

COURSE INFORMATION Mondays 7:40 - 9:40 pm
August 31, 2015 - December 21, 2015
CGIS South Building S020

FACULTY Jeffrey E. Francis
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TEXT **A REQUIRED coursepack will be available online from Harvard Business School Publishing.** See the class website for details.

This course is based on the following text which is **no longer in print** but is generally available on the web.

PLEASE NOTE THAT THE TEXTBOOK IS OPTIONAL.

Title: Corporate Information Strategy and Management: Text and Cases (6th Edition)
Author: Applegate, Lynda M., et al
Publication: McGraw-Hill, 2003
ISBN: 0-07-245665-5

The **most recent edition** of this text is the 8th edition. It includes many of the concepts discussed in this course, but from a slightly different perspective. The cases in the 8th edition are **NOT** used in this course. **The cases we will use are from the required coursepack.** Here is the citation: Austin, Robert D., Lynda M. Applegate, and Deborah Soule. Corporate Information Strategy and Management: Text and Cases. 8th ed. McGraw-Hill, 2008.

OVERVIEW This course is designed to provide a broad overview of the issues technology and general managers face when managing information systems.

"The process of managing technology in organizations is getting more complex as it becomes more important...

In the early years, the big job was to manage the technology -- get it to work, keep it running, and thus reduce the cost of doing business.

Later the main thrust was to manage the information resource of the organization, particularly to support management decision making by delivering information when and where it was needed.

Today...the changes required to support the new technologies and organizational structures that are now emerging require a significant amount of well-coordinated business and IT executive leadership."

McNurlin and Sprague, 1998

As the information explosion continues, economies become global, and competition increases, information technology (IT) is being used as a tool to implement business strategies and gain competitive advantage, not merely to support business operations. This course takes a management instead of a technical approach to the material presented. As such, it should be of interest to students of general management interested in information technology issues and to students of information technology interested in management issues.

Using a case study approach, topics will include:

- Information Technology and Strategy
 - Information Technology and Organization
 - Managing Information Technology Assets
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THE CASE METHOD One of the teaching approaches we will use in this course is the case method.

As you will soon see from the case studies, there are no "right" answers to management problems. Rather, what cases do is bring a small chunk of the real world into the academic setting, where we can examine it, determine what problems exist, discuss optional approaches to dealing with the problems, and decide upon a course of action.

Those of you who have participated in courses using the case method know that it is an extremely exciting way of learning. In particular, it gives recognition not only to your experience, but also to the fact that the real world is a complicated place where "cookbook" solutions simply will not work. As such, it puts you in the middle of the action, forcing you to be analytical and use management concepts rather than just reiterate them.

However, the case method does not work, and furthermore, can be quite boring unless:

- the participants (including the instructor) thoroughly prepare the case and reading materials in advance, and
 - the participants actively participate in the discussion of the case.
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GRADING You will be graded as follows:

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| • Case Write-ups (2) | 30% |
| • Class preparation and participation | 35% |
| • Final Exam | 35% |
| • Total | 100% |

You should be ready to thoroughly discuss each assigned case, but you are only expected to prepare two in written form.

One case write up must be submitted on or before class 8 on November 2 and the other on or before class 11 on November 23.

The write-ups should address the issues and concepts covered in the assigned readings. They should be limited to two typed pages in length, although exhibits may be added.

These papers should be handed in before class on the date the case is to be discussed.

Discussion of the cases in informal groups, when papers are not being prepared, is encouraged. Preparation of papers, however, should involve only individual effort.

Class participation accounts for a large portion of each student's grade, reflecting the importance of class discussion. The quality as well as quantity of the input is recognized; the most important comments are those that take the discussion to another level, which deepen the class's understanding of the complex management situation, or which show a particularly clear and appropriate application of one of the concepts or issues being studied. Students will grade themselves on class participation.

The final exam will be held on **December 21, 2015**. The case upon which the exam is based will be distributed at the end of class on December 14th. The final will be an open book, open notes exam.

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| CLASS CANVAS SITE | This course uses a Harvard Canvas site as the repository for class materials and other class-related information. You can access the site from http://canvas.harvard.edu using your Harvard ID and password. |
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| COURSE OUTLINE | This course outline is subject to change without notice... Readings and assignments will be posted on the class site and they will also be announced during the first class. |
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If you are a registered ISMT E-100 student, use the readings list from the Weekly Presentations and Readings section of the class site

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| Week 1 | August 31, 2015 |
| Topic | Introduction to the Course |
| Readings | None |
| Case | None |
| Assignment | None |

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| Week 2 | September 14, 2015 |
| Topic | Information, Systems and Management |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | Tale of Two Airlines in the Network Age: Or Why the Spirit of King George III Is Alive and Well |
| Assignment | Read the case and the readings, then write up the case based on the guidelines discussed in the readings and in the class syllabus. |

A write-up of this case is mandatory for credit but it will not be graded

Print out a name card as discussed in class

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| Week 3 | September 21, 2015 |
| Topic | Information Technology and Strategy |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | 1-2 Nasdaq Japan: E-Merging Markets |
| Assignment | None |

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| Week 4 | September 28, 2015 |
| Topic | The Network Economy: Trends and Opportunities |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |

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| Case | 1-5 Submarino.com: The Challenges of B2C Commerce in Latin America |
| Assignment | None |
| Week 5 | October 5, 2015 |
| Topic | Managing Change |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | None |
| Assignment | None |
| Week 6 | October 19, 2015 |
| Topic | Information Technology and Organization |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | 2 - 1 Taco Bell, Inc. (1983-1994) |
| Assignment | None |
| Week 7 | October 26, 2015 |
| Topic | Information Technology Architecture |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | 3 - 1 Jamcracker |
| Assignment | None |
| Week 8 | November 2, 2015 |
| Topic | Organizing and Leading the Information Technology Function |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | 4 - 2 Harley-Davidson: Enterprise Software Selection |
| Assignment | None |
| Week 9 | November 9, 2015 |
| Topic | Information Technology Operations |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | 3 - 4 Postgirot Bank and Provment AB |
| Assignment | None |
| Week 10 | November 16, 2015 |
| Topic | Managing Information Technology Outsourcing |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | 4- 4 Xerox: Outsourcing Global Information Technology Resources |
| Assignment | None |
| Week 11 | November 23, 2015 |
| Topic | Project Management |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | BAE Automated Systems (A): Denver International Airport Baggage Handling System |
| Assignment | None |
| Week 12 | November 30, 2015 |
| Topic | Information Technology Planning |
| Readings | None |
| Case | None |
| Assignment | On the web, gather information on planning in general and IT planning in particular. Be prepared to present your findings in class. |

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| Week 13 | December 7, 2015 |
| Topic | Information Politics |
| Readings | See the list of readings in the Weekly Presentations and Readings section of the class iSite |
| Case | None |
| Assignment | None |

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| Week 14 | December 14, 2015 |
| Topic | Course Wrap-Up And Review |
| Readings | Review all readings and class notes |
| Case | None |
| Assignment | None |

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| Week 15 | December 21, 2015 |
| Topic | Final Exam |
| Readings | Review all readings and class notes |
| Case | Case announced on December 14th |
| Assignment | None |
