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### 600-94 Information Technology Management

Mark Frolick  
*Xavier University*

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**Information Technology Management  
INFO 600  
Summer 2010**

Instructor: Dr. Mark N. Frolick  
Office: 202 Smith Hall  
Office Hours: By appointment  
Contact Information: [frolick@xavier.edu](mailto:frolick@xavier.edu) (by far the best way to reach me)

**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"

**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. This class is designed to provide managers with the tools needed to improve the vital functions of information gathering, processing and sharing. The focus is on the application of IT to automate, streamline, reengineer and integrate business processes. A significant portion of this class is devoted to managerial decision-making and case studies as well as an applied project.

Because this course explores foundational business processes and information systems, it is highly integrative and will link closely to the other courses in the MBA program:

- Implementing information systems 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 systems 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 managers and employees within an organization influences, and is influenced by, its information systems: installing an IS changes the associated business processes, changes the flow of crucial information, and

therefore changes incentives, the decision-making hierarchy, and the power structure.

- Quantitative and strategic analysis are largely enabled by the business processes and systems explored in this class.

This course will provide a bridge to topics in future courses as well, since marketing functions and economic analysis rely heavily on information systems applications. Many organizations are spending huge sums on enterprise-wide information systems that integrate most business functions.

We'll learn about these topics through readings, cases, class discussions, and an in-depth team 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 Objectives**

- Become familiar with the wide range of business processes that must be effectively managed for success.
- Understand the many types of information systems supporting business processes, and the specific ways they can improve responsiveness and productivity for particular processes.
- Understand the potential pitfalls of information systems in both application and implementation.
- Understand how information systems influence business functions such as accounting, finance, marketing, human resources, manufacturing, as well as the structure of organizations and the behavior of employees.

### **Texts and Course Materials**

#### **Required Texts:**

- Harvard Cases can be found at:

<http://cb.hbsp.harvard.edu/cb/access/6173654>

I have created a course area on the Harvard Business Online website where you can order the required materials for this course.

If you have not registered with Harvard Business Online, you will be required to do so. This URL will provide you with a list of required materials for use in this

course. The products are listed at the bottom of this email.

Note that the products' format may differ; some may require that a hardcopy be shipped to you via air mail. The downloaded course materials are encrypted using SealedMedia. Use the following link to download the plug-in.

<http://download.sealedmedia.com/unsealer/index.asp>

You will have immediate access to the materials upon placing your order, for subsequent access, you must login to <http://harvardbusinessonline.org>

I hope you find this a convenient way to access your course materials.

For technical assistance, please view the [Quick Tips](#) section or contact Harvard Business School Publishing at 1-800-810-8858 or 617-783-7700. They are open 8am-6pm Eastern Standard Time. They can also be reached at [techhelp@hbsp.harvard.edu](mailto:techhelp@hbsp.harvard.edu)

#### Required Cases:

Case Reference Number	Case Description	Topic Area(s)
HBS Note: 9-451-005	Because Wisdom Can't Be Told	How To - Case
HBS Note: 9-576-031	Introduction to the Case Method	How To - Case
HBS Note: 9-584-097	Introduction to Cases	How To - Case
HBS Note: 9-589-080	Learning with Cases	How To - Case
HBS Note: 9-376-240	Use of Cases in Management Education	How To - Case
HBS Note: 9-376-241	Learning by the Case Method	How To - Case
HBS Note: R0510F	Information Technology and the Board of Directors	Digital Economy
HBR Article R0211F	Six IT Decisions Your IT People Shouldn't Make	Digital Economy
<a href="#">HBS Case: 9-803-092</a>	Wyndham International: Fostering High-Touch with High-Tech	Digital Economy
HBR Article R0110K	Welcome to the New World of Merchandising	E-Business
HBR Article R0310G	The Real New Economy	E-Business
<a href="#">HBS Case: 9-602-071</a>	EBay: The Customer Marketplace	E-Business
HBR Article F0610F	Are You Ready for E-tailing 2.0?	E-Business
<a href="#">HBS Case: 910036-PDF-ENG</a>	Google	E-Business
HBS Note: 9-699-020	Enterprise Resource Planning (ERP)	Enterprise Systems
HBR Article 98401	Putting the Enterprise in Enterprise Systems	Enterprise Systems
<a href="#">HBS Case: 9-600-006</a>	Harley-Davidson Motor Co: Enterprise	Enterprise Systems

