivial analysis which uses no references. See Appendix A – Case Assignments for details regarding case submissions.

**Final Exam:** A comprehensive final exam will be given at the end of the course. The format and focus of the exams will be communicated to the class in a timely manner.

**Grading:** Student performance will be evaluated with respect to the completion of several major course requirements. The relative weights of these requirements are shown in the table below:

<b>Requirement</b>	<b>Weight</b>
In-Class Discussion	10%
Discussion Board Cases	20%
Written Cases Analyses	40%
Final Exam	30%

**Text:**

Baltzan, Paige, Amy Phillips, Stephen Haag, *Business Driven Technology, 4th ed.* with Premium Content Card, McGraw-Hill Irwin, 2010 -- Required, ISBN: 13 9780077359355

You are free to purchase the text from whatever vendor you choose. If you wish to purchase the text from Stetson University's bookstore, go to <http://www.bookstore.stetson.edu/>. Once there select Spring, 2010 as the term and MIS591OM as the course. The university will accept your credit card payment and will ship the text to you.

To access the publisher's premium content for this text, use the 20 digit access code provided with the text, then go to the following site:

<http://www.mhhe.com/bdt4e>

Follow the instructions provided with the text to gain access to the online resources. After registering,, navigate around the site to familiarize yourself with the various support items.

### **Narrated PowerPoint Lectures:**

1. Welcome/Course Introduction – accessible through the MIS591 ELS site:
2. Text chapters and “business plug-ins” – accessible through McGraw-Hill text book (premium) site at:

<http://www.mhhe.com/bdt4e>

### **Text Readings:**

All referenced chapter (Ch.) and business plug-in (BPI) readings are from the Baltzan, et al. text above.

### **Case/Article Readings:**

Cases are available through the Harvard Business School site at:

<http://cb.hbsp.harvard.edu/cb/access/4929641>

Harvard Publishing will charge you \$3.95 for each case you download from this site.

Articles are available through Stetson University library site: [www.stetson.edu/library](http://www.stetson.edu/library). For detailed instructions see Appendix B:

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### **Video Assignments:**

All videos are accessible through the MIS591 ELS site.

## Class Schedule:

<b>Mod</b>	<b>Date</b>	<b>Narrated PowerPoints</b>	<b>Text Readings</b>	<b>Case/Article Readings</b>	<b>Illuminate Class</b>	<b>Video Assignments</b>	<b>Learning Responsibilities</b>
I	1/10-1/16	1. Welcome/ Intro 2. Ch. 1-4 3. BPI 1, 2	1. Ch. 1-4 2. BPI 1, 2		January 10, 13 7:30PM to 9:00PM Eastern Time	1. Building the Next Generation Company 2. The World is Flat 3. Porter's 5 Forces 4. Father Sarducci	Readings/videos Due 1/13
II	1/17-1/23	1. Ch. 6 - 9	1. Ch. 6 - 9	<b>Articles:</b> 1. Davenport 2. Pfeffer 3. Bazerman 4. Davenport  <b>Cases:</b> 1. Sysco 2. Canadian Tire	January 17, 20 7:30PM to 9:00PM Eastern Time	1. Drive Business Performance	readings/videos Due 1/17  discussion board written assign due 1/20
III	1/24-1/30	1. Ch. 10 2. BPI 8	1. Ch. 10 2. BPI 8	<b>Articles:</b> 1. Lee 2. McCormick 3. Morgan 4. Dell 5. Bovet  <b>Cases:</b> 1. Crocs 2. Ford	January 24, 27 7:30PM to 9:00PM Eastern Time	1. Supply Chain Management	readings/videos Due 1/24  discussion board written assign due 1/27
IV	1/31-2/06	1. Ch. 11 2. BPI 9	1. Ch. 11 2. BPI 9	<b>Articles:</b> 1. Rigby 2. Stringfellow 3. Meyer  <b>Cases:</b> 1. Hilton Hotels 2. Harrah's	Jan 31, Feb 3 7:30PM to 9:00PM Eastern Time	1. Organizing Your Business	readings/videos Due 1/31  discussion board written assign due 2/03
V	2/07-2/13	1. Ch. 12 2. BPI 10	1. Ch. 12 2. BPI 10	<b>Articles:</b> 1. Mabert 2. Bendoly 3. Rettig 4. McAfee 5. Champion 6. Pil 7. Glaser  <b>Cases:</b> 1. Cisco 2. CVS	February 7, 10 7:30PM to 9:00PM Eastern Time	1. David Aungle Interview 2. Roberts, Flum	readings/videos Due 2/07  discussion board written assign due 2/10
V I	2/14-2/20	1. Ch 5,14,18	1. Ch. 5, 14,	<b>Articles:</b>	February 14, 17	1. CareGroup	readings/videos

