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INFO 600-03 Information Technology Management

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Information Technology Management
INFO 600
Fall 2012

Instructor: Dr. Mark N. Frolick
Office: 202 Smith Hall
Office Hours: 4:00pm – 6:00pm day of class meeting & by appointment
Contact Information: 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 21st 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/13908087>

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. Please do not contact your instructor with download issues. Harvard Business School Publishing is in charge of this.

Grading

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

Case Presentations / Contribution to class	33%
Individual Research Paper	33% (Due Week 14)
Group Research Project	33%

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

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! Failure to observe this rule will result in a participation grade of zero for that class period.

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 printed single-sided and no longer than 2 pages. These will be collected at the end of class – hard copy only. 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. Write-up's are accepted as hard copy only and should have a single staple in the upper left corner. Unstapled case write-up's will not be accepted as pages are too easy to loose.

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. This is your participation grade feedback!

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.

Important note regarding course material publication dates: Students often comment that a few of the readings for this course are several years old. That is by design. Some of the articles that most importantly articulate critical issues in the MIS field are as true today as they were when they were first published. While there may be a newer article that describes a subject, these articles are often just re-written from the original article. I prefer to select materials for the course that 'best' articulate an important issue regardless of publication date. You would not begin reading a book from the middle because you would miss what led up to that point. The same is true for many foundation articles. They are akin to the early chapters of a book. They form a basis for topic understanding. A famous faculty member at Harvard articulated this issue best when he said "no one ever complained about the relevance of the bible because it was dated!"

Study groups are strongly recommended.

Research Paper (Individual):

You will be expected to write a quality research paper as a major part of your grade in this class. This is an information systems paper. Several students have gone on to actually publish the papers that they wrote for this class. To ensure that you do not wait until the last minute, the paper abstract is due at the class meeting for week 7. The abstract must be well thought out and demonstrate a contribution to the literature.

You must be able to answer the following questions with your abstract: 1) what am I saying that is both new and different and, 2) what is my contribution to the literature. The only way to answer these questions is by doing a VERY thorough literature search for your particular topic.

It is suggested that you obtain articles from several issues of the journal Information Systems Management. These articles will prove to be an invaluable help in structuring your research paper. Please use the APA style for referencing your sources.

The instructor is more than willing to spend time helping the students develop their abstracts. Please note that you should use no fewer than 15 - 20 references. The paper must be turned in as a hard copy only. Paper should have a single staple in the upper left hand corner. Papers with plastic covers will not be accepted. No late papers will be accepted. **Your email address must be on the cover page of the paper.**

Each student will provide a 5 minute verbal presentation of their individual research paper during the class scheduled for final exams.

Sample Individual Research Papers:

- Please see Blackboard
 - If you have trouble with Blackboard please contact Paul Kieffer at kieffer@xavier.edu or call him at 745-4883.

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. Since the written projects in this course are designed to focus on summarizing and discussing other peoples' materials, the assignments should include very few exact quotes.

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 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.

Tentative Course Schedule

Week	Topic	Cases / Reading
1 08/20	<ul style="list-style-type: none"> • Course Overview 	
2 08/27	<ul style="list-style-type: none"> • The Importance of the Case Method 	<ul style="list-style-type: none"> • HBS Note: 451005: Because Wisdom Can't Be Told • HBS Note: 576031: Introduction to the Case Method • HBS Note: 584097: Introduction to Cases • HBS Note: 589080: Learning with Cases • HBS Note: 376240: Use of Cases in Management Education • HBS Note: 376241: Learning by the Case Method
IT in the Organization		
3 09/10	<ul style="list-style-type: none"> • The Digital Economy 	<ul style="list-style-type: none"> • Lecture – Digital Economy • HBS Article R0510F: Information Technology and the Board of Directors • HBR Article R0211F: Six IT Decisions Your IT People Shouldn't Make • HBS Case: 803092: Wyndham International: Fostering High-Touch with High-Tech • Research paper Q&A
4 09/17	<ul style="list-style-type: none"> • Strategic Uses of Information Systems 	<ul style="list-style-type: none"> • HBR Article R0611J: Mastering The Three Worlds of Information Technology • HBR Article F0505A: In Praise of Uncertainty • HBS Case 502011: Harrah's Entertainment
The Web Revolution		
5 09/24	<ul style="list-style-type: none"> • Electronic Business 	<ul style="list-style-type: none"> • Lecture – E-Business • HBR Article R1010L: How French Innovators are Putting the “Social” Back In Social Networking • HBR Article R0310G: The Real New Economy • HBS Case: 602071: EBay: The Customer Marketplace