	Software Selection	
CMR Article: CMR209	A Framework for Customer Relationship Marketing	CRM
HBR Article R00410	E-Loyalty: Your Secret Weapon on the Web	CRM
<a href="#">HBS Case: 9-501-010</a>	Hilton HHonors Worldwide: Loyalty Wars	CRM
HBR Article R0601B	A Brief History of Decision Making	DSS
<a href="#">HBS Case: 9-604-080</a>	Business Intelligence at SYSCO	Business Intelligence
Harvard Management Update Article: U9910D	Data Mining: What General Managers Need to Know	Data Mining
HBR Article R0305H	Diamonds in the Data Mine	Data Mining
HBS Note: 9-189-132	Managing Information Technology: Systems Development	IT Development
CMR Article: CMR075	Achieving Success in Information Systems Outsourcing	IT Development
<a href="#">HBS Case: 9-602-007</a>	Jamcracker	IT Development
CMR Article: CMR 242	Management's Role in Information Security in a Cyber Economy	Security
<a href="#">HBS Case: 9-601-114</a>	The iPremier Co.: Denial of Service Attack (A)	Security

## Grading

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

Case Presentations / Contribution to class	75%
Research Project Write-Up and Presentation	25%

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

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

## **Case Presentations / Contribution to class**

### **In-class Participation**

Your participation in the classroom should demonstrate a strong knowledge of the assigned readings and activities. The instructors 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 talk each class, regardless of the number of the students in the classroom.
- You will demonstrate the ability to extend and apply class materials by sharing work experiences and outside readings that are applicable and add value.
- Absolutely no computer usage during lectures, article discussion or case discussions. No exceptions!

### **Course Structure**

The class will begin each week with a lecture to level set the week's material. This will help ensure that we will all be using the same nomenclature for the week's discussion.

The lecture will be followed with select article presentations/discussions. Students will be selected at random to lead article and note discussions. The article discussions will be led by a Harvard Case.

The professor realizes that with the busy schedules that most students have, getting together outside of normal class hours is often difficult. As such, once the article and case discussion have been completed, groups will be placed into breakout sessions to work on their group projects. This time is allotted for working on projects and should not be construed as class being let out early. The professor will be available during this period to offer guidance and answer any group questions. During this time, the professor will also be available to help with students individual research papers.

### **Case Presentations:**

Students must thoroughly analyze each case and article prior to class in order to ensure a rich and fruitful discussion. To that end, each student is to prepare a typed, detailed case analysis which should include a cover page with your full name, course number, and email address. This document is to be done for the cases only, not the articles. The document should be no longer than 2 pages. These will be collected at the end of class. This case analysis should contain, at a minimum, the "right questions" to be addressed which is described in HBS Note: 9-584-097 "An Introduction to Cases." In addition, please see the section titled "How to Prepare A Case" on page 2 of HBS Note: 9-376-241 "Learning with the Case Method." This note provides additional information that your cases analysis should contain. An overall theme that you will find helpful is the section titled "How You Can Get The Most Out Of The Case Process" on page 4 of HBS Note: 9-376-241 "Learning with the Case Method."

The case write-up will constitute 50% of your weekly grade. The other 50% will come from your weekly participation in the case discussions. Students must participate in the weekly case discussion in order to receive credit for that portion of their grade. The write-up's will only be returned if there is a problem with them. Each student may re-work their write-up for full credit. So as not to embarrass anyone, student's will be notified if there is a problem with their write-up via email only. Please plan to visit with the professor during his office hours at the mid-term of the semester to get feedback on the participation portion of your 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.

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.

**Study groups are strongly recommended.**

### **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 system within a company 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.

Students will make oral presentations of their research 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.

### **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 sending an e-mail 24 hours in advance. Recognize that it is your responsibility to get class notes and any assignments from a classmate.