		2. BPI 11, 13	18 2. BPI 11, 13	1. Zittrain 2. McNulty 3. Austin 4. Adler-Milstein  <b>Cases:</b> 1. GHX 2. Caregroup	7:30PM to 9:00PM Eastern Time		Due 2/14  discussion board written assign due 2/17
VII	2/21-2/27	1. Ch. 13, 15, 19 2. BPI 12	1. Ch. 13, 15, 19 2. BPI 12	<b>Articles:</b> 1. Bower 2. Christensen 3. Lahiri 4. Christensen  <b>Cases:</b> 1. Kodak 2. Pfizer	February 21, 24 7:30PM to 9:00PM Eastern Time	1. Opportunity and Threat 2. George Fisher interview	readings/videos Due 2/21  discussion board written assign due 2/24
Final Exam		Exam posted and due at	9AM on 2/25 11:59PM 3/06				

## Module I – Achieving Business Success

### January 10 - 16

#### Overview:

This module serves four functions. First, there is a brief introduction to the course, highlighting specific areas of the syllabus. Next, business plug-in #1 in the text discusses broad business topics. Chapter 1 of the text introduces the role of information technology in business. It previews the topics which we will discuss in detail as the course progresses. Finally, in chapters 2-4 and business plug-in #2 of the text we will look at various ways to achieve a sustainable competitive advantage using IT in the strategic planning process.

After completing this module, you should be able to:

1. Understand the focus and direction of this course.
2. Identify potential for competitive advantage
3. Discuss strategic technology initiatives
4. Measure success in achieving the strategic goals using these initiatives.

#### Assignments:

##### *Due by class time 1/10/09*

1. View the Welcome/Course introduction PowerPoint presentation found at the MIS591 ELS home page.

We will use this class time to review the syllabus and to iron-out any technical issues.

***Due by class time 1/13/10***

2. View Cisco CEO John Chambers *Building the Next Generation Company* video found at:

<http://mitworld.mit.edu/video/619/>

Run time – 1 hr 10 min.

3. Read Business Plug-In #1 *Business Basics* from your text. Also review the narrated PowerPoint file for BPI # 1.

*Note that this assignment is for your general information only. This material will NOT be part of any exam. If you are familiar with the terms and concepts presented in this piece, then feel free to skip over it.*

- a. The narrated PowerPoint file can be found at <http://www.mhhe.com/bdt3e>. Click Student Edition. Click “Business Plug-Ins” from the “Choose one..” drop down box. Click “Business Plug-In B1” from the “Choose one...” drop down box. Click “Narrated Slides” under the **Premium Content** heading.
- b. NOTE for future readings: Use the directions in the paragraph above to locate all assigned chapter and BPI readings. Replace the “Business Plug-Ins” and “Business Plug-In B1” with the appropriate chapter or BPI citation.

4. Read chapter 1 *Business Driven Technology* from the text, and review the narrated PowerPoint file for chapter 1.

5. View Thomas Friedman’s *The World is Flat* video found at:

<http://mitworld.mit.edu/video/266/>

Run time: 1 hr 15 min.

6. View *Father Guido Sarducci's Five Minute University* found at:

<http://www.youtube.com/watch?v=kO8x8eoU3L4>

Run time: 5 min.

*Read the following article – be prepared to discuss.*

*Note: This article is available online from the Stetson Library web site.*

7. Carr, Nicholas G., “IT Doesn’t Matter”, *Harvard Business Review*, May 2003, pp. 41 - 49.

8. Read chapter 2 *Identifying Competitive Advantages* from the text, and review the narrated PowerPoint file for chapter 2.