6 10/01	<ul style="list-style-type: none"> Electronic Business 	<ul style="list-style-type: none"> Lecture – M-Commerce HBR Article SMR222: How Do Customers Judge Quality in an E-Tailer? HBR Article SMR367: The Collaborative Organization: How to Make Employee Networks Really Work HBS Case: 802024: Monster.com: Success Beyond the Bubble
Enterprise Systems		
7 10/08	<ul style="list-style-type: none"> Enterprise Systems 	<ul style="list-style-type: none"> Presentation: ERP Implementation Failure: The Pepsi Case HBS Note: 699020: Enterprise Resource Planning, Technology Note HBR Article 98401: Putting the Enterprise Into the Enterprise System HBS Case: 600006: Harley-Davidson Motor Co: Enterprise Software Selection
8 10/15	<ul style="list-style-type: none"> Customer Relationship Marketing (CRM) 	<ul style="list-style-type: none"> Harvard Management Update Article: U0306D: Do You Really Know What to DO with Your Customer Data? HBR Article R0411H: CRM Done Right HBR Article R0412A: None of Our Business? HBS Case: 501010: Hilton HHonors Worldwide: Loyalty Wars
Business Intelligence		
9 10/22	<ul style="list-style-type: none"> Supporting Management and Decision Making Data Warehousing 	<ul style="list-style-type: none"> Lecture – Managing Decision Support HBR Article R0601H: Competing on Analytics HBS Case: 603066: Intermountain Health Care
10 10/29	<ul style="list-style-type: none"> Data Mining 	<ul style="list-style-type: none"> Lecture – Data Management Harvard Management Update Article U9910D: Data Mining: What General Managers Need to Know HBR Article R0305H: Diamonds in the Data Mine HBR Article R0507Q: The Balanced Scorecard: Measures That Drive Performance.

Managing The IT Resource		
11 11/05	<ul style="list-style-type: none"> • Building Information Systems 	<ul style="list-style-type: none"> • Lecture – Building IS • HBS Article: R0803J: Radically Simple IT • HBS Case: 602-07: Jamcracker
12 11/12	<ul style="list-style-type: none"> • Managing Information Resources • Security 	<ul style="list-style-type: none"> • Lecture – Managing Resources and Security • BH Article: BH127: Outsourcing Pros and Cons • CMR Article: CMR 221: The Winner's Curse in IT Outsourcing: Strategies for Avoiding Relational Trama • HBS Case: 300036: Drugstore.com • Presentation: Information Security and Identity Theft • CMR Article: CMR242: Management's Role in Information Security in a Cyber Economy • HBS Case: 601114: The iPremier Co.: Denial of Service Attack (A)
IT For Competitive Advantage		
13 11/19	<ul style="list-style-type: none"> • Competitive Advantage 	<ul style="list-style-type: none"> • HBR Article 85415: How Information Gives you Competitive Advantage • HBR Article R0402E: Getting IT Right • HBR Article B0909A: Linking Strategy to Operations: Part 2 – Theme Teams and IT Infrastructure • HBS Case: 800330: Amazon.com: Exploiting the Value of Digital Business Infrastructure
14 11/26	<ul style="list-style-type: none"> • Research Project Presentations 	
15 12/03	<ul style="list-style-type: none"> • Research Project Presentations 	

Final Exam: 12/10

Each student will provide a 5 minute verbal presentation of their individual research paper during the class scheduled for final exams.