### Tenative Course Schedule

Week	Topic	Cases / Reading
1 07/06	<ul style="list-style-type: none"> <li>• Course Overview</li> </ul>	
1 07/08	<ul style="list-style-type: none"> <li>• The Importance of the Case Method</li> </ul>	<ul style="list-style-type: none"> <li>• HBS Note: 9-451-005: Because Wisdom Can't Be Told</li> <li>• HBS Note: 9-576-031: Introduction to the Case Method</li> <li>• HBS Note: 9-584-097: Introduction to Cases</li> <li>• HBS Note: 9-589-080: Learning with Cases</li> <li>• HBS Note: 9-376-240: Use of Cases in Management Education</li> <li>• HBS Note: 9-376-241: Learning by the Case Method</li> </ul>
<b>IT in the Organization</b>		
2 07/13	<ul style="list-style-type: none"> <li>• The Digital Economy</li> </ul>	<ul style="list-style-type: none"> <li>• Turban – Chapter 1</li> <li>• HBS Note: R0510F: Information Technology Management and the Board of Directors</li> <li>• HBR Article R0211F: Six IT Decisions Your IT People Shouldn't Make</li> <li>• HBS Case: 9-803-092: Wyndham International: Fostering High-Touch with High-Tech</li> </ul>
<b>The Web Revolution</b>		
2 07/15	<ul style="list-style-type: none"> <li>• Electronic Business</li> </ul>	<ul style="list-style-type: none"> <li>• Turban – Chapter 4</li> <li>• HBR Article R0110K: Welcome to the New World of Merchandising</li> <li>• HBR Article R0310G: The Real New Economy</li> <li>• HBS Case: 9-602-071: EBay: The Customer Marketplace</li> </ul>
3 07/20	<ul style="list-style-type: none"> <li>• Electronic Business</li> </ul>	<ul style="list-style-type: none"> <li>• Turban – Chapter 5</li> <li>• HBR Article F0610F: Are You Ready for E-tailing 2.0?</li> <li>• HBS Case: 910036-PDF-ENG: Google</li> </ul>

<b>Enterprise Systems</b>		
3 07/22	<ul style="list-style-type: none"> <li>Enterprise Systems</li> </ul>	<ul style="list-style-type: none"> <li>Presentation: ERP Implementation Failure: The Pepsi Case</li> <li>HBS Note: 9-699-020: Enterprise Resource Planning (ERP)</li> <li>HBR Article 98401: Putting the Enterprise Into the Enterprise System</li> <li>HBS Case: 9-600-006: Harley-Davidson Motor Co: Enterprise Software Selection</li> </ul>
4 07/27	<ul style="list-style-type: none"> <li>Customer Relationship Marketing (CRM)</li> </ul>	<ul style="list-style-type: none"> <li>CMR Article: CMR209 A Framework for Customer Relationship Marketing</li> <li>HBR Article R00410: E-Loyalty: Your Secret Weapon on the Web</li> <li>HBS Case: 9-501-010: Hilton HHonors Worldwide: Loyalty Wars</li> </ul>
<b>Business Intelligence</b>		
4 07/29	<ul style="list-style-type: none"> <li>Supporting Management and Decision Making</li> <li>Data Warehousing</li> </ul>	<ul style="list-style-type: none"> <li>Turban – Chapter 11</li> <li>HBR Article R0601B: A Brief History of Decision Making</li> <li>HBS Case: 9-604-080: Business Intelligence Software at SYSCO</li> </ul>
5 08/03	<ul style="list-style-type: none"> <li>Data Mining</li> </ul>	<ul style="list-style-type: none"> <li>Turban – Chapter 10</li> <li>Harvard Management Update Article: U9910D: Data Mining: What General Managers Need to Know</li> <li>HBR Article R0305H: Diamonds in the Data Mine</li> </ul>
<b>Managing The IT Resource</b>		
5 08/05	<ul style="list-style-type: none"> <li>Security</li> </ul>	<ul style="list-style-type: none"> <li>Presentation: Information Security and Identity Theft</li> <li>CMR Article: CMR242: Management's Role in Information Security in a Cyber Economy</li> <li>HBS Case: 9-601-114: The iPremier Co.: Denial of Service Attack (A)</li> </ul>
<b>IT For Competitive Advantage</b>		
6 08/10	<ul style="list-style-type: none"> <li>Research Project Presentations</li> </ul>	