9. View Porter’s *The Five Competitive Forces That Shape Strategy* found at:

[http://www.youtube.com/watch?v=mYF2\\_FBCvXw&feature=related](http://www.youtube.com/watch?v=mYF2_FBCvXw&feature=related)

Run time: 15 min.

10. Read Business Plug-in #2 *Business Process* from the text, and review the narrated PowerPoint file for BPI #2.
11. Read chapter 3 *Strategic Initiatives for Implementing Competitive Advantages* of the text, and review the narrated PowerPoint file for chapter 3.
12. Read chapter 4 *Measuring Success of Strategic Initiatives* of the text, and review the narrated PowerPoint file for chapter 4.

## **Module II – Exploring Business Intelligence**

**January 17 - 23**

### **Overview:**

This module serves two functions. First, it provides you with a brief look at how information is created and utilized within the organization in order to provide decision makers with the “right information at the right time”. Second, although it is intended to be a preliminary look at the general topic areas of “business intelligence” and “business analytics”, it will provide you with the foundation necessary for the more intense study of these topics you will receive in the POM507 – Managerial Decision Analysis course further on in your curriculum.

After completing this module, you should be able to:

1. Appreciate the differences between transactional and analytical information.
2. Discuss the key concepts of the relational database model.
3. Understand the meaning and importance of data integrity constraints.
4. Describe the roles and purposes of data warehouses and data marts in the decision making process.
5. Understand the general concepts of business intelligence/analytics and be able to discuss their importance in today’s competitive environment.

Success in this module requires that you do the assignments as detailed below.

### **Assignments:**

***Due by class time 1/17/10***

*Read the following chapters and review narrated PowerPoint files from the Baltzan text:*

1. Read chapter 6 *Valuing Organizations Information* from the text, and review the narrated PowerPoint file for chapter 6.

2. Read chapter 7 *Storing Organizational Information – Databases* from the text, and review the narrated PowerPoint file for chapter 7.
3. Read chapter 8 *Accessing Organizational Information – Data Warehouse* from the text, and review the narrated PowerPoint file for chapter 8.
4. Read chapter 9 *Enabling the Organization – Decision Making* from the text, and review the narrated PowerPoint file for chapter 9.

*Review the following video/audio file – be prepared to discuss.*

*Note: This file is available on the MIS591 ELS site.*

5. View the *Drive Business Performance* video.  
Run time: 55 min.

*Read the following articles – be prepared to discuss.*

*Note: These articles are all available online from the Stetson Library web site.*

6. Davenport, Thomas H., Jeanne G. Harris, David W. DeLong, and Alvin L. Jacobson, “Data To knowledge to Results: Building an Analytic Capability”, *California Management Review*, Volume 43, Number 2, Winter, 2001, pp. 117 – 138.
7. Pfeffer, Jeffrey and Robert I. Sutton, “Evidence-Based Management”, *Harvard Business Review*, January 2006, pp. 62 – 74.
8. Bazerman, Max H. and Dolly Chugh, “Decisions Without Blinders”, *Harvard Business Review*, January 2006, pp. 88 – 97.
9. Davenport, Thomas H., “Competing on Analytics”, *Harvard Business Review*, January 2006, pp. 98 – 107.

***Due by class time 1/20/10***

*Read the following Harvard case – submit discussion board postings before class time.*

10. Business Intelligence Strategy at Canadian Tire.
  - a. How can BI help Canadian Tire?
  - b. In the case there are 10 common challenges of BI implementations, which of these would you rate as most important for Eubanks and Wnek at CTC, and why? How would you address them?

*Read the following Harvard case – submit written analysis before class time.*

11. Business Intelligence Software at SYSCO.
  - a. What will be the biggest obstacles faced by the BI implementation as it expands throughout SYSCO?

- b. Is BI likely to be a competitive differentiator for SYSCO?

## **Module III – Extending the Organization – Supply Chain Management**

**January 24 - 30**

### **Overview:**

This module is designed to give you a thorough grounding in both traditional supply chain processes, as well as to highlight IT's role in creating sustainable competitive advantage through more efficient and effective supply chain management. This is the first of three chapters which focus on specific types of enterprise level software designed to streamline business operations.

After completing this module you should be able to:

1. List and describe the components of a typical supply chain.
2. Define the relationship between decision making and supply chain management.
3. Describe the four changes resulting from advances in IT that are driving supply chains.
4. Summarize the best practices for implementing a successful supply chain management system.

Success in this module requires that you do the assignments as detailed below.

### **Assignments:**

***Due by class time 1/24/10***

*Read the following chapters and review narrated PowerPoint files from the Baltzan text:*

1. Read chapter 10 *Extending the Organization – Supply Chain Management* from the text, and review the narrated PowerPoint file for chapter 10.
2. Read Business Plug-In #8 *Supply Chain Management* from the text, and review the narrated PowerPoint file for BPI #8.

*Review the following video/audio files – be prepared to discuss.*

*Note: These files are all available on the MIS591 ELS site.*

3. View the *Supply Chain Management* video.  
Run Time – 1 hr

*Read the following articles – be prepared to discuss.*

*Note: These articles are all available online from the Stetson Library web site.*

4. Dell, Michael, “The Power of Virtual Integration: An Interview with Dell Computer’s Michael Dell”, *Harvard Business Review*, March-April 1998, pp. 72–84.

5. McCormack, Kevin and Bill Johnson, “Business Process Orientation, Supply Chain Management, and the e-Corporation”, *IIE Solutions*, October 2001, pp. 33-37.
6. Morgan, James P. and Robert M. Monczka, “Why Supply Chains Must be Strategic”, *Purchasing*, April 17, 2003, pp. 42-45.
7. Lee, Hau L, “The Triple-A Supply Chain”, *Harvard Business Review*, October 2004, pp. 102-112.
8. Bovet, David and Joseph Martha, “Biogen Unchained”, *Harvard Business Review*, May-June, 2000, p. 3.

***Due by class time 1/27/10***

*Read the following Harvard case – submit discussion board postings before class time.*

9. Ford Motor Company: Supply Chain Strategy
  - a. Can Ford benefit from Michael Dell’s concept of “virtual integration”?
  - b. Using the web and other sources, determine what supply chain “innovations” Ford has been able to accomplish since the time of the case?

*Read the following Harvard case – submit written analysis before class time.*

10. Crocs: Revolutionizing an Industry’s Supply Chain Model for Competitive Advantage
  - c. What are Croc’s core competencies?
  - d. How do they exploit these competencies in the future? Consider the following alternatives:
    - i. Further vertical integration into materials
    - ii. Growth by acquisition
    - iii. Growth by product extension

**Module IV – Building a Customer-Centric Organization – Customer Relationship Management**

**January 31 – February 6**

**Overview:**

Customer relationship management is not just an IT phenomenon. It is, in reality a business philosophy. As stated in the text...”CRM is based on the premise that those organizations that understand the needs of individual customers are best positioned to achieve sustainable competitive advantage in the future. Placing customers at the forefront of all thinking and decision making requires significant operational and technology changes.”

After completing this module you should be able to:

1. Compare operational and analytical customer relationship management.
2. Identify the primary forces driving the explosive growth of customer relationship management.
3. Define the relationship between decision making and analytical customer relationship management.
4. Summarize the best practices for implementing a successful customer relationship management system.

Success in this module requires that you do the assignments as detailed below.

### **Assignments:**

#### ***Due by class time 1/31/10***

*Read the following chapters and review narrated PowerPoint files from the Baltzan text:*

1. Read chapter 11 *Building a Customer-centric Organization - Customer Relationship Management* from the text, and review the narrated PowerPoint file for chapter 11.
2. Read Business Plug-In #9 *Customer Relationship Management* from the text, and review the narrated PowerPoint file for BPI #9.

*Review the following video/audio file – be prepared to discuss.*

*Note: this file is available on the MIS591 ELS site.*

3. View the *Organizing your Business* video  
Run Time: 1 hr.

*Read the following articles – be prepared to discuss.*

*Note: These articles are all available online from the Stetson Library web site.*

4. Rigby, Darrell K. and Dianne Ledingham, “CRM Done Right”, *Harvard Business Review*, November 2004, pp. 118-129.
5. Stringfellow, Anne, Winter Nie, and David E. Bowen, “CRM: Profiting From Understanding Customer Needs”, *Business Horizons*, September-October 2004, pp. 45-52.
6. Meyer, Christopher and Andre Schwager, “Understanding Customer Experience”, *Harvard Business Review*, February 2007, pp. 117-126.

#### ***Due by class time 2/03/10***

*Read the following Harvard case – submit discussion board postings before class time.*

7. Harrah’s Entertainment Inc.: Real-Time CRM in a Service Supply Chain
  - a. Identify and describe an “operational” component of Harrah’s CRM strategy. What is its value?
  - b. Identify and describe an “analytical” component of Harrah’s CRM strategy. What is its value?

*Read the following Harvard case – submit written analysis before class time.*

8. Hilton Hotels: Brand Differentiation through Customer Relationship Management
  - a. What is the value of Hilton's OnQ?
  - b. Evaluate the "Customers Really Matter" initiative and recommend an additional benefit Hilton could provide to its clientele to increase customer satisfaction.

## **Module V – Integrating the Organization from End to End – Enterprise Resource Planning**

**February 7 - 13**

### **Overview:**

Most professionals in the business world today recognize the need for accurate, timely, and focused information. Enterprise Resource Planning (ERP) software has evolved from simply providing an integrated system designed to capture and report back office operations to a full-service platform on which to base many different kinds of strategic initiatives. Understanding the evolution and future direction of these platforms is critical to understanding the role IT plays in creating sustainable competitive advantage.

After completing this module you should be able to:

1. Describe the role information plays in enterprise resource planning systems.
2. Identify the primary forces driving the explosive growth of enterprise resource planning systems.
3. Explain the business value of integrating supply chain management, customer relationship management, and enterprise resource planning systems.

Success in this module requires that you do the assignments as detailed below.

### **Assignments:**

***Due by class time 2/07/10***

*Read the following chapters and review narrated PowerPoint files from the Baltzan text:*

1. Read chapter 12 *Integrating the Organization from End to End – Enterprise Resource Planning* from the text, and review the narrated PowerPoint file for chapter 11.
2. Read Business Plug-In #10 *Enterprise Resource Planning* from the text, and review the narrated PowerPoint file for BPI #10.

*Read the following articles – be prepared to discuss.*

*Note: These articles are all available online from the Stetson Library web site.*

3. Mabert, Vincent A., Ashok Soni, and M.A. Venkataramanan, “Enterprise Resource Planning: Common Myths versus Evolving Reality”, *Business Horizons*, May-June 2001, pp. 69 - 76.
4. Rettig, Cynthia, “The Trouble with Enterprise Software”, *MIT Sloan Management Review*, Vol. 49 No. 1, Fall 2007, pp 20 – 28.
5. Glaser, John P., “Too Far Ahead of the IT Curve?”, *Harvard Business Review*, July-August 2007, pp. 29 – 39.
6. Champion, David, “Mastering the Value Chain: An Interview with Mark Levin of Millennium Pharmaceuticals”, *Harvard Business Review*, June 2001, pp. 108 – 115.
7. Bendoly, Elliot, Ashok Soni, and M.A. Venkataramanan, “Value Chain Resource Planning: Adding Value with Systems Beyond the Enterprise”, *Business Horizons*, March-April 2004, pp. 79 – 86.
8. Pil, Frits K. and Matthias Holweg, “Evolving From Value Chain to Value Grid”, *MIT Sloan Management Review*, Summer 2006, pp. 72 – 80.
9. McAfee, Andrew and Erik Brynjolfsson, “Investing in the IT That Makes a Competitive Difference”, *Harvard Business Review*, July-August 2008, pp. 98 – 107.

***Due by class time 2/10/10***

*Read the following Harvard case – submit discussion board postings before class time.*

10. Pharmacy Service Improvement at CVS (A)

In addition to analyzing this case based on the questions below. View the video entitled *CVS Roberts and Flum* found on the MIS591 ELS site. Run time – 15 minutes.

- a. Does PSI represent a significant opportunity for CVS? Would improving customer service be of significant financial benefit to the company?
- b. So what IT-based capabilities does CVS need at this point in time?

*Read the following Harvard case – submit written analysis before class time.*

11. Enterprise IT at Cisco (2004)

In addition to analyzing this case based on the questions below. View the video entitled *David Aungle Interview* found on the MIS591 ELS site. Run time – 17 minutes.

- a. How well did Solviks’ model work? Did it have the desired effect of turning managers into IT enthusiasts?
- b. What capabilities is Cisco seeking with the IT efforts described beginning on page 5 of the case (Boston’s actions).

## **Module VI – Transforming Organizations**

**February 14 - 20**

### **Overview:**

This module is an eclectic blend of a number of IT related topics. It is designed to cover areas that do not easily fit into a single, inclusive category. These topics are critical to an understanding of how IT contributes to strategic business goals, but are relatively narrow in scope. They are continually highlighted in the business press. This module provides the foundation knowledge necessary to place these topics into an appropriate context.

After completing this module you should be able to:

1. Speak to ethics and security issues surrounding the deployment of IT strategies.
2. Understand e-commerce and e-commerce strategies.
3. Explain the business value and strategic role of outsourcing in the modern context.

Success in this module requires that you do the assignments as detailed below.

### **Assignments:**

***Due by class time 2/14/10***

*Read the following chapters and review narrated PowerPoint files from the Baltzan text:*

1. Read Ch. 5 – *Organizational Structures that Support Strategic Initiatives* from the text, and review the narrated PowerPoint file for chapter 5.
2. Read Ch. 18 – *Outsourcing in the 21<sup>st</sup> Century* from the text and review the narrated PowerPoint file for chapter 18.
3. Read BPI #13 – *Strategic Outsourcing* from the text and review the narrated PowerPoint file for BPI #13
4. Read Ch. 14 – *E-Business* from the text and review the narrated PowerPoint file for chapter 14.
5. Read BPI #11 – *E-Business* from the text and review the narrated PowerPoint file for BPI #11.

*Read the following articles – be prepared to discuss.*

*Note: These articles are all available online from the Stetson Library web site.*

6. Austin, Robert D. and Christopher A.R. Darby, “The Myth of Secure Computing”, *Harvard Business Review*, June 2003, pp. 120 – 126.

7. McNulty, Eric, “Boss, I Think Someone Stole Our Customer Data”, *Harvard Business Review*, September 2007, pp. 37 – 50.
8. Zittrain, Jonathan, “Saving the Internet”, *Harvard Business Review*, June 2007, pp. 49 – 59.
9. Adler-Milstein, Julia and Ashish Jha, MD, “Fledgling Firms Offer Hope on Health Costs”, *Harvard Business Review*, March 2008, pp. 26 – 28.

***Due by class time 2/17/09***

*Read the following Harvard case – submit discussion board postings before class time.*

10. CareGroup

In addition to analyzing this case based on the questions below. View the video entitled *CareGroup* found on the MIS591 ELS site. Run time: 15 minutes

- a. What was the underlying cause of the collapse of the system?
- b. Evaluate carefully the 10 lessons that John Halamka learned from the experience. What do you think were the 2 most important, and why?

*Read the following Harvard case – submit written analysis before class time.*

11. Global Healthcare Exchange

- c. How important is GHX to the healthcare industry?
- d. What are the potential benefits of providing a common platform for sharing information and streamlining business transactions across industry boundaries?

**Module VII – Building Innovation**

**February 21 - 27**

**Overview:**

This module looks to the future of IT and organizational development. Some of the key topics of discussion throughout the course, e.g. virtual organizations, strategic partnerships, disruptive technologies, etc. are placed in context. IT trends are discussed along with specific inter and intra-organizational collaboration tools.

After completing this module you should be able to:

1. Compare disruptive and sustaining technologies.
2. Identify the ways in which companies collaborate using technology.
3. Describe 21<sup>st</sup> century IT trends and how businesses are focusing on them to create sustainable competitive advantage.
4. Explain how the integration of business and technology is shaping 21<sup>st</sup> century organizations.

Success in this module requires that you do the assignments as detailed below.

**Assignments:**

***Due by class time 2/21/10***

*Read the following chapters and review narrated PowerPoint files from the Baltzan text:*

1. Read Ch. 13 – *Creating Innovative Organizations* from the text, and review the narrated PowerPoint file for chapter 13.
2. Read Ch. 15 – *Creating Collaborative Partnerships* from the text and review the narrated PowerPoint file for chapter 15.
3. Read Ch. 19 – *Developing a 21<sup>st</sup> Century Organization* from the text, and review the narrated PowerPoint file for chapter 19.
4. Read Business Plug-In #12 – *Emerging Trends and Technologies* from the text and review the narrated PowerPoint file for BPI #12.

*Review the following video/audio file – be prepared to discuss.*

*Note: This file is available on the MIS591 ELS site.*

5. View the *Opportunity and Threat* video

*Read the following articles – be prepared to discuss.*

*Note: These articles are all available online from the Stetson Library web site.*

6. Bower, Joseph L. and Clayton M. Christensen, “Disruptive Technologies: Catching the Wave”, *Harvard Business Review*, January-February 1995, pp. 43 – 53.
7. Christensen, Clayton M., Richard Bohmer, and John Kenagy, “Will Disruptive Innovations Cure Health Care?”, *Harvard Business Review*, September – October 2000, pp. 102 – 112.
8. Christensen, Clayton M. and Michael Overdorf, “Meeting the Challenge of Disruptive Change”, *Harvard Business Review*, March – April 2000, pp. 66 – 76.
9. Lahiri, Somnath, Liliana Perez-Nordtvedt, and Robert W. Renn, “Will the New Competitive Landscape Cause Your Firm’s Decline? It Depends on Your Mindset”, *Business Horizons*, July – August 2008, pp. 311 – 320.

***Due by class time 2/24/10***

*Read the following Harvard case – submit discussion board postings before class time.*

10. Pfizer's Virtual CIO (Abridged)

- c. Comment on the role of the ITLT. Do you feel it was an effective way of organizing IT? Will it continue to be effective?
- d. How can Pfizer use IT to leverage synergies and capabilities across the pharmaceutical and consumer health-care groups?

*Read the following Harvard case – submit written analysis before class time.*

11. Kodak and the Digital Revolution

In addition to analyzing this case based on the questions below. View the video entitled *George Fisher Interview* found on the MIS591 ELS site.

- a. Evaluate Kodak's response to Sony's introduction of the Mavica in 1981. Was it appropriate?
- b. How would you assess Fisher's attempt to transform Kodak? Why did it fail?

## Appendix A: Case Analyses

Your response to case assignments must be approximately 2 pages long (title pages, references, tables, figures, and appendices are not included in the page restriction). Your responses must be double-spaced, margins of 1 inch on every side, and the typeface must 12 pitch. You may use any standard style that you feel comfortable with (APA, MLA, etc.) for reference list, tables, figures, and appendices. You are to email me your paper (in MS-Word format) before class on the day it is due.

The attributes of a paper that meets the minimum requirements of the assignment would include an analysis that uses stated concepts covered in class, in the textbook, in video assignments, in readings or in previous case analyses. This tells me that you have read and understood the material and you can apply those concepts in a unique situation. When you use any specific print resource, you must simply reference the page(s) accessed. For example, to cite the text book, simply write, “Baltzan, p xx”. To cite a video, just reference the author or video title. A case analysis that exceeds the minimum requirements of the assignment would include an analysis that uses many of the resources mentioned above and/or resources found outside those found in the syllabus. For example, web site information, library research, external readings or any other source that you feel contains information relevant to the case at hand. This tells me that you are prepared to go “above and beyond” the material presented to you in the course.

I will grade your answers comparatively, so if few in the class incorporate one or more of the above attributes, those who do will have a better chance of getting a good grade. If, however, some of your classmates do incorporate those attributes and write a cogent response – while you fail to meet these criteria – it will be more difficult for you to earn a good grade. It is assumed that errors in spelling, grammar, punctuation, syntax, or usage will not occur. I recognized however that sometimes these things happen. One or two errors of this type will not be penalized. Multiple errors of this type however imply that the author is not concerned about the quality of his/her work and will be penalized.

### Case Analysis

Assuming that the syllabus will not change during the course of our class, you will analyze a total of 12 cases. The scheduling of these assignments and the questions to be analyzed for each case are found under the individual module assignments in the syllabus.

Your assignment is to determine how the various course concepts apply to the case and make use of specific course concepts in those areas to help explain what is going on in the case. What is happening? What are

the problems and opportunities that the actors in the case are facing? What can the actors in the case do to effectively manage those problems? What are the figures in the case doing wrong or right? Why are those actions successful or unsuccessful? Acting as an unpaid consultant to those people what, according to course concepts, might you advise them to do differently? There is no need to present the case facts in detail – you can assume I am familiar with the case. Simply bring in facts as they pertain to course concepts.

You do not have to use all concepts covered in class and in the text – only those concepts that shed light on the case (“quality”) will earn you points in the assignment. Within the restrictions on the length of your answer, you must also demonstrate that you have a grasp of a substantial *number* and variety of concepts (“quantity”). Don’t worry if your answer is not perfect on these two dimensions: again, all students’ papers will be graded comparatively.

This is an individual assignment. You may not give or receive help from anyone else in analyzing the cases.

## Grading

When your paper is submitted I will review the analysis to identify where you make what is termed a “miniature argument”. Each mini-argument presented by the student asserts that a course concept is illustrated in the case and reinforces this assertion with evidence using case facts. Points are given for each premise, and the more in-depth the student analysis (using many facts from the case), the better the grade. Each of these earned points is called an “insight point”. Course concepts not connected to the facts in the case will be given no weight in grading. So do not write “stuff” simply to fill up two pages. Feel free to add relevant insights based on your own professional experience – but do NOT use these as the centerpiece of your arguments.

## APPENDIX B: QUICK GUIDE TO ACCESSING BUSINESS JOURNALS FULL-TEXT

There are three ways to access full-text business journals:

### METHOD ONE:

If you have a KNOWN journal you want, like Harvard Business Review, click on **JOURNALS LIST** in the header of the library home page (<http://stetson.edu/library>).

Type in Harvard Business Review in the FIND box, press "Search."

What you will see is ALL the formats in which we have Harvard Business Review. If we have it online, you will see a link to the correct database. In this case, Harvard Business Review is in the **Business Source Premier** database, so click on that database link. At this point, you should get a proxy login screen asking for a user name and password. This is the same username you use for Stetson email. But **DO NOT** include the @stetson.edu.

For example, my user name would be sryan and then the password I use for my Stetson email. You will only have to login once per session.

Then you will see all the years of the Harvard Business Review on the right of your screen. From there, you can pick your year and your issue and drill down to your article. OR, above the list of years, you'll see "**Search within this publication.**" If you click on that, you can search by keywords, article title, or subject JUST in the Harvard Business Review.

### METHOD TWO:

If you just want to search a business database and you don't have particular journal or magazine titles in mind, click on **DATABASES** in the header of the library home page (<http://stetson.edu/library>).

From here you can choose any database (such as "**Business Source Premier**") and search by keyword or subject, etc. Once you click on a database name, you should be prompted for the login. User name: sryan Password: email password.

### METHOD THREE:

If you don't know which database to choose for your topic, we will guide you. Click on **MY SUBJECT** in the header of the library home page (<http://stetson.edu/library>).

From there, you can choose "business" or "finance" or "management" and we will list the best databases for that subject. Again, once you click on a database, you should be prompted for your User name: sryan and Password: email password.

*Please direct any questions you might have to:*

*Susan Ryan, Associate Library Director, duPont-Ball Library, Stetson University*

[sryan@stetson.edu](mailto:sryan@stetson.edu) 386-822-7181

*April 2009*